

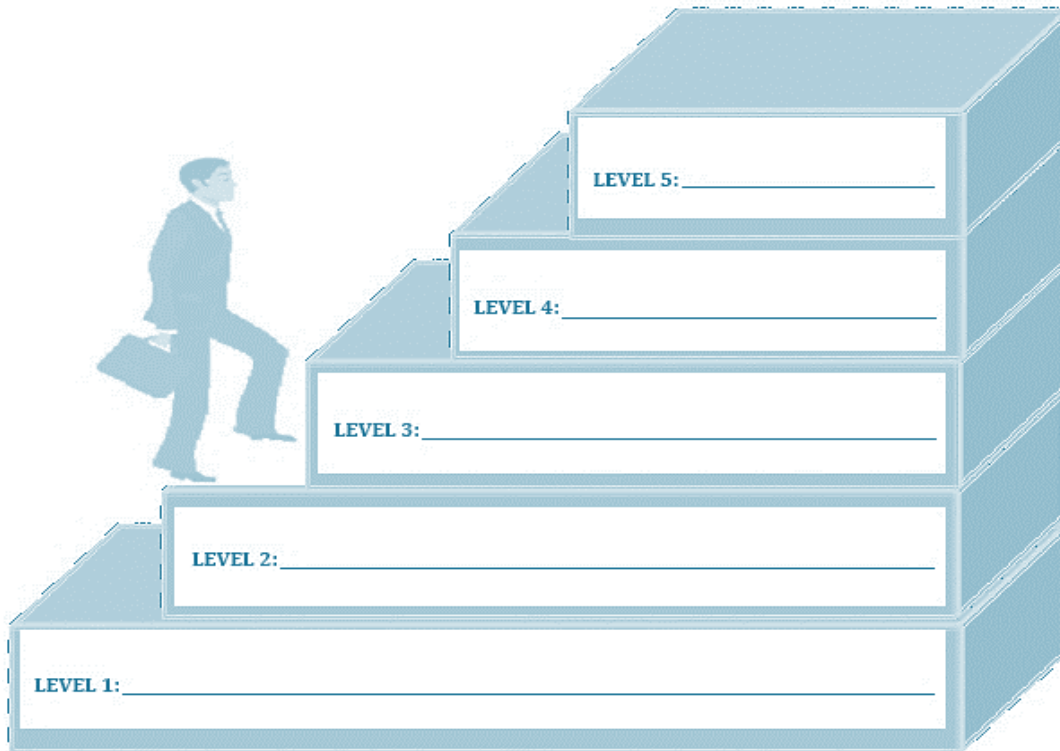
If you cannot positively answer the previous questions, the possibility of your vision being effective in producing the desired outcomes greatly diminishes. Additionally, there are three reasons why vision fails.

- 1. Poor communication
- 2. No strategic plan
- 3. No implementation process

Make sure everyone on your team is in agreement with the vision statement.

Leadership as Influence: Five Levels of Leadership³

In *Developing the Leader Within You*, John Maxwell defines leadership as influence and outlines five levels of leadership that must be mastered to achieve the highest level of influence.



Vision Review

Three reasons why vision fails:

1. Poor communication
2. No strategic plan
3. No implementation process



For instructions on teaching this section of Vision Review, see the video “3 Reasons Vision Fails” on the secure trainer portal of acts2journey.com. See also pp. 31-44 in *A Spirit-Empowered Church*.

Table Talk: 10–15 minutes (optional)

The facilitator can determine whether there can be a 10-minute break or not. If the number of participants is large, a rolling break (people are excused individually as necessary) may be preferable.

As the facilitator transitions into the next segment on the Five Levels of Leadership, an explanation may be helpful. Vision casting tends to move some out of their comfort zone and can result in some people resisting. The next section will help the pastors and team members understand how to lead by influence.

For approaches to teaching the Five Levels of Leadership, see the videos “Five Levels of Leadership” and “Applying the Five Levels” on the secure trainer portal of acts2journey.com.

Level 1: Position (Rights)

- People follow the leader because they have to.
- The pastor's influence is based on the authority of the pastor's position or title.
- People will do no more than is required.
- Activity at this level can be self-centered.
- You can't lead change at this level.

Level 2: Permission (Relationships)

- People follow the pastor because they want to.
- The pastor's influence grows as trust and respect deepen.
- People believe the pastor is competent and believe the pastor cares.
- Activity at this level can be fellowship centered.
- You will struggle to lead change at this level.

Level 3: Production (Results)

- People follow the pastor because of what is being done for the church.
- The pastor's influence expands as the pastor accomplishes church goals.
- The pastor communicates vision, and the congregation sees fruit.
- Activity at this level can be task centered.
- You can successfully initiate and lead change at this level.

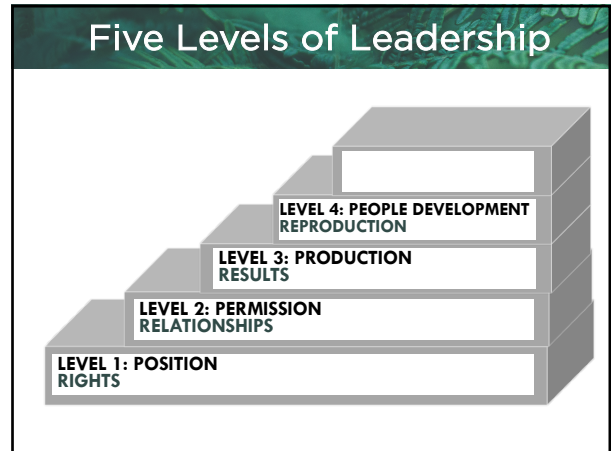
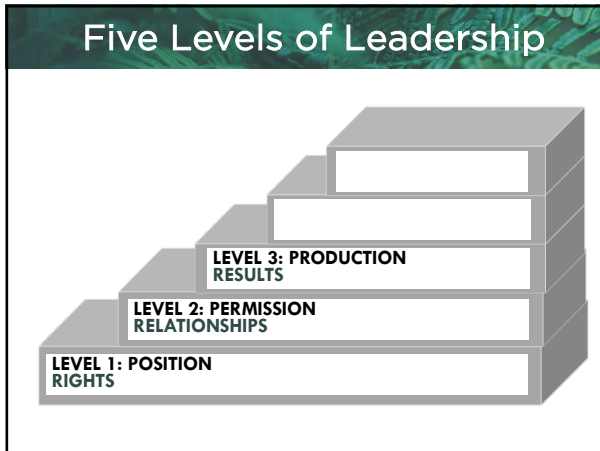
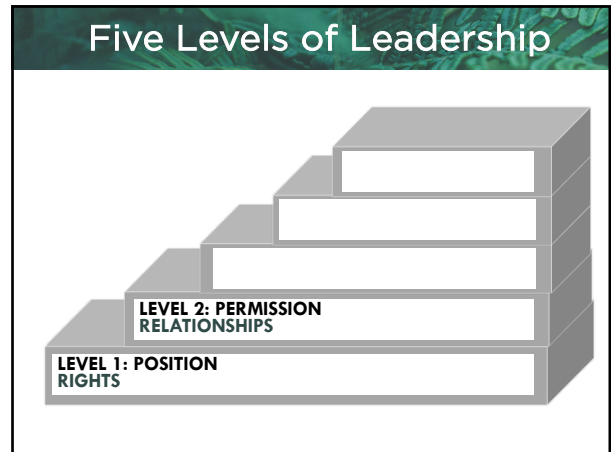
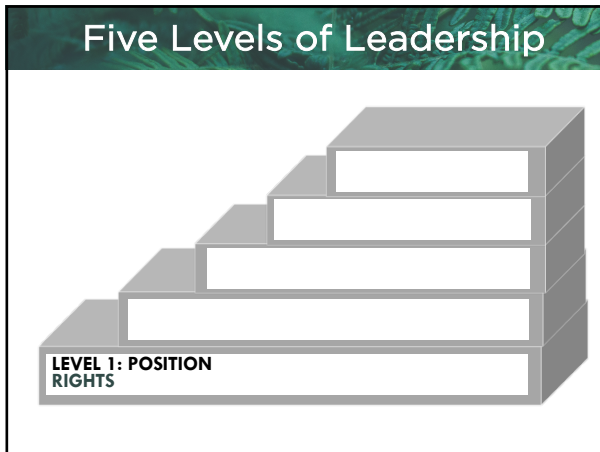
Level 4: People Development (Reproduction)

- People follow the pastor because of what is being sown into individuals.
- The pastor's influence soars as people are empowered.
- The pastor intentionally invests in developing and mentoring leaders.
- Activity at this level can be program or meeting centered.

Level 5: Personhood (Respect)

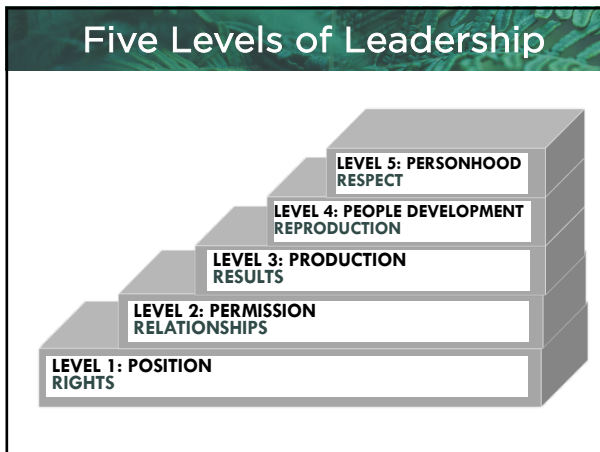
- People follow the pastor because of who the pastor is and what the pastor stands for.
- The pastor's influence extends beyond the pastor's lifetime.
- The pastor is honored and respected because of his or her commitment and consistency over many years.
- Activity at this level can be succession centered.

Slides 16-20



Physical improvements, new ministries begun.

Ephesians 4:11-15. Pastor is moving from a doer to a developer.



Value of longevity

Where Most Pastors Start: Level 1

Many pastors have the authority to lead, but at this level they do not have the respect or buy-in necessary to lead a major change initiative.

Where Most Pastors Get Stuck: Level 2

When pastors are accepted and well liked, they believe their role is to make everyone happy; they ultimately sacrifice progress for peace and become more interested in delivering good news than truth.

Where Pastors Must Be to Lead Transformation: Level 3 and Beyond!

It is only when pastors reach at least level 3 leadership that they have the skills, influence, “wins,” and courage necessary to lead a successful transformation effort.

LEADING TRANSFORMATION**To move from LEVEL 1 to LEVEL 2:**

- ◆ Demonstrate competence.
- ◆ Grow spiritually, physically, and relationally.
- ◆ Do not use force to control.

To move from LEVEL 2 to LEVEL 3:

- ◆ Build a solid leadership team.
- ◆ Create a shared vision and a plan of action.
- ◆ Acquire and allocate resources.

To move from LEVEL 3 to LEVEL 4:

- ◆ Put people over programs.
- ◆ Intentionally invest in developing others.
- ◆ Be willing to make tough calls.

To move from LEVEL 4 to LEVEL 5:

- ◆ Be consistent.
- ◆ Share knowledge and wisdom.
- ◆ Create a succession plan.

