

# Vineyard Leadership Skills: Personal Development

Participant Guide

By Robert E. Logan

Links to sections:

[Continuing in spiritual formation](#)

[Managing time](#)

[Managing money](#)

[Engaging in life-long learning](#)

[Focusing personal ministry contribution](#)

## Introduction

I once asked a group of pastors to come up with a list of leadership problems they were dealing with in their churches. They were able to brainstorm a long and diverse list of concerns. I wrote down each problem as it was mentioned.

Then I asked the group, “How many of these leadership problems are actually discipleship problems?” When we looked through the list, it became clear that well over two-thirds of the issues were actually discipleship problems rather than leadership problems.

To develop leaders, we need to begin with disciples. That’s why this set of guides is actually part two of the series. First come the discipleship guides—designed for all believers. Every believer is called to be a fruitful and growing disciple.

Building on that foundation, this series of leadership guides is a set of skills and competencies that need to be developed in those believers who may have a calling to leadership. Equipping believers with these competencies empowers them to begin leading effectively and living into the calling God has for them.

Don’t make the mistake of starting with leadership—assuming a foundation of discipleship—and then trying to develop leaders from those who are not disciples. You’ll find the majority of the pieces are missing.

However, if a foundation of discipleship is in place, this set of guides is intended to help you develop leaders at a grassroots level. The topics covered here comprise the qualities needed to help people who are living, growing, and multiplying as disciples be able to lead effectively. Although not every topic will be of equal use to every leader, this series of guides provides a broad foundation of leadership skills.

Each topic has both a participant guide and a leader guide, and is intended to be taught interactively in a small group environment.

## Leadership Skills: Continuing in Spiritual Formation

All leaders, no matter how gifted or how naturally talented, must continue to walk in the Holy Spirit, relying on him, and continuing in their personal spiritual formation. Discipleship is the foundation of all leadership. If we are not first and foremost disciples of Jesus, we have no business leading.

Discipleship is not something that resides in the past. It's ongoing no matter how long we have been followers of Jesus. Although we may have a strong foundation of discipleship, we'll need to continue to abide in Jesus if we want to be able to serve strongly as a leader. For that is ultimately where our strength and vision comes from.

There are many ways to continue in your spiritual formation. Prayer, meditating on God's Word, meeting with a spiritual director, listening to the Holy Spirit alongside a coach, gathering together with peers for fellowship and accountability, continuing to serve with humility in ways that are not always considered "leadership."

### **John 15:1-17:** The vine and the branches

"I am the true vine, and my Father is the gardener. <sup>2</sup>He cuts off every branch in me that bears no fruit, while every branch that does bear fruit he prunes so that it will be even more fruitful. <sup>3</sup>You are already clean because of the word I have spoken to you. <sup>4</sup>Remain in me, as I also remain in you. No branch can bear fruit by itself; it must remain in the vine. Neither can you bear fruit unless you remain in me.

<sup>5</sup>"I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing. <sup>6</sup>If you do not remain in me, you are like a branch that is thrown away and withers; such branches are picked up, thrown into the fire and burned. <sup>7</sup>If you remain in me and my words remain in you, ask whatever you wish, and it will be done for you. <sup>8</sup>This is to my Father's glory, that you bear much fruit, showing yourselves to be my disciples.

<sup>9</sup>"As the Father has loved me, so have I loved you. Now remain in my love. <sup>10</sup>If you keep my commands, you will remain in my love, just as I have kept my Father's commands and remain in his love. <sup>11</sup>I have told you this so that my joy may be in you and that your joy may be complete. <sup>12</sup>My command is this: Love each other as I have loved you. <sup>13</sup>Greater love has no one than this: to lay down one's life for one's friends. <sup>14</sup>You are my friends if you do what I command. <sup>15</sup>I no longer call you servants, because a servant does not know his master's business. Instead, I have called you friends, for everything that I learned from my Father I have made known to you. <sup>16</sup>You did not choose me, but I chose you and appointed you so that you might go and bear fruit—fruit that will last—and so that whatever you ask in my name the Father will give you. <sup>17</sup>This is my command: Love each other.

### **John 13:1-17:** Jesus washes the disciples' feet

It was just before the Passover Festival. Jesus knew that the hour had come for him to leave this world and go to the Father. Having loved his own who were in the world, he loved them to the end.

<sup>2</sup>The evening meal was in progress, and the devil had already prompted Judas, the son of Simon Iscariot, to betray Jesus. <sup>3</sup>Jesus knew that the Father had put all things under his power, and that he had come from God and was returning to God; <sup>4</sup>so he got up from the meal, took off his outer clothing, and wrapped a towel around his waist. <sup>5</sup>After that, he poured water into a basin and began to wash his disciples' feet, drying them with the towel that was wrapped around him.

<sup>6</sup>He came to Simon Peter, who said to him, "Lord, are you going to wash my feet?"

<sup>7</sup>Jesus replied, "You do not realize now what I am doing, but later you will understand."

<sup>8</sup>"No," said Peter, "you shall never wash my feet."

Jesus answered, "Unless I wash you, you have no part with me."

<sup>9</sup>"Then, Lord," Simon Peter replied, "not just my feet but my hands and my head as well!"

<sup>10</sup>Jesus answered, "Those who have had a bath need only to wash their feet; their whole body is clean. And you are clean, though not every one of you." <sup>11</sup>For he knew who was going to betray him, and that was why he said not every one was clean.

<sup>12</sup>When he had finished washing their feet, he put on his clothes and returned to his place. "Do you understand what I have done for you?" he asked them. <sup>13</sup>"You call me 'Teacher' and 'Lord,' and rightly so, for that is what I am. <sup>14</sup>Now that I, your Lord and Teacher, have washed your feet, you also should wash one another's feet. <sup>15</sup>I have set you an example that you should do as I have done for you. <sup>16</sup>Very truly I tell you, no servant is greater than his master, nor is a messenger greater than the one who sent him. <sup>17</sup>Now that you know these things, you will be blessed if you do them.

#### Scripture reflection:

- What can you glean about continuing in spiritual formation from each of the passages above?
- What do you notice? What surprises you?
- What is God highlighting for you?

#### Coaching questions for discussion:

- In what ways are you currently continuing in spiritual formation? What does that look like?
- How has your spiritual journey and connection with God changed over time?
- In what areas do you sense the need for more connection with God in your spiritual formation? What might that look like?
- What would reliance on God look like for you at this season of your life? What action steps are you sensing God would have you take?

## Leadership Skills: Managing Time

It's surprising how much of good leadership relies on good time management. There are always many, many possible things to do, and many demands on the time of leaders. Yet we must all make decisions about how to best use our time during particular seasons of ministry. There are certainly times for putting out fires or dealing with crises, but if we are spending most of our time that way, we don't have the availability for long-range planning and the development of others.

Consequently, we must each be intentional about how we choose to spend our time. What will make the most difference? What can only we do? What will further the overall mission most effectively? It's a matter of choices and priorities. Each leader might make somewhat different choices, depending on his or her gifts, best contributions, and season of life and ministry. There's no one right answer all the time.

### **Ecclesiastes 3:1-8:** A time for everything

There is a time for everything,  
and a season for every activity under the heavens:

- <sup>2</sup> a time to be born and a time to die,  
a time to plant and a time to uproot,
- <sup>3</sup> a time to kill and a time to heal,  
a time to tear down and a time to build,
- <sup>4</sup> a time to weep and a time to laugh,  
a time to mourn and a time to dance,
- <sup>5</sup> a time to scatter stones and a time to gather them,  
a time to embrace and a time to refrain from embracing,
- <sup>6</sup> a time to search and a time to give up,  
a time to keep and a time to throw away,
- <sup>7</sup> a time to tear and a time to mend,  
a time to be silent and a time to speak,
- <sup>8</sup> a time to love and a time to hate,  
a time for war and a time for peace.

### **Luke 10:38-42:** Mary and Martha

<sup>8</sup> As Jesus and his disciples were on their way, he came to a village where a woman named Martha opened her home to him. <sup>39</sup> She had a sister called Mary, who sat at the Lord's feet listening to what he said. <sup>40</sup> But Martha was distracted by all the preparations that had to be made. She came to him and asked, "Lord, don't you care that my sister has left me to do the work by myself? Tell her to help me!"

<sup>41</sup> "Martha, Martha," the Lord answered, "you are worried and upset about many things, <sup>42</sup> but few things are needed—or indeed only one. Mary has chosen what is better, and it will not be taken away from her."

**Scripture reflection:**

- What can you glean about managing time from each of the passages above?
- What do you notice?
- What surprises you?
- What is God highlighting for you?

**Coaching questions for discussion:**

- Where do you currently spend most of your time?
- How does this investment compare to your priorities?
- Where do you sense God's calling on your time?
- What will you give up or delegate in order to focus more time there?
- What action steps are you sensing God would have you take?

## Leadership Skills: Managing Money

Although it would be nice if money had no bearing on our decisions or options as leaders, this isn't the case. We live in a world where money does matter-- even in ministry. And like everything else in God's world, we are called to steward it well.

Just as lack of money means sometimes making hard choices about what we can and cannot do, it also opens doors for creativity and innovation. Just as a good deal of money allows us to open doors of opportunity that may not otherwise exist, it also creates the temptation for misuse and waste. In either case, we must make wise choices as leaders and invest in what will truly bring about Kingdom results.

**Deuteronomy 8:17-18:** God gives the ability to work

<sup>17</sup>You may say to yourself, "My power and the strength of my hands have produced this wealth for me." <sup>18</sup>But remember the LORD your God, for it is he who gives you the ability to produce wealth, and so confirms his covenant, which he swore to your ancestors, as it is today.

**Matthew 25:14-30:** From the parable of the talents

<sup>14</sup>"Again, it will be like a man going on a journey, who called his servants and entrusted his wealth to them. <sup>15</sup>To one he gave five bags of gold, to another two bags, and to another one bag, each according to his ability. Then he went on his journey. <sup>16</sup>The man who had received five bags of gold went at once and put his money to work and gained five bags more. <sup>17</sup>So also, the one with two bags of gold gained two more. <sup>18</sup>But the man who had received one bag went off, dug a hole in the ground and hid his master's money.

<sup>19</sup>"After a long time the master of those servants returned and settled accounts with them. <sup>20</sup>The man who had received five bags of gold brought the other five. 'Master,' he said, 'you entrusted me with five bags of gold. See, I have gained five more.'

<sup>21</sup>"His master replied, 'Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!'

<sup>22</sup>"The man with two bags of gold also came. 'Master,' he said, 'you entrusted me with two bags of gold; see, I have gained two more.'

<sup>23</sup>"His master replied, 'Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!'

<sup>24</sup>"Then the man who had received one bag of gold came. 'Master,' he said, 'I knew that you are a hard man, harvesting where you have not sown and gathering where you have not scattered seed. <sup>25</sup>So I was afraid and went out and hid your gold in the ground. See, here is what belongs to you.'

<sup>26</sup> “His master replied, ‘You wicked, lazy servant! So you knew that I harvest where I have not sown and gather where I have not scattered seed?’ <sup>27</sup> Well then, you should have put my money on deposit with the bankers, so that when I returned I would have received it back with interest.

<sup>28</sup> “So take the bag of gold from him and give it to the one who has ten bags. <sup>29</sup> For whoever has will be given more, and they will have an abundance. Whoever does not have, even what they have will be taken from them. <sup>30</sup> And throw that worthless servant outside, into the darkness, where there will be weeping and gnashing of teeth.’

### **Luke 12:13-21: Parable of the rich fool**

<sup>13</sup> Someone in the crowd said to him, “Teacher, tell my brother to divide the inheritance with me.”

<sup>14</sup> Jesus replied, “Man, who appointed me a judge or an arbiter between you?” <sup>15</sup> Then he said to them, “Watch out! Be on your guard against all kinds of greed; life does not consist in an abundance of possessions.”

<sup>16</sup> And he told them this parable: “The ground of a certain rich man yielded an abundant harvest. <sup>17</sup> He thought to himself, ‘What shall I do? I have no place to store my crops.’

<sup>18</sup> “Then he said, ‘This is what I’ll do. I will tear down my barns and build bigger ones, and there I will store my surplus grain. <sup>19</sup> And I’ll say to myself, “You have plenty of grain laid up for many years. Take life easy; eat, drink and be merry.”’

<sup>20</sup> “But God said to him, ‘You fool! This very night your life will be demanded from you. Then who will get what you have prepared for yourself?’

<sup>21</sup> “This is how it will be with whoever stores up things for themselves but is not rich toward God.”

### **Scripture reflection:**

- What can you glean about managing money from each of the passages above?
- What do you notice?
- What surprises you?
- What is God highlighting for you?

### **Coaching questions for discussion:**

- What financial resources are currently at your disposal?
- What other options do you have for raising financial resources?
- Where do you sense it might be beneficial long-term to invest your financial resources?
- What might that investment yield?
- Where is your money currently invested? What benefits is that investment yielding?
- What are some creative ways you can invest the money you do have to make the most impact?
- What action steps are you sensing God would have you take?

## Leadership Skills: Engaging in Life-long Learning

A major temptation of leaders is that as they become teachers of others, they stop becoming learners. No matter how many years of seminary we have completed, no matter how much Bible reading, no matter how much ministry experience... we all have more to learn. We learn through experience, through those who are different from us, through nature, and through trial-and-error. We learn through solitary reflection and through animated conversation. We learn through our hearts as well as through our minds. Learning is not only academic: it is experiential and spiritual and communal.

In addition to the obvious benefits of continuing to learn new things, adopting an attitude of lifelong learning also keeps us in a state of humility. We know what we don't know. And we don't assume we know everything. Each relationship we enter into, we consider: "What can I learn from this person? What might God want to teach me?" The other person need not be educated or even an adult. We can still learn from them. Learning and teaching are not mutually exclusive. Rather, they are each more effective when they run in parallel.

### **Deuteronomy 6:1-12: The Shema**

These are the commands, decrees and laws the LORD your God directed me to teach you to observe in the land that you are crossing the Jordan to possess, <sup>2</sup>so that you, your children and their children after them may fear the LORD your God as long as you live by keeping all his decrees and commands that I give you, and so that you may enjoy long life. <sup>3</sup>Hear, Israel, and be careful to obey so that it may go well with you and that you may increase greatly in a land flowing with milk and honey, just as the LORD, the God of your ancestors, promised you.

<sup>4</sup>Hear, O Israel: The LORD our God, the LORD is one. <sup>5</sup>Love the LORD your God with all your heart and with all your soul and with all your strength. <sup>6</sup>These commandments that I give you today are to be on your hearts. <sup>7</sup>Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down and when you get up. <sup>8</sup>Tie them as symbols on your hands and bind them on your foreheads. <sup>9</sup>Write them on the doorframes of your houses and on your gates.

<sup>10</sup>When the LORD your God brings you into the land he swore to your fathers, to Abraham, Isaac and Jacob, to give you—a land with large, flourishing cities you did not build, <sup>11</sup>houses filled with all kinds of good things you did not provide, wells you did not dig, and vineyards and olive groves you did not plant—then when you eat and are satisfied, <sup>12</sup>be careful that you do not forget the LORD, who brought you out of Egypt, out of the land of slavery.

**Matthew 6:26-34: Do not worry**

<sup>26</sup>Look at the birds of the air; they do not sow or reap or store away in barns, and yet your heavenly Father feeds them. Are you not much more valuable than they? <sup>27</sup>Can any one of you by worrying add a single hour to your life?

<sup>28</sup>“And why do you worry about clothes? See how the flowers of the field grow. They do not labor or spin. <sup>29</sup>Yet I tell you that not even Solomon in all his splendor was dressed like one of these. <sup>30</sup>If that is how God clothes the grass of the field, which is here today and tomorrow is thrown into the fire, will he not much more clothe you—you of little faith? <sup>31</sup>So do not worry, saying, ‘What shall we eat?’ or ‘What shall we drink?’ or ‘What shall we wear?’ <sup>32</sup>For the pagans run after all these things, and your heavenly Father knows that you need them. <sup>33</sup>But seek first his kingdom and his righteousness, and all these things will be given to you as well. <sup>34</sup>Therefore do not worry about tomorrow, for tomorrow will worry about itself. Each day has enough trouble of its own.

**Scripture reflection:**

- What can you glean about engaging in life-long learning from each of the passages above?
- What do you notice?
- What surprises you?
- What is God highlighting for you?

**Coaching questions for discussion:**

- Who are some people you see as life-long learners? What qualities do they possess?
- From whom can you learn? Who might God want to use to teach you?
- From what other sources can you learn?
- How can you be intentional about furthering your learning?
- What time do you have set aside for reflection?
- What action steps are you sensing God would have you take?

## Leadership Skills: Focusing personal ministry contribution

Leaders are not one-size-fits-all. We come with different experiences, passions, and gifts. Each leader will bring something unique to the table. Consider your own abilities. How has God uniquely gifted you? How might he want to use you?

Just as the Body of Christ holds great variety, so do its leaders. No single person—no matter how gifted—can do everything. Nor is God calling him or her to do everything. Take time to listen to the still small voice of God. Consider what contribution he might be asking you to make. It may or may not sound grand—but it is part of the coming Kingdom. Consider then how you can focus your energy to make that contribution as significant as possible.

### **Romans 12:3-21: Different gifts, one body**

3 For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the faith God has distributed to each of you. 4 For just as each of us has one body with many members, and these members do not all have the same function, 5 so in Christ we, though many, form one body, and each member belongs to all the others. 6 We have different gifts, according to the grace given to each of us. If your gift is prophesying, then prophesy in accordance with your faith; 7 if it is serving, then serve; if it is teaching, then teach; 8 if it is to encourage, then give encouragement; if it is giving, then give generously; if it is to lead, do it diligently; if it is to show mercy, do it cheerfully.

9 Love must be sincere. Hate what is evil; cling to what is good. 10 Be devoted to one another in love. Honor one another above yourselves. 11 Never be lacking in zeal, but keep your spiritual fervor, serving the Lord. 12 Be joyful in hope, patient in affliction, faithful in prayer. 13 Share with the Lord's people who are in need. Practice hospitality.

14 Bless those who persecute you; bless and do not curse. 15 Rejoice with those who rejoice; mourn with those who mourn. 16 Live in harmony with one another. Do not be proud, but be willing to associate with people of low position. Do not think you are superior.

17 Do not repay anyone evil for evil. Be careful to do what is right in the eyes of everyone. 18 If it is possible, as far as it depends on you, live at peace with everyone. 19 Do not take revenge, my dear friends, but leave room for God's wrath, for it is written: "It is mine to avenge; I will repay," says the Lord. 20 On the contrary:

"If your enemy is hungry, feed him;  
if he is thirsty, give him something to drink.  
In doing this, you will heap burning coals on his head."

21 Do not be overcome by evil, but overcome evil with good.

**Scripture reflection:**

- What can you glean about focusing your ministry contribution from this passage?
- What do you notice?
- What surprises you?
- What is God highlighting for you?

**Coaching questions for discussion:**

- What gifts has God specifically given you? What are you particularly good at?
- For what purpose do you believe he has given them to you?
- How could you best use those gifts in your current environment?
- What are some unique contributions you can make?
- What are some creative ways you might use your gifts in the future?
- What might result?
- What next steps do you sense God calling you to take?

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## Personal development

**Continuing in spiritual formation:** engaging in ongoing personal growth as a fruitful and holistic disciple of Jesus

**Managing time:** discerning what is important and focusing your time so it aligns with God's priorities for your life and ministry.

**Managing money:** recognizing that your money is not your own and consequently handling it with both wisdom and generosity

**Engaging in life-long learning:** committing to ongoing learning and growth

**Focusing personal ministry contribution:** bringing together your gifts and the world's needs into a focused personal calling

## Developing leaders

**Identifying potential leaders:** being intentional about looking for potential leaders to develop and invest in

**Recruiting leaders and workers:** bringing aboard and orienting potential new leaders

**Training leaders and workers:** helping new leaders learn hands-on skills in ministry contexts

**Deploying leaders and workers:** releasing new leaders into areas of responsibility and challenge

**Monitoring leaders and workers:** supervising the work of new leaders to help them stay on track with effective ministry

**Nurturing leaders and workers:** providing ongoing encouragement and support for new leaders as they continue to grow in their ministry skills

## Leading teams

**Building community:** knitting together a group of people who work, play and worship together well

**Leading meetings:** designing and facilitating effective meetings that have a clear purpose and agenda

**Facilitating learning:** noticing teachable moments and helping people learn from their experiences through reflection

**Delegating:** developing others and freeing up your own time by intentional giving away of tasks and responsibilities

**Supervising leaders:** providing the necessary oversight to lead others in effective ministry

**Coaching leaders:** coming alongside a person to help them discover God's agenda for their life and ministry

**Ministry and money:** handling ministry money with integrity and transparency

## Organizational Development

**Clarifying values, mission and vision:** knowing what you're aiming for as you move in new directions

**Vision-casting:** painting a picture of a preferred future in a way that helps others see what it could look like

**Gaining ownership:** helping people get on board with the direction you're leading

**Prioritizing:** generating multiple options and then prayerfully deciding which to pursue

**Goal-setting:** establishing goals that are helpful, realistic and challenging

**Planning:** creating strategic plans that will achieve the desired ends

**Modifying:** evaluating progress and making adjustments for greater effectiveness

**Celebrating:** publically recognizing progress and contributions, and acknowledging how God has been at work

## Communication skills

**Listening:** actively helping others unpack their best thinking

**Asking questions:** probing in ways that promote mutual discovery and insight

**Providing feedback:** knowing when and how to speak into someone else's life in a way that is helpful

**Having hard conversations:** being willing to be honest and vulnerable with your feelings and ideas

**Resolving conflict:** working to mend rifts and coming to agreement with others who see differently

**Relating cross-culturally:** seeing through another person's eyes a perspective that is not culturally your own

## Pastoral skills

**Shepherding:** providing comfort, care and encouragement to the hurting

**Mentoring:** pouring into another in a life-on-life context that includes sponsoring, guiding, and investing relationally

**Public speaking:** learning to present your ideas clearly and articulately before others

**Facilitating small groups:** leading others well in the context of small group discussion

**Fostering Kingdom cooperation:** working together with other ministries, churches and leaders toward common ends

## About the Author

**Dr. Bob Logan** has worked in full-time ministry for over thirty years as a church planter, pastor, missions leader, consultant, and ministry coach. He is internationally recognized as an authority in church planting, church growth and leadership development. Bob invests his life to equip people to be the hands, feet, and voice of Jesus to make disciples and multiply churches.

## About Logan Leadership

**Our vision** is every person living, growing and multiplying together as disciples of Jesus who demonstrate the Kingdom of God among all peoples.

**Our mission** is catalyzing leaders to accelerate their movement toward this vision.

**Our approach** integrates biblical principles with social science insights by helping leaders...

- sharpen thinking skills
- focus actions
- contextualize solutions
- create reproducible processes
- increase ministry capacity