



WHY LEADERSHIP MATTERS

FOR A DISCIPLESHIP THAT DEEPLY CHANGES LIVES

PETER SCAZZERO

Why Leadership Matters For a Discipleship That Deeply Changes Lives
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TABLE OF CONTENTS



Welcome	pg 02
Introduction - Connecting Leadership and Discipleship	pg 03
Leadership Assessment	pg 07
Chapter 1 - Face Your Shadow	pg 08
Chapter 2 - Lead Out Of Your Marriage/Singleness	pg 10
Chapter 3 - Slowing Down For Loving Union	pg 13
Chapter 4 - Practice Sabbath Delight	pg 15
Chapter 5 - Planning & Decision Making	pg 17
Chapter 6 - Culture & Team Building	pg 19
Chapter 7 - Power & Wise Boundaries	pg 21
Chapter 8 - Endings & New Beginnings	pg 23
About Pete Scazero	pg 25

WELCOME

Before I actually put pen to paper, I spent almost a year creating the charts found in this book. Countless hours were dedicated to contrast the “standard” way we lead to an “emotionally healthy” way of leading. I did this by carefully building the 8 powerful graphs you will find in this book. The challenge was to clearly lay out, side by side, their subtle, yet vast differences.

Once this process was completed, I wrote the outlines for each chapter based on these charts. This was then followed by the actual writing of *The Emotionally Healthy Leader* (Zondervan, 2015).

I love these charts. They are the quickest, most concise way I know to help a leader or team grasp the uniqueness of emotionally healthy leadership. Let me encourage you to share these with others and hang them in your office as I did. Talk about them with your team and staff.

As you set aside this time, I pray God will increasingly free you, your team, and your ministry to become all that He intends for the sake of our world in such desperate need of our Lord Jesus.

Blessings to you,

Pete Scazzero

Founder, Emotionally Healthy Discipleship

Web - emotionallyhealthy.org

Twitter/Facebook - @petescazzero

INTRODUCTION - CONNECTING LEADERSHIP AND DISCIPLESHIP



Our aim at [Emotionally Healthy Discipleship](#) is to equip the church in a discipleship that deeply changes lives in Jesus and to move the church towards Jesus' slow, life-on-life strategy of intentional discipleship. This is the only way we will make disciples who make disciples and develop leaders who develop leaders for the next generation.

Our effectiveness at making mature disciples of Jesus affects everything – leadership development, outreach, worship, healthy community, church planting, new ministry development, even giving.

For this reason, we have focused our ministry to publish high-quality discipleship resources and to train leaders to implement serious discipleship in their church.

We have now brought this all together into what we call [The Emotionally Healthy Discipleship Course](#).

The Emotionally Healthy Discipleship Course has 2 inseparable parts – *Emotionally Healthy Spirituality* which focuses on loving God, and *Emotionally Healthy Relationships*, which focuses on loving others. Jesus made it clear that loving God and loving our neighbor must go together. For this reason, the two parts are inseparable. We are now training leaders monthly to implement this Course in churches around the world. The pathway looks something like this:

A TRANSFORMATIVE DISCIPLESHIP PATHWAY



Yet if we are going to change the culture of our churches towards serious discipleship, we must develop leaders who walk with Jesus in the midst of the complexity and pressure of leadership. In fact, leadership requires an ever-deepening foundation of a solid discipleship in Jesus.

I wrote *The Emotionally Healthy Leader* (Zondervan, 2015) to describe the specifics of what that discipleship looks like. This eBook aims to offer you a visual, easy-to-read means to grasp the radical nature of leading for Jesus. The chapters in this book, along with the eight charts, are gathered into two parts, one focused on the inner

life, and one focused on the outer life. In the first four chapters, we explore the four core tasks of the inner life every leader must undertake:

1. Facing one's shadow
2. Leading out of marriage or singleness
3. Slowing down for loving union
4. Practicing Sabbath delight

If we hope to build strong ministries and organizations, these practices and values must deeply inform our spirituality.

In chapters five through eight, we build on the foundation of an emotionally healthy inner life by exploring four core outer-life tasks we routinely deal with in the course of leadership. These are:

5. Planning and decision making
6. Culture and team building
7. Power and wise boundaries
8. Endings and new beginnings

But remember: While you can learn to do certain leadership tasks in a standard way, without the solid foundation of a deep inner life, even the best leadership practices are only marginally effective. We each need a deep foundation (inner life) to effectively support our leadership (outer life).

The starting point for change in any nation, church, or ministry has always been the leader: *As go the leaders, so goes the church*. When you do the hard work of becoming an emotionally and spiritually mature leader for Jesus, the impact will be felt all around you.

For this reason, it is important to remember that what we do matters—but only to a point. Who you are is more important than what you do. Your *being with God* (or lack of being with God) will trump, eventually, your *doing for God* every time.

We cannot give what we do not possess. We cannot help but give what we do possess.

We can give inspiring messages about the importance of spiritual transformation and enjoying the journey with Christ. We may quote famous authors. We may preach rich truths out of Scripture and craft clever blogs and tweets. But if we have not lived the truths we teach and have not been transformed by them personally, the spiritual transformation of those we serve will be stunted.

Trust me, I know.

I spent the early years of my pastoral career giving sermons I did not have time to patiently and thoughtfully live. I thought, *How can any leader possibly take in all the truth they teach each week and still keep up with all the demands of leadership?* I didn't work sufficiently on my interior life or consider how my family of origin impacted who I was as a leader. I wasn't willing to sit with a mature mentor or counselor to look at my beneath-the-surface issues. I was too busy building the church, making things happen.

Inevitably, my interior life was reproduced in my exterior ministry. How could it not be? Especially when I couldn't see that who I was on the inside with God was more important than what I did for God.

What I do matters. Who I am matters much more.

Integrating my inner life with my outer life tasks has been nothing short of exhilarating and life-giving—both for me personally and for our church. God has given me a joy, a grace to patiently wait for His will to unfold, and a clarity for going forward that has been liberating.

That is my prayer and hope for you as you read these pages.



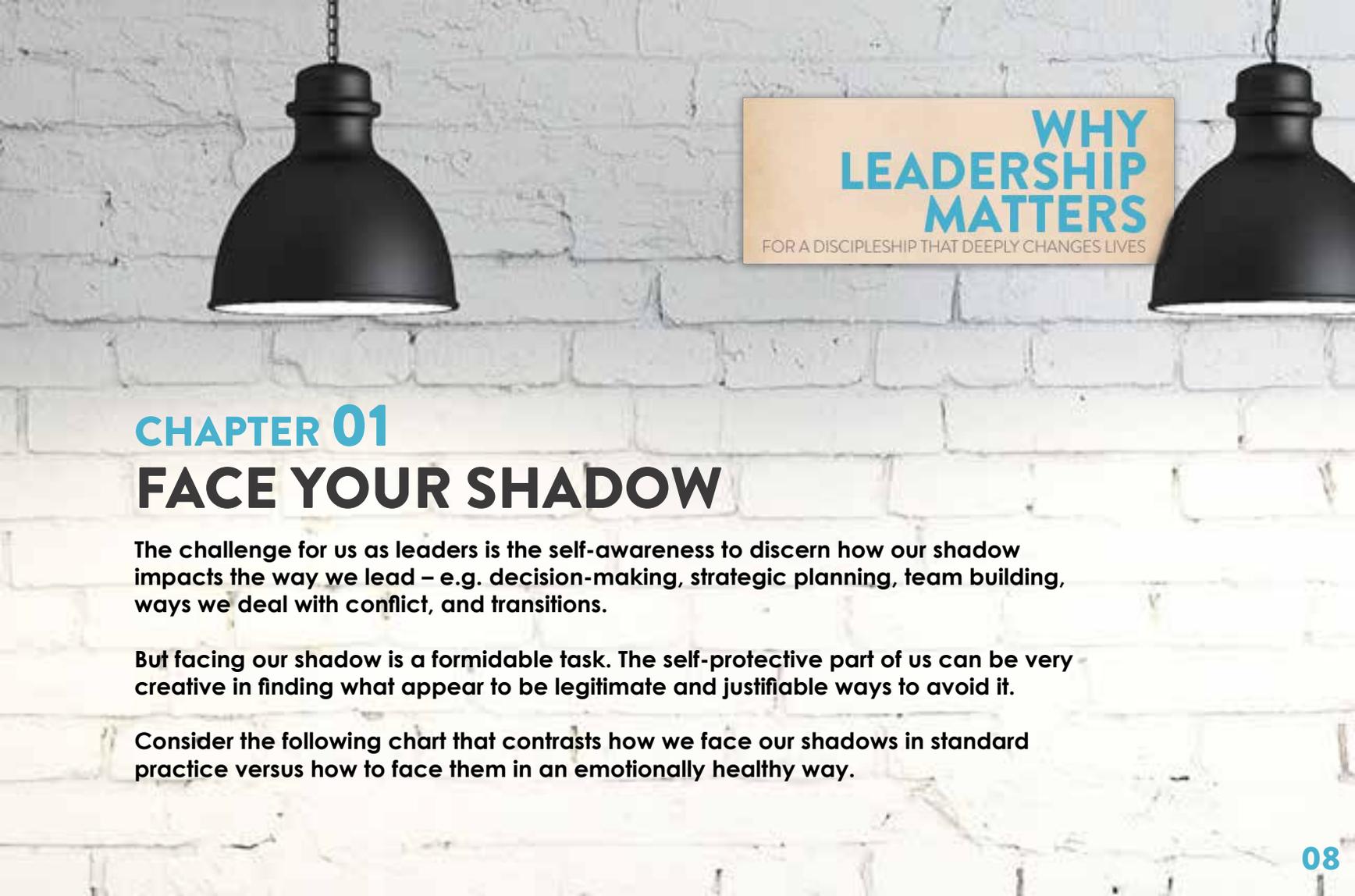
LEADERSHIP ASSESSMENT

HOW HEALTHY IS YOUR LEADERSHIP?

Being an emotionally unhealthy leader is not an all-or-nothing condition; it operates on a continuum that ranges from mild to severe and may change from one season of life and ministry to the next.

Take the assessment below to better understand the condition of your leadership right now.

emotionallyhealthy.org/ehleader



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CHAPTER 01

FACE YOUR SHADOW

The challenge for us as leaders is the self-awareness to discern how our shadow impacts the way we lead – e.g. decision-making, strategic planning, team building, ways we deal with conflict, and transitions.

But facing our shadow is a formidable task. The self-protective part of us can be very creative in finding what appear to be legitimate and justifiable ways to avoid it.

Consider the following chart that contrasts how we face our shadows in standard practice versus how to face them in an emotionally healthy way.

FACING THE SHADOW

CORE ISSUES

IN STANDARD PRACTICE, LEADERS...

IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...

Self-Awareness

Spend very little time reflecting on how their interior world impacts their leadership.

Consistently devote time to reflecting on how their interior world impacts their leadership, ensuring they lead from within.

Avoid or rarely take time – on their own or with others – to explore aspects of themselves previously unknown or considered unacceptable.

Devote time – on their own and with others – to explore aspects of themselves previously unknown or considered unacceptable.

Rarely take time to experience or process their anger, fear, or sadness with God or others.

Routinely take time to experience and process their anger, fear, and sadness with God and others.

Rarely reflect on or speak freely about their weaknesses, failures, or mistakes.

Have a healthy awareness or and appreciation for their weaknesses, failures, and mistakes, and freely share them with others.

Relationships

Avoid, argue, blame, scapegoat, or refuse to work with people who trigger them emotionally.

Ask themselves, “What from my past might be causing me to react so strongly to this person?”

Fail to be honest with themselves and a few significant others about the struggles, doubts, and hurt deep beneath the surface of their lives.

Are honest and transparent with themselves and a few significant others about the struggles, doubts, and hurt deep beneath the surface of their lives.

Are highly self-conscious and concerned about how others perceive them. They invest considerable energy in “impression management.”

Are focused primarily on how God perceives them and on doing what is best for others rather than trying to make a good impression.

Integration of the Inner Life and Leadership

Are unaware of how other people may experience them negatively in leadership (for example, as being angry, defensive, anxious, etc.).

Seek out and embrace feedback about how other people may experience them negatively in leadership.

Are guarded and protective about their imperfections and flaws, focusing on their “positive,” strong, and successful characteristics.

Integrate their weaknesses and brokenness into their leadership and teaching in order to create safety and release God’s power.

Make no effort to identify mentors, a spiritual director, or counselor with whom they can process the connections between their leadership and inner life struggles, doubts, and hurts.

Have consistent relationships with mentors, a spiritual director, or a counselor with whom they can process the connections between their leadership and inner life struggles, doubts, and hurts.

Engage in unhealthy or self-destructive behaviors (for example, overeating, substance abuse, pornography, etc.) when they are anxious or stressed in an effort to soothe themselves.

Quickly reach out for help when they are anxious or stressed to avoid engaging in unhealthy or self-destructive behaviors (overeating, substance abuse, pornography, etc.).



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CHAPTER 02

LEADING OUT OF YOUR MARRIAGE/SINGLENESSES

Understanding marriage/singleness as a calling, or vocation that points beyond ourselves to Christ, is meant to inform our self-understanding and the outworking of our leadership. It is a paradigm shift so radical that it transforms our decision-making, our team building, our missional strategies – everything. Virtually nothing remains the same once we “get” this shift.

To capture such a vision requires a powerful theological vision from God. The charts below lay out the contrast between a standard versus an emotionally healthy way of understanding our marriages/singleness so we might practically align ourselves with God in this key area of our lives.

LEADING OUT OF YOUR MARRIAGE

CORE ISSUES

IN STANDARD PRACTICE, LEADERS...

IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...

View of Marriage

View marriage as an important stable foundation for the work of ministry.

View marriage as a prophetic sign of God's love for the church and world.

Consider the integrity and impact of their leadership and teaching to be the most significant gospel message they communicate to the church and to the world.

Consider the integrity and impact of their marriage to be the most significant gospel message they communicate to the church and to the world.

Place the highest priority on building an effective and successful ministry that reveals Jesus' love to the world. That is their first ambition.

Place the highest priority on cultivating a healthy marriage that reveals Jesus' love to the world. That is their first ambition.

Experience a disconnect between their oneness with Jesus and oneness with their spouse.

Experience a direct connection between their oneness with Jesus and oneness with their spouse.

Invest little time, energy, or money in equipping themselves to have a great marriage or to integrate their marriage with their role as a leader.

Proactively and regularly invest time, energy, and money to equip themselves for a great marriage, knowing this is central to leadership.

Rarely consider the impact a significant ministry decision could have on their marriage.

Consider the impact a significant ministry decision could have on their marriage as a key factor in discerning God's will.

Have not reflected deeply on how issues from their family of origin impact their ability to connect and be emotionally available in their marriage and in leadership.

Have reflected deeply on how issues from their family of origin impact their ability to connect and be emotionally available in their marriage and in leadership.

Overfunction in ministry and underfunction in marriage, giving their best energy to leading and serving others.

Do not overfunction in ministry at the expense of their marriage but live a healthy balance between their leadership and their personal lives.

Say to themselves: "I want my spouse to make what is important to me important to him/her so I can serve Christ better."

Say to themselves: "I want to make what is important to my spouse important to me so I can serve Christ better."

Draw on their gifts and leadership but not their marriage to put their faith into practice. The spiritual life is separate from their married life.

Draw on their marriage as well as their gifts and leadership to put their faith into practice. The spiritual life is an overflow of their married life.

[Leading Out Of Your Singleness Chart on Next Page](#)

LEADING OUT OF YOUR SINGleness

CORE ISSUES

IN STANDARD PRACTICE, LEADERS...

IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...

View of Singleness

Do not believe their singleness serves to bring much value to their leadership in the church.

Believe their singleness serves as a prophetic sign of the love of God to the church and the world.

Consider the integrity and impact of their leadership and teaching to be the most significant gospel message they communicate to the church and to the world.

Consider the integrity and impact of their singleness to be the most significant gospel message they communicate to the church and to the world.

Place the highest priority on building an effective and successful ministry that reveals Jesus' love to the world.

Place the highest priority on cultivating a healthy singleness that reveals Jesus' love to the world out of the overflow of their life with God and others.

Are unable to articulate the biblical vision for singleness and marriage, tending to consider one preferable to the other or more spiritually significant than the other.

Can articulate the biblical vision for singleness (consecrated and circumstantial) and marriage, acknowledging the unique contributions of each to the other as well as to the church and the world.

Experience a disconnect between their oneness with Jesus and their closeness with friends and family.

Experience a direct connection between their oneness with Jesus and their closeness with friends and family.

Invest little time, energy, or money equipping themselves to integrate their vocation as a single person in Christ with their role as a leader.

Proactively and regularly invest time, energy, and money equipping themselves to live out their vocation as a single person in Christ, and to integrate it with their role as a leader.

Rarely consider the impact a significant ministry decision will have on their call to live out a healthy, mature singleness.

Consider the impact a significant ministry decision could have on their call to live out a healthy, mature singleness as a core consideration in discerning God's will.

Have not reflected deeply on how issues from their family of origin impact their ability to connect and be emotionally available in their close relationships and in leadership.

Have reflected deeply on how issues from their family of origin impact their ability to connect and be emotionally available in their close relationships and in leadership.

Overfunction in ministry and underfunction for themselves, giving their best energy to leading and serving others.

Do not overfunction for others at the expense of themselves but live a healthy balance between their leadership and their personal lives.

Experience little spiritual or ministry fruit as a result of their commitment to sexual purity.

Experience their sexuality and commitment to sexual purity as a gift God enables them to give to the church and to the world.

[Leading Out Of Your Marriage Chart on Previous Page](#)



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CHAPTER 03

SLOWING DOWN FOR LOVING UNION

Just as Jesus lived in a relaxed, loving union with the Father, we are invited to a similar relationship with Him. Jesus doesn't say that we cannot do things without him. He doesn't say that we can't lead or build a ministry without him. But he does say that unless these behaviors flow out of a relationship of loving union with him, we will not bear lasting fruit.

I describe God's invitation to us as "loving union" with Him. Love captures the way we remain. Union speaks to the depth of the connection.

This chart is meant to serve as an invitation to slow down and build into our lives a structure and rhythm that make this kind of loving surrender routinely possible.

SLOWING DOWN FOR LOVING UNION

CORE ISSUES	IN STANDARD PRACTICE, LEADERS...	IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...
<p>Pace of Leadership</p>	<p>Place the highest priority on building their ministries to impact the world for Christ and, in the process, live in loving union with Jesus.</p> <p>Seek to live a full, active life for Jesus, which routinely results in an unsustainable pace of having too much to do in too little time.</p> <p>Routinely and quickly say yes to new opportunities and are chronically overextended as a result.</p> <p>Have little or no time to delight in the gifts of God and the goodness of life because the demands of leadership feel overwhelming.</p>	<p>Place the highest priority on living each day in loving union with Jesus, from which they seek to build their ministries and impact the world for Christ.</p> <p>Seek to live at a sustainable pace, operating out of contemplative activism— with doing for Jesus flowing out of being with him.</p> <p>Wait to say yes to new opportunities until they can prayerfully and carefully discern God’s will.</p> <p>Make time to delight in the gifts of God and the goodness of life in spite of the demands of leadership.</p>
<p>Listening to God</p>	<p>Study and read Scripture primarily to teach and equip others to be transformed by Jesus.</p> <p>Are distracted, multitasking, and “always on,” experiencing great difficulty being still and spending time in solitude and silence with God.</p> <p>Discern God’s will through Scripture circumstances, and wise counsel.</p>	<p>Study and read Scripture primarily to commune with and be transformed more deeply by Jesus.</p> <p>Rely on consistent time in solitude and silence as the foundational spiritual discipline that helps them to remain centered on Christ.</p> <p>Discern God’s will through Scripture, circumstances, wise counsel, and also by attending to what is happening within them (consolations and desolations).</p>
<p>Means to Mature in Christ</p>	<p>Draw almost exclusively from die Protestant tradition to deepen their relationship with Jesus and to lead and teach others.</p> <p>Approach personal spiritual growth without a clear plan or in a way that excludes significant areas of life.</p> <p>Tend to divide their spiritual life and their work into sacred and secular categories.</p>	<p>Draw broadly from the experiences and practices of the global church and from church history to deepen their relationship with Jesus and to lead and teach others.</p> <p>Develop a carefully crafted plan (Rule of Life) that enables them to delight in and receive the love of God in every area of life.</p> <p>Make no separation between sacred and secular aspects of their life; they cultivate an awareness of all life as sacred and seek to discover God in every area of life.</p>



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CHAPTER 04

PRACTICE SABBATH DELIGHT

Many of us are eager to develop our relationship with God. However, the problem is that we can't seem to stop long enough to be with Him. If we aren't busy, we feel guilty that we are wasting time and not being productive.

To slow us down and deeply root our lives in Him, God offers us a powerful spiritual practice: Sabbath-keeping. In contrast to a day-off, a biblical Sabbath is a twenty-four-hour block of time in which we stop our work, enjoy rest, practice delight, and contemplate God.

Sabbath observance can be rich and beautiful, but we have to be willing to create the protective container – the boundaries – that make it possible. As you will notice in the following chart, Sabbath has specific concrete guidelines that distinguish it from a “day off.”

PRACTICE SABBATH DELIGHT

CORE ISSUES

View of the Sabbath

Consider practicing Sabbath to be irrelevant, optional, or even a burdensome legalism that obscures the reality of Christ.

Remain skeptical that a twenty-four-hour Sabbath can be practiced in contemporary culture or in ministry life, both of which continue non-stop seven days a week.

View Sabbath as a day to rest from earthly work.

View the Sabbath as a day of rest but not necessarily as a day of delight, a time to feast and be playful.

Make no distinction between a day off and the biblical practice of observing the Sabbath.

Do not recognize how leadership and ministry discernment are diminished by failing to take the practice of Sabbath seriously.

Make no connection between practicing the Sabbath and their ability to combat spiritual warfare.

Practice of the Sabbath

Use Sabbath as an opportunity to take care of the unpaid work of life— running errands paying bills, buying groceries, and catching up on various life demands.

Take a Sabbath in order to get recharged and be more productive the other six days of the week.

IN STANDARD PRACTICE, LEADERS...

IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...

Consider practicing Sabbath an essential spiritual discipline that points and leads to fulfillment in Christ.

Remain convinced that God's rhythms of work and Sabbath are central to the way God designed us to live and lead regardless of the demands of culture and ministry.

View Sabbath as a day to practice eternity- the ultimate Sabbath rest when they will see Christ face-to-face.

View Sabbath as a day of delight, a time to enter into the playfulness and joy of God by being playful themselves and feasting on God's goodness and provision.

Make a clear distinction between a day off and observing the Sabbath. Sabbath is a twenty-four-hour period to stop all work in order to rest, delight in God's gifts, and enjoy being with God.

Recognize the practice of Sabbath as a time in which they may receive revelation and unexpected insights from God that could not come any other way.

Recognize Sabbath as a means to resist the powers and principalities that seek to enslave and define them and others by their work rather than by the love of God.

Complete their paid and unpaid work on the other six days of the week so they can stop work (paid and unpaid) in order to rest, delight in God's gifts, and enjoy being with God.

Take a Sabbath to respect the unique way God created them— as a human being made in God's image who needs rest— and to allow themselves to be loved by God apart from their work.



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CHAPTER 05

PLANNING & DECISION MAKING

We make plans every day as leaders. Three great dangers, however, often torpedo our best intentions and efforts: We define success too narrowly, we make plans and take action without God, and we go beyond God's limits.

In contrast, emotionally healthy planning and decision making is characterized by particular qualities that need to become deeply rooted in the soil of our hearts. Why? The most important thing is to do God's will, in His way, on His timetable.

As you will see in the following chart, the way we do planning and decision making as Christian leaders is distinct from secular methodologies (although we can learn from them). Take some time to prayerfully ponder these differences in the following chart, asking God to speak to you about any adjustments He might be inviting you to make.

PLANNING & DECISION MAKING

CORE ISSUES	IN STANDARD PRACTICE, LEADERS...	IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...
<p>Framework</p>	<p>Open and close meetings in prayer but otherwise make plans and decisions largely without God; or intentionally avoid best practice planning and decision making, believing only prayer is necessary when discerning God's leading.</p> <p>Define successful planning and decision-making primarily in terms of numerical growth, excellence in programming, and impact the world.</p> <p>Are largely unaware of the temptation to go beyond or outside of what God wants them to do due to the influence of their own shadow or pressure of others.</p>	<p>Engage in planning and decision making as the prayerful discernment of God's will, relying on best practice planning and decision-making as needed to serve their process.</p> <p>Define successful planning and decision-making as doing God's will God's way. They acknowledge deeply transformed lives as well as numerical growth, programming excellence, and impact in the world as markers of success.</p> <p>Are deeply aware of the temptation to go beyond or outside of what God wants them to do due to the influence of their own shadow or the pressure of others.</p>
<p>Preparation</p>	<p>Consider external preparation – the gathering of data, bringing in expert consultants, and preparing financial forecasts – to be the critical factor for effective planning and decision-making.</p> <p>Fail to allow sufficient space and time for a relaxed, non-anxious, non-reactive process of planning and decision-making.</p>	<p>Consider internal preparation – guarding their inner lives from distraction – to be the critical factor for effective planning and decision-making and use external preparation as part of their preparation.</p> <p>Allow sufficient time and space for a relaxed, prayerful, prudent process of planning and decision-making.</p>
<p>Process</p>	<p>Avoid pain and conflict by making decisions that keep the peace in the short-term but ultimately result in poor long-term plans and decisions.</p> <p>Tend to make decisions quickly without carefully thinking through the long-term implications.</p> <p>Focus first on excellence in programs, numerical growth strategies, and potential threats to the ministry.</p> <p>Do not include in discerning God's will the impact new initiatives and numerical growth may have on leadership (single and married).</p>	<p>Willingly engage short-term pain and conflict in order to make decisions and plans that are good for the long-term.</p> <p>Make decisions patiently and prudently, carefully thinking through long-term implications and taking everything into account.</p> <p>Focus first on deepening their own transformation in Christ, from which they lead other and discern decisions about programs, numerical growth strategies, and potential threats to the ministry.</p> <p>Make the development and limits of leadership (married and single) a significant factor in discerning God's will.</p>



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CHAPTER 06

CULTURE & TEAM BUILDING

Creating healthy cultures and teams are among the most important tasks for every leader, especially Christian leaders. And the task for Christian leaders is even more demanding because the kind of culture and teams we create are to be radically different than those of the world.

Team building involves mobilizing a group of people with diverse skills who are committed to a shared vision and common goals. Culture consists primarily of unspoken rules about “the way we do things around here.” Investing ourselves in these tasks in an emotionally healthy way, however, involves particular ingredients that make it distinct from more standard approaches. Consider the following chart on the next page.

CULTURE & TEAM BUILDING

CORE ISSUES

IN STANDARD PRACTICE, LEADERS...

IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...

Priorities

Focus first on developing staff and volunteers so they grow in their roles and effectiveness.

Focus first on developing staff and volunteers in their transformation in Christ as the foundation for growing in their roles and effectiveness.

Fail to consider the quality of marriage or singleness a significant factor in building a healthy culture and teams.

Consider the quality of the marriage or singleness a primary factor in building a healthy culture and teams.

View self-care, healthy rhythms, and loving union with Jesus as a bonus for leaders who can maintain them.

View self-care, healthy rhythms and loving union with Jesus as the indispensable foundation for building a healthy culture and teams.

Remain largely unaware of how anxieties, emotional triggers, family of origin issues – their own and others’ - impact ministry culture and teams.

Are increasingly aware of how the anxieties, emotional triggers, and family of origin issues – their own and others’ – impact ministry culture and teams.

Routinely experience frustration and conflicts over differing assumptions and unclear expectations.

Effectively navigate frustration and conflicts by voicing concerns productively, negotiating differences, and clarifying expectations.

Ignore the proverbial “elephants in the room” (tensions, lateness, body language, sarcasm, unkind remarks, etc.).

Directly and promptly address “elephants in the room” (tensions, lateness, body language, sarcasm, unkind remarks, etc.).

Communicate in ways that are often unclear, indirect, inauthentic, and untimely.

Communicate in ways that are clear, direct, authentic, and timely.

Are so focused on tasks they don’t take time to be present or “tune in” to others.

Are willing to interrupt their tasks to be present and attuned to others.

Supervision

Tend to over-function (doing for others what they can and should do for themselves) to accomplish their goals.

Do not over-function or under-function so both individuals and the church as a whole can grow and mature.

Use routine performance reviews to focus primarily on the external work of volunteers and staff.

Use routine performance reviews to focus on both the inner and external work of volunteers and staff.

Devote little thought or prayer to planning and leading supervision meetings.

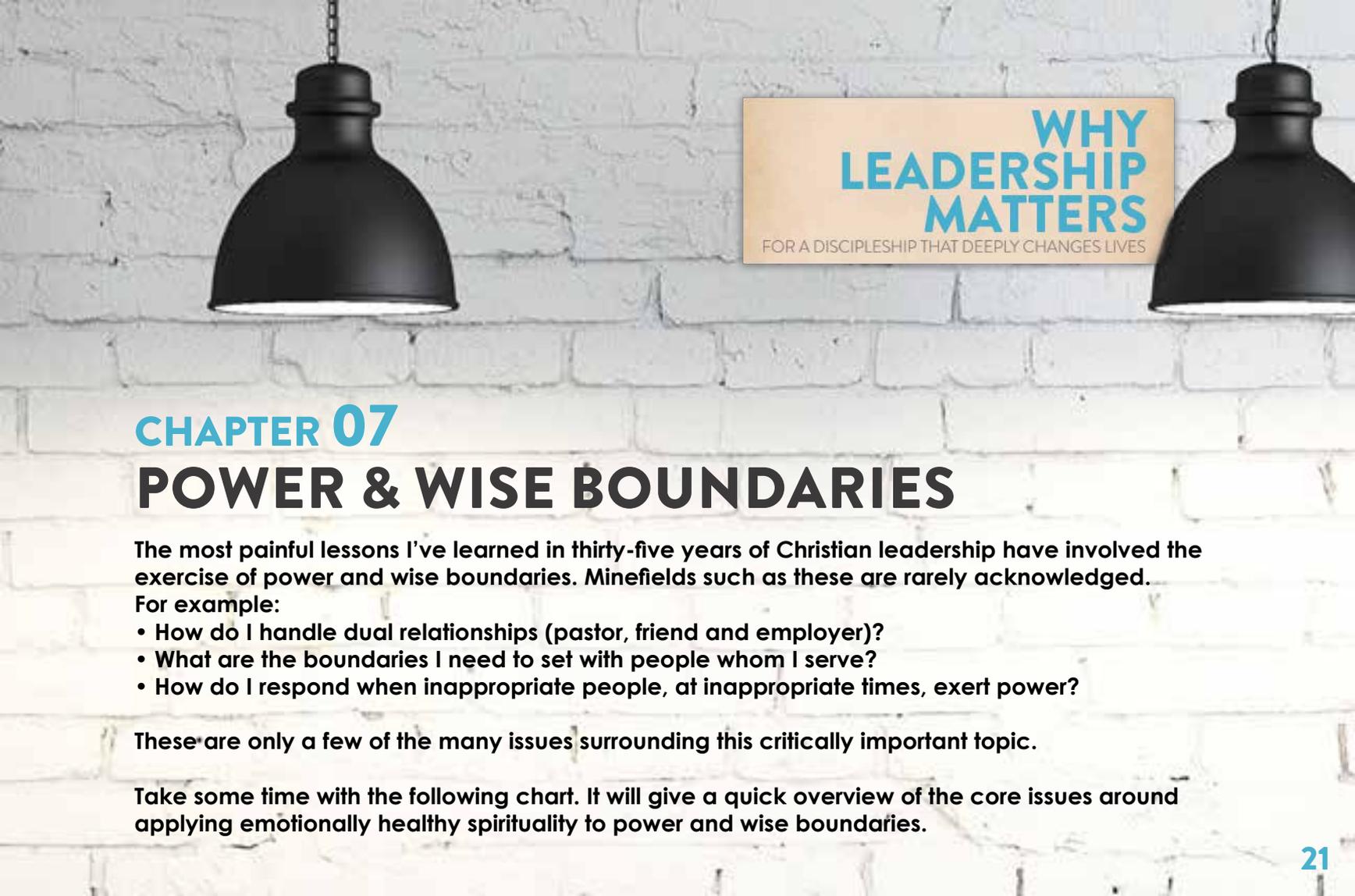
Devote thought and prayer to planning and leading supervision meetings, and consider this as important to the meeting itself.

Avoid difficult conversations and tense situations with those they supervise.

Promptly engage in difficult conversations and tense situations with those they supervise.

Use the annual performance review as the occasion to invest in and challenge those who report to them.

Continually invest in those who report to them and challenge them professionally and spiritually.



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CHAPTER 07

POWER & WISE BOUNDARIES

The most painful lessons I've learned in thirty-five years of Christian leadership have involved the exercise of power and wise boundaries. Minefields such as these are rarely acknowledged.

For example:

- How do I handle dual relationships (pastor, friend and employer)?
- What are the boundaries I need to set with people whom I serve?
- How do I respond when inappropriate people, at inappropriate times, exert power?

These are only a few of the many issues surrounding this critically important topic.

Take some time with the following chart. It will give a quick overview of the core issues around applying emotionally healthy spirituality to power and wise boundaries.

POWER & WISE BOUNDARIES

CORE ISSUES

IN STANDARD PRACTICE, LEADERS...

IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...

View of Power

View power as a necessary evil that hurts and damages people.

View power as a good gift that serves people when stewarded well.

Are embarrassed and uncomfortable talking openly about power in the church.

Are humbled and in awe of their power, and at the same time, able to talk openly about power in the church.

Associate power primarily with people holding certain positions and titles.

Recognize that every person has power and a capacity to influence others.

Fall into unhealthy relational patterns because they are unaware of transference and projection— when people transfer and project their own complex needs onto the leader and/or exaggerate their leader's attributes (positive or negative).

Are aware of and sensitive to the potential for transference and projection in their relationships, carefully monitoring their own interior world and setting appropriate boundaries in order to love well.

Use and Misuse of Power

Are unaware of how they and others exert their power and how their use of power impacts others.

Are very aware of how they and others exert their power and their use of power impacts others.

Give positional power to people based primarily on gifts and skills rather than godly character, thereby increasing the potential for hurt within the community.

Are prayerful about giving positional power to people based first on proven godly character, thereby minimizing the potential for hurt within the community.

Are largely unaware of the influence their family of origin, ethnicity, and religious background has on how they view and use power.

Are aware of the influence their family of origin, ethnicity, and religious background has on how they view and use power, and seek to use their power in light of biblical truth in the new family of Jesus.

Approach to Boundaries

Enjoy a feeling of entitlement, operating on the belief that the more power a leader has, the more he or she can expect certain perks and benefits not given to others.

Are suspicious of entitlement, operating on the belief that the more power a leader has, the more he or she must resist the temptation of perks and preferential treatment.

Ignore multiple and overlapping roles in leadership— friend, brother/sister, employee, pastor, family member— assuming everything will somehow work out fine.

Acknowledge and build safeguards around multiple and overlapping roles in leadership; viewing it as an act of love on behalf of the community.

Fail to talk openly about or to build safeguards around the potential complications when people from the same family serve together in leadership.

Engage in prayer, seek wise counsel, and establish safeguards before allowing members of the same family to serve together in leadership.

Naively think of everyone as “friends” in the church without wrestling with potential conflicts around power and differing expectations.

Take responsibility for clarifying the nature of friendships in light of potential conflicts around power and differing expectations.



WHY LEADERSHIP MATTERS

FOR A DISCIPLESHIP THAT DEEPLY CHANGES LIVES

CHAPTER 08

ENDINGS & NEW BEGINNINGS

Why are endings and transitions so poorly handled in our ministries, organizations, and teams? Why do we often miss God's new beginnings, and the new work He is doing? A large part of the problem is that we fail to apply a central theological truth – that death is a necessary prelude to resurrection.

To bear long-term fruit for Christ, we need to recognize that some things must die so something new can grow. If we do not embrace this reality, we will resist endings in the same way our wider culture does, as signs of failure rather than opportunities for something new. The following chart opens the door to God's invitations to us through the endings and transitions He sends our way.

ENDINGS & NEW BEGINNINGS

CORE ISSUES

IN STANDARD PRACTICE, LEADERS...

IN EMOTIONALLY HEALTHY PRACTICE, LEADERS...

Response to Endings

View endings and losses as failures to be avoided.

View endings and losses as opportunities to be embraced and a doorway to new beginnings.

Fail to provide a clear biblical framework for ministry and personal endings, leaving people disoriented and confused.

Provide a biblical framework for ministry and personal endings that enables people to feel secure even when they are uncomfortable.

Believe their role is to make their ministries bigger and better – as soon as possible.

Believe their role is to cooperate with God in leading the church through the season it is in – be it through pruning and suffering, or through expansion and revival.

Wait to initiate change until the last possible moment to avoid rocking the boat or discouraging people.

Initiate change to achieve what is best for the ministry in the long term, even if it rocks the boat and causes short-term discouragement.

Postpone necessary endings – discontinuing programs, releasing staff or key volunteers – even things aren't working well because they are afraid of the unknown.

Embrace necessary endings in the expectation of new beginnings God might have in mind.

Beneath the Surface Transformation

Experience waiting on God during a confusing “in-between” time as frightening.

Experience waiting on God during a confusing “in-between” time as normal and foundational to the spiritual life.

See little connection between endings / losses and how God might be teaching them to surrender and be transformed at the cross with Jesus.

See endings/losses as directly connected to God forming Christ in them, teaching them to surrender and be transformed at the cross with Jesus.

Allow fear of what other people think to prevent them from closing down a program or initiative, even when it isn't working.

Prayerfully discern the movements of the Holy Spirit, cooperating with God in letting go of programs and initiative at the appropriate times.

Overfunction and work twice as hard rather than allow something that is over or broken to fall apart.

Refuse to overfunction, allowing necessary endings to unfold in God's time.

Response to New Beginnings

Give little thought to their death – the ultimate ending and new beginning when they will see Jesus face-to-face.

Receive endings in light of eternity and the brevity of life.

Fear any changes that might displace them or keep them from being at the center or in control.

Welcome changes by letting go and making room for others to take center stage so the kingdom of God can.

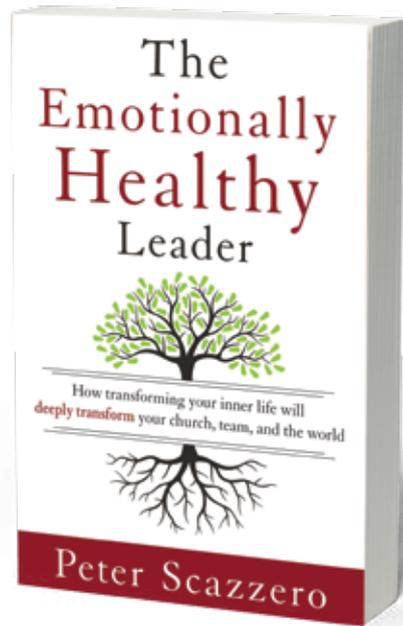
ABOUT PETE SCAZZERO



Pete Scazzero is the founder of New Life Fellowship Church in Queens, New York City, a large, multiracial church with more than seventy-three countries represented. After serving as senior pastor for twenty-six years, Pete now serves as a teaching pastor/pastor at large.

He is the author of [*The Emotionally Healthy Leader*](#) and two bestselling books: [*The Emotionally Healthy Church*](#) and [*Emotionally Healthy Spirituality*](#). He is also the co-author of [*The Emotionally Healthy Spirituality Course*](#) and [*The Emotionally Healthy Relationships Course*](#).

Pete is co-founder, along with his wife Geri, of [*Emotionally Healthy Discipleship*](#), a global ministry active in over twenty-five countries. He holds a Masters of Divinity from Gordon-Conwell Theological Seminary and a Doctor of Ministry in Marriage and Family.



In this groundbreaking book, Peter Scazzero integrates a deep spirituality with Jesus to the crucial tasks of planning, creating healthy culture, team building, the healthy exercise of organizational power, transitions, and more. For good reason, this book has become a “must read” for leaders and teams around the world.

Chapter 1: The Problem of Emotionally Unhealthy Leadership

The Inner Life

Chapter 2: Face your Shadow

Chapter 3: Lead Out of Your Marriage or Singleness

Chapter 4: Slow Down for Sabbath Delight

Chapter 5: Practice Sabbath Delight

The Outer Life

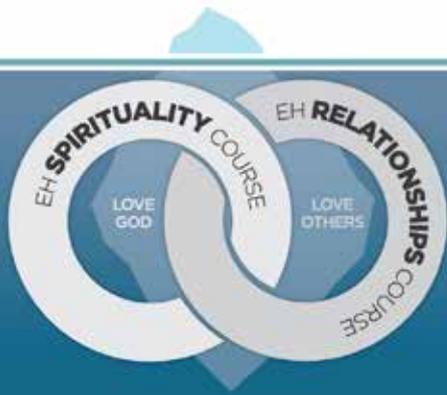
Chapter 6: Planning and Decision Making

Chapter 7: Culture and Team Building

Chapter 8: Power and Wise Boundaries

Chapter 9: Endings and New Beginnings

To download a free discussion guide, go to emotionallyhealthy.org



Be Deeply Changed by Jesus

“Only people deeply changed by Jesus will have powerful, long-term impact on the world.”

- Pete Scazzero, Pastor and Author

You became a church leader with a vision to see people radically changed by Jesus... that they in turn would go out and bring Christ to the world. But then you found yourself flooded by the demands of day-to-day ministry. Too much to do in too little time. Unsure if you're actually impacting people. What can you do to make a difference?

God led us on a journey to fill those missing gaps. We call this Emotionally Healthy Discipleship – which we turned into a 2-part Course. Through *Emotionally Healthy Spirituality* people slow down their lives to cultivate their own deep relationship with Jesus and stop living off the spirituality of others. *Emotionally Healthy Relationships* equips people with practical, relationship skills to truly love others like Jesus.

Implementing both parts of the Emotionally Healthy Discipleship Course will transform the culture of your church – offering new language, new tools and new strategies to break through spiritual and relational roadblocks.

[Emotionally Healthy Discipleship Course Leader's Kit](http://emotionallyhealthy.org)
emotionallyhealthy.org

