

CHRISTIAN LEADERSHIP NOTES (CHL 2301)



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Christian Leadership and Development

The aim of this course is to discover the biblical principles of leadership and apply them in various cultural settings in Malawi and beyond

There are three questions that must be answered as we reflect on the subject of leadership

1. Why is it so difficult to recognize display of leadership?
2. How many positions of leadership are filled with individuals and yet no leadership at all is offered?
3. What is behind the failure of moral and ethical patterns of services in Malawi and Africa?

Today the church academy and market place are having major unresolved conflicts and challenges with the identify and viability because of failed leadership. Explaining and understanding the nature of good leadership is easier than doing it. We will look at leadership from the secular perspective before looking it from a Christian perspective.

Definition of key terms in Christian leadership

1. Leadership: is the decisive and timely action on the part of a person who holds a position of authority. It is therefore marked by the following

- a). It places a high value of independence and self sufficiency. The leader depends on the learned skills, experience, and decision making ability. Emphasis is on doing and little attention is given to relationships.
- b). It focuses on the uses of power, authority, and position.
- c). Followers provide services to the person in authority. Service flows up rather than down. Relationships between leaders and others are not necessary. What is important is to meet the needs of the organizations
- d). The model stresses the importance of personality over against ones character.
- e). Vision comes from the leader and the needs of the leader. Leadership can also be defined as the process of influencing the activities of the members of the group in their job of goal setting and goal achievements.

2. Leader: is a person who take the central role in this interaction by influencing the behavior of other members of the group.

3. Authority: is the ability to command or apply force

4. Power: it is seen as control one has over other.

In secular terms leadership means: power, authority, honor, prestige, personal advantage.

CHRISTIAN LEADERSHIP

It is an art form of worshipping Christ, a teaching and saving process that envisions, influences, shapes and enhances so that both leaders and followers may realize God's goal for change within their community. Christian leadership is about spirituality, character, and community. Spirituality is the center, heart, and beginning point for Christian leadership. Spiritual leadership is the leadership that does not come by election or appointment, but it is offered by people who are willing to suffer for the sake of obeying godly objectives.

Religious position can be conferred by Bishop and boards, but spiritual authority which is a key ingredient in Christian leadership can only come from God.

Spiritual leadership sees true greatness different from circular leadership greatness is not achieved by reducing men to one's services. Instead it is achieved by giving oneself in selfless service to people.

It involves drinking a bitter cup and experiencing a painful baptism of suffering the leader concern more with the service if he can Leander to God and fellow men than the benefits and pleasures that he can take from man.

The ambition is to fit into God's plan for him(Define spiritual needs?)(a circular leader does not involve God in all his activities).

In Christian terms leadership implies:

1. Service rather than dominance
2. Respect rather than exploitation
3. Prayerful lifestyle that takes after Jesus Christ word that says "whoever wishes to be the first among you, shall be your servant....."(Matthew 20 vs 27)

FUNDAMENTAL QUALIFICATION FOR CHRISTIAN LEADERSHIP

A. Be disciplined and this quality has been placed first in our list. It is only the disciplined person that will rise to his or her highest power. The lazy and disorganized never rise to true leadership.

B. Have a Vision. He must always look at the end of things. Visions includes foresight and as well as insight. Vision also includes hope. People who are not hopeful will never become great leaders because they always see difficulties in every opportunity

C. Have wisdom. Wisdom is defined as the faculty of making the use of knowledge, a combination of the descendment and judgment. It is more than knowledge which is the accumulation of facts. It involves the knowledge of God and the human heart. Knowledge is gained by study, but she the spirit feels a man he imparts the wisdom to use and apply that knowledge

D. Make decisions. A leader must be willing to make a decision once all the facts are in. The decision must be based on sound premises. In pursuing his goal, a leader must have the courage to burn his bridges behind him and be willing to accept full responsibility for consequent failure.

He must not place responsibility on a subordinate. A true leader must resist the temptation to delay in reaching a decision.

E. Have courage. Courage is that quality of mind which enables men to encounter danger and difficult with firmness or without fear or depression of spirit. Courage of the highest order is demanded of a spiritual leader. People expect of their leaders courage and calmness during time of crisis.

F. Exercise humility. Humility is the whole-mark of the man who God can use although it is not in the world curriculum in the length/reign of politics and commerce humility is the quality neither expected nor required. Then the leader needs and seeks prominence and publicity. Humility stands very high. Apostle John writes, "he must increase but I must decrease" (John 3 vs 10)

MANAGEMENT

Generally management is defined as the process that involves guiding or directing a group of people towards organizational objectives.

Difference Between Leadership And Management

Leadership and management are commonly seen as the same but they are not. Leadership is also misunderstood to mean directing and instructing people and making important decisions on behalf of an organization. Effective leadership is much more than this it should be noted that good leaders are followed mostly because people trust and respect them rather than the skills they possess. Leadership is about behavior first and skill second. One simple way of seeing how leadership is different from management is:

Management is mostly about processes while leadership is mostly about behavior. We can also explain this by saying: management relies heavily on tangible measurable capabilities such as effective planning; the use of organizational system; and the use of proper communication methods. Leadership involves many management skills, but generally as a secondary or background function of true leadership. Leadership instead relies more strongly on less tangible and less measurable things like trust, inspiration, attitude, decision making, and personal character. These are not processes or skills or even necessary the result of experience. Yet another way of seeing leadership comparing with management is that leadership does not depend on the type of management methods and processes a leader uses. Good leadership depends on attitudinal qualities, not management processes. Examples of highly significant leadership qualities include integrity, courage, passion, wisdom, honesty, commitment, confidence, humility, determination, Positivity etc.

PERSPECTIVE ON LEADERSHIP

Leadership is seen from two different angles circular and spiritual. Circular leadership is seen as one's ability to influence others to the extent that they are willing to be influenced, on the other hand spiritual leadership is the leadership where someone empowered by the Holy Spirit to flow unhindered through the spiritual leader to the followers.

LEADERSHIP THEOREMS

The big question managers struggle with are **how do we identify leaders?**, **what psychological traits distinguish leaders from followers?**. Researchers have developed a number of leadership theorems over the years these fall into four main groups

1. **Trait theories:** **what type of person makes a good leader.** Trait theories argue that leaders share a number of common personality traits and characteristics, and that leadership emerges from these traits. Managers have identified the clusters of traits like;

- a) **Capacity-** Intelligence, verbal facility, alertness, and originality.
- b) **Achievement-** scholarship, knowledge, and accomplishment.
- c) **Responsibility-** dependability, initiative, and aggressiveness.
- d) **Participation-** activity, sociability, and cooperation.

2. **Behavioral theories:** **the big question here is what does a good leader do?**, **behavioral theories focus on how leaders behave.** Behavior scientist focus much on the study of leadership because it has a significant impact on the attitudes. Behavior and performance of both colleagues and subordinates. Researchers have come to a conclusion that effective leadership has no universal characteristics. Leaders develop certain valuable assets in different areas as James J. Cribbins observed.

James J. **Cribbins observations:**

- a) **Present performance:** ability to perform duties well in one's job.
- b) **Initiative** ability to be a self starter
- c) **Acceptance:** ability to gain respect and win the confidence of others
- d) **Analysis and judgment:** ability to reach sound conclusion based on evidence
- e) **Communication:** ability to get through to people at various levels.
- f) **Accomplishment:** amount and quality of work produced through the effective use of time.
- g) **Flexibility:** ability to cope with change, to adjust to the unexpected.
- h) **Objectivity:** ability to control personal feelings and have open mindedness
- i) **Emotional resilience:** emotional stress arises in managerial positions because they work in situations that involve authority, leadership, power, interpersonal conflict, meeting deadlines, all with some degree of uncertainty and ambiguity.

3. **Contingency theories** : the big question here is, **how does the situation influence good leadership?** The realization that there isn't one correct type of leader led to theories that the best leadership style is contingent or depends on the situation. These theories try to predict which leadership style is best in which circumstance. Social scientists emphasize leadership depend

upon specific situation. In each setting leadership demands specific kinds of knowledge and skills from the persons feeling that role. For example, football teams usually select their best player as captain. However the skills as a footballer will not qualify the same in different settings.

4. Power and influence theories : the big question is, what is the source of the leaders power. Power and influence theories of leadership take an entirely different approach. They are based in the different ways in which leaders use power and influence to get things done and the leadership style that emerge as a result.

LEADERSHIP MATCHES

Leaders are chosen to achieve specific goals. When selecting leaders we need to match the quality skills and abilities of leaders with the position. In the case football the glue chooses the best player to help them win. The team must have certain specialized skills and personality traits. However when the group's needs change and leaders skills don't match up to their needs they may choose a new leader or a new one will emerge. Organizations sometimes cast people into role for which they did not have the necessary abilities. Lack of knowledge and skills can however be lessened by a carefully planned training program.

LEADERSHIP EFFECTIVENESS

Effective leaders;

- a. Have more confidence in their abilities
- b. Expect a great deal from themselves and from others
- c. Have the ability to develop their subordinates.

SUCCEEDING AS A LEADER 4 STEPS

Success in leadership does not just happen, one has to work for it. A successful leader must do the following:

1. Set clear goals with employees he/ she is leading.

Goal setting really works, but few managers do it. A goal must be smart. S- specific; is it focused, M measurable: can you tell if it is accomplished A; attainable; is it a realistic target. R-relevant; is it a priority. T- trackable; can the results be compared over time. For example say am going to make 5 thousand at the end of this period than saying I will make more money.complicated

2. Recognize the progress.

Motivating people is not easy, many experts say that **you can't motivate others, but you can only create positive conditions so that people can motivate themselves.** The leader should take in to consideration the following conditions.

a) **The people you're leading want something to be done to them.**

- It could be money, promotion, job sortification good working conditions, feeling involved.
- It is the responsibility of the manager to know what the need is and turn that need into a tangible goal.
- A successful manager will find a hot button to press. Remember unmotivated employees will show a little initiative or progress.

b) **You need to know what steps to take to succeed.**

- It does no any good to want something when there is no visible way of ever achieving it.
- When a person has means or plan for success, they get motivated into action.
- If people are given the tools and support to succeed, they will.
- The role of the manager therefore is to help in removing the barriers and clearing out the bumbs.

c) **The person you're leading must believe that their efforts will be meaningful and rewarding.**

- Recognition is the best reward.
- Although recognition means different things to different people, it adds fuel to the flame of desire so that motivation can continue in-spite of other obstacles.

3). **Confront Problems.**

- Problems are sometimes not bad. They are inevitable
- **Without problems you are doomed to fail because you have probably not been taking risk as you strive to improve your efforts and results**
- There are five steps in handling common work related problems
- Step 1: **handle it immediately.** The goal should not be to suck anybody
- Step 2: **Be specific about the problem.** Describe the behaviour or action that is not correct
- Step 3: **explain your feelings.** For example you can say I am dissappointed that this happened. You don't have to scream or use foul language.
- Step 4: **outline what you want.** Start by asking the employees questions:
 - i. **Is there any problem in our system?**
 - ii. **Do you need more training?**

- iii. Do have an idea on how the problem can be solved?
- iv. Where do we go from here?
- Step 5: Reaffirm: Tell the employees that you believe in him or her. Give an example of her past success. Do this so that the employee focus on the problem and does not feel mistreated
- 4). **Manage with Flexibility.**
 - Even though you want to be as fair and consistent as a manager you can't manage everyone the same way.
 - How you manage someone depends on the employee and the situation
 - Two key questions here are:
 - 1. What is his motivation ?
 - 2. What is his skill?
 - Management style will depend on the needs of the employee.
 - Management theorist have described management in two camps
 - a) be authoritative because you can't trust employees
 - b) employees are good, therefore trust them.
 - In light of the above the a manager has to be well grounded in many different scenarios For example:
 - i. a trainee needs specific training and direction
 - ii. A learner needs specific training in some areas and also need to be motivated to do the job
 - iii. A work horse (a person/ machine that does the work) needs support and help. When not motivated there will be no progress.
 - iv. A star needs a resource to kick around ideas but can do the job alone. Remember to stay out of his way.

PROBLEM SOLVING AND DECISION MAKING

- Problem solving and decision making are essential skills for business and life.
- Problem solving often involves decision making, and decision making is especially significant for management and leadership.
- Decision making is more natural to certain personalities. Such people should focus more on improving the qualities of there decisions.

- People that are less natural decision makers are often able to make quality assessment, but they need to be more decisive in action upon the assessment made.
- Problem solving and Decision making are closely related and each requires creativity in identifying and developing options for which brainstorming technique is particularly useful.

LEADERSHIP STYLES

1. Authontarian/Autocratic leader

Such leaders makes most of the Decisions for group alone, the individual is very suspicious of his or her position he has little trust in members of group. He believes that pay is a reward for work and this is the only reward that motivate him. Orders are issued to be carried out with no questions allowed and no explanations.

2. Laissez-faire Leader

- ✧ Such leaders allow the people to make all the decisions.
- ✧ the leader has no confidence in his or her leadership style
- ✧ the leader does not set goals for the group
- ✧ decisions are made by whoever in the group is willing to do it
- ✧ productivity is generally low and work is sloppy

3. Democratic leaders

- ✧ Such leaders guide and encourages the group to make Decisions.
- ✧ Decision making is shared between the leader and the group.
- ✧ when the leader is required or forced to make a decision his or her reasoning is explained to the group.
- ✧ criticism and praise are given objectively.
- ✧ new ideas and change are welcomed
- ✧ the group generally feels successful.

4. Bureaucratic leaders

Such leaders work by the book. They follow rules without analysis. They ensure that their stuff follows procedures precisely. This is a very good style for work involving serious safety risk for example; such as working with a machine or with chemicals which are dangerous or with large sum of money.

5. Charismatic Leadership

A charismatic leadership style is almost similar to transformation leadership. This is because these leaders inspire a lot of enthusiasm in their teams and they are very energetic in driving others forward. However, such leaders tend to believe more in themselves than in their team; this creates a risk that the project or even the entire organism might collapse if the leader decides to leave.

6. People oriented Leadership

People oriented leadership is also known as relations oriented leadership; leaders in this category are totally focused, supportive and developing in their team. It is a participative style. It tends to encourage a good team work and creative collaboration.

7. Task oriented Leadership

The focus of this type of leadership is only on getting the job done and they can be quite autocratic. They actively define the work and the roles required, put structures in place, plan, organize and monitor. Such leaders do not consider the well being of their team.

8. Transactional Leadership

This style of leadership begins with the idea that team members agree to obey their leaders totally when they accept a job. The transaction is usually the organization paying the team members in return for their effort and compliance... The leader has the right to punish the members if their work does not meet the required standards.

9. Transformational Leadership

Leaders in this category are true leaders who inspire.... Leaders' zeal is often passed into the team; then he or she needs to be supported by detailed people.

Servant Leadership

This term was created by Robert Greenleaf in the 1970s; it describes a leader who is often not formally recognized as such, when someone, at a level within an organization, leaves simply by meeting the needs of the team, he or she is described as a servant leader.

KEY FUNCTIONS FOR EFFECTIVE LEADERSHIP

A leader's primary responsibility involves accomplishing the task for which the group or organization exists. The main contribution towards achieving the required result lies in:

a). Determining the objectives

Leaders must define important objectives or the end result they want and when they want it. They should state this accurately, briefly, and clearly in writing.

b). Planning necessary activities

They must decide what to do to achieve the end result. This means the need to state objectives in several ways such as general specific, long range, and immediate objectives. Good leaders question every proposed activity. They ask simple questions such as is it important?, is it necessary?, why this activity?, is it useful?.

C). Organizing the program

They must make a checklist of all important things to do then arrange those task in order of priority. Good leaders breakdown each activity and identify the sequential steps.

d). Preparing a timetable

Leaders need to prepare a work schedule in which they set a time for the for the completion of each step in the program. once made, they stick to the schedule or reset it.

e). Clarifying responsibilities and accountability

They must clearly define all delegated responsibility, authority and relationships and then coordinate them well.

f). Maintaining channels of communication

Leaders must keep their associates and subordinates fully informed. They must also make it convenient for those associates to keep them advised on all pertinent matters

g). Developing cooperation

Successful achievement largely depends upon individuals and groups working together.

h). Establishing control points

Leaders must determine where and when they will review progress made. They must resolve problems remedial action and make necessary adjustments.

FUNCTIONS OF MANAGEMENT

1. Planning

- Perform self audit: determining the present status of the organization
- Survey the environment

- Set objectives
- Forecast future situations
- State actions and resources needed
- Evaluate proposed actions
- Revise and adjust the plan in light of control results and changing conditions
- Communicate through out the planning processes

2. Controlling

- Establishing standards
- Monitor the results and compare to standard
- Correct deviation
- Revise and adjust control methods in light of control results and changing conditions
- Communicate through out the control process

3. Organizing

- Identify and define the work to be performed
- Break work down into duties
- Group duties into positions
- Define position requirements
- Group positions into manageable and properly related units
- Assign work to be performed, accountability and the extent of authority

4. Staffing

- Determining human resource needs
- Recruit potential employees
- Select from the recruits those who are to take key positions
- Train and develop the human resources

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- Revise and adjust the quantity and quality of human resources in light of control results and changing conditions
- Communicate through out the staffing processes

5. Leading

- communicate and explain objectives to subordinates
- Assign performance standards
- Coach and guide subordinate to meet performance standards
- Reward subordinates based on performance
- Praise and reprimand fairly
- Provide a motivating environment by communicating the changing situations and its requirements
- Revise and adjust the methods of leadership in light of control results and changing conditions
- Communicate through out the leadership process

COMMUNICATION IN ORGANIZATION

Effective communication is the core of all leadership activity. Leaders should always remember that they can best achieve their goals they have the cooperation of the people they work with. The ability to communicate well enables Them to influence the attitudes and subordinates.

WHAT IS COMMUNICATION?

Is the process by which information is intentionally or unintentionally exchange between individuals. Specifically, communication is a transfer and understanding of meaning, people in organization spend a lot of time exchanging ideas or information hence the importance

FUNCTIONS OF COMMUNICATION IN AN ORGANIZATION

communication serves four major functions within any organization:

- i. Control
- ii. Motivation
- iii. Emotional expression
- iv. Information

1. Communication as a control

Communication controls employees behavior. This is also seen in organization's hierarchy of authority and formal guidelines that employees are required to follow, such as job description in complying with the company's policy

2. Communication fosters motivation

Employees are motivated when an employer clarifies to employees what is to be done, how it is to be done, and what can be done to improve performance.

3. Communication as a means of expressing one's emotions

Communication that takes place within a working group is a fundamental mechanism by which members express their feelings. In this way, communication provides a release of emotional expression and the fulfillment of social goals.

4. Communication as means of passing information

Communication also facilitates decision making by gathering and providing information that individuals and groups need to make decisions

TYPES OF COMMUNICATIONS

There are five types of communication, these are as follows;

1. Downward communication

Flow of information is from superior to subordinate. The purpose is to convey job related information. It is characterized by high level of exposure with low levels of feedback

2. Upward communication

Flow of information is from subordinates to superiors. It is a kind of feedback as to how employees about their superiors. It can be achieved through suggestion box or calling for an open discussion.

3. Lateral communication

It takes place amongst or between peers. It is needed to to achieve cooperation among group members and between working groups.

4. Diagonal communication

It takes place between a manager and members of other work groups. This is needed for a manager to interact with employees and other managers jurisdiction regarding his or her function.

5. External communication

This occurs between managers and people outside the organization. The outside group include; customers, supplier, government officials and other interested groups. It links the organization to the outside world.

THE HABITS REQUIRED FOR EFFECTIVE LEADERSHIP

In his book "The habits of highly effective people" steven covey discusses 7 habits of successful leaders as follows;

1. They are proactive

To be proactive means more than just taking initiative, it means that as human beings we are responsible for our own lives. Our behavior is a function of our own decisions and not our condition we have the initiative and responsibility, such leaders do the following:

- a. Are people of decisions and not conditions
- b. Have ability to create in their minds beyond the present reality
- c. Have excellent imagination of a look a head
- d. They take initiative
- e. They are not reactive

2. They begin with the end in mind

They begin with a clear understanding of their destination. They start with the end in mind because of the principle that all things are created twice. What is born in your mind will determine who you are.

3. They put first things first

Another Scholar by the name Goethe said "thing which matter most must never be at the mercy of things that matter least" they don't put important things at the mercy of the least. They limit themselves within their job description. The practice good delegation by;

- a. Expecting results
- b. Giving guidelines
- c. Providing resources
- d. Setting up standards of performance

e. They specify the outcomes.

They are willing to pay the price of success, they know how to manage time properly, they operate an emotional bank. An emotional bank account is a metaphor that describes the amount of trust that one has developed in a relationship. One can deposit in an emotional bank account through courtesy, kindness, honesty, and keeping one's commitment to other people. In this case one's trust towards the other becomes higher and such a person can call upon that trust many times if needs be. If one has a habit of disrespecting, overreacting, ignoring, or even threatening others, he/she will over draw his or her bank account..

4. They think win-win

Win-win is not a technique but a total philosophy of human interaction. The philosophy is routed in the spirit of interdependent relationship, I will win and he will win. The alternative paradigm/change are win-lose, lose-win, or lose-lose or win/no deal.

A. Win/win

It is a mentor attitude philosophy of human interaction. It seeks mutual benefits of all human interaction, basing on this paradigm, there is plenty for everybody and that one's success is not achieved at the expense of the other. It sees life as a cooperation and not competitive arena. With a win/win solution, all parties feel good about the decision and feel committed to the action plan

B. Lose/lose

These people lack ethics, morality or philosophy. They wait for an opportunity time to grab the position. A manager should avoid delegating to such people.

C. Win

People with the win mentality don't necessarily want someone else to lose. What matters is that they get what they want. They aim for the best without competing with somebody. They serve their own and live others to secure their own.

D. No deal(win/win)

If the two entities are not winning then the partnership must stop. If a common solution can not be found then they have to agree to disagree amicably(friendly). People in this category demonstrate integrity in character.

(ASK ADOLF ABOUT THE REMAINING NOTES)

5. They seek first to understand then to be understood

These people take time to listen instead of rushing to fix a problem they listen with intent, empathetically and attentively. They get inside another person's frame of reference

6. Synergy

It is a creative cooperation. It is based on the fact that the whole is greater than the sum of its habits. The relationship which the parts have to each other is part in and of its self. The essence of synergy is to;

- I. To value difference
- II. Respect
- III. To build each others weaknesses

Ecology is a good example in nature where everything is related to everything.

7. Sharpening the saw

This habit is rooted in the principles of balanced self renewal. It involves taking time to sharpen the saw by renewing the following dimensions of physical, social, emotional, spiritual, and mental.

- a. Physical: one needs to exercise, eat the right food and get sufficient rest
- b. Social/emotional:
- c. Spiritual: this is the core and center of one value sufficient.
- d. Mental: this is the desire to continue with education. They read, write, plan in order to settle down properly.

SUMMARY TIPS ON BIBLICAL LEADERSHIP

1. PRAYING HABITS

In nothing should a leader be ahead of his followers more than in the realm of prayer. Prayer is the most ancient, universal and intensive expression of the religious feelings. Mastering the art of prayer, like any other art will take time and the amount of time we allocate to it will be the true measure of our conception of its significance. Our Lord Jesus Christ used to spend nights in prayer (Luke 6 vs 12). He often rose a great while before day in order to have unbroken communion with his father (Mark 1 vs 35). Both Jesus and the apostle Paul made it clear that true prayer makes drain on people's vitality. Jesus offered up both prayers and supplications with strong crying and tears (Hebrews 5 vs 7), the goal of prayer is the fear of God. Prayer influences men by influencing God to influence them. It is not the prayer that moves men but the God to whom we pray.

2. TIME MANAGEMENT

Time has being defined as a stretch of duration in which things happen. The quality of a person's leadership is revealed in what happens during that stretch of duration. While people's possession or riches vary from individual to individual, each one of us has much time as any one else in the world. Time can be lost, but it can never be retrieved time can not be hoarded, it must be spent. If not used productively, it will not be regained once lost. Leaders must use their time strategically. Leaders should never be reluctant to make decisions because it only leads to delays or procrastination. (5 points questions)

3. READING HABITS

Reading involves looking at and understanding the meaning of written or printed words or symbols. In order for Christian leaders to attend masterly of the word of God, they must study diligently the Bible while at the same time depending on the holy spirit. A person who desires to grow spiritually and intellectually must always be at his or her books. Those who are in position of leadership must either spend a minimum of half an hour a day reading relevant books to his or her field or he or she must resign. Read to refill the well of respiration, was the advice of Harold J ockenga who took a suitcase of books on his honey moon. Christian leaders should lead:

- a. For spiritual quickening
- b. With a view to mental stimulation
- c. For cultivation of style in his teaching, preaching and writing.
- d. with a view to acquire information
- e. In order to have fellowship with great minds

4. THE ART OF DELEGATION

To delegate is to give duties and rights to somebody in a low position or glade. Dwight L moody once said, " he who is successful in getting things done through others is exercising the highest type of leadership" delegation of responsibility, together with commensurate authority to enable that responsibility to be discharged, is not always relished by one who enjoys exercising the authority. Once a leader has delegated, he or she should provide the necessary resources required for those given authority to succeed. It is unfortunate that some leaders are glad to devolve the responsibility but reluctant to let the reigns of power to slip from their own hands. The degree to which a leader is able to delegate work is a measure of his or her success. A leader who fails to delegate is constantly found in a small secondary detail that don't just over burden him, but also deflects him or her from his or her primary responsibilities. It is a mistake to assume more duties than we can adequately and properly discharge. A good leader is that one who knows what people can do, and sees that they do it, leaving them to make the best of the opportunities and investigating only if things have gone wrong

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REFERENCE

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