

## CHAPTER 6

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**APPENDIX A**

**THE RESEARCH QUESTIONNAIRE**

***QUESTIONNAIRE***  
***concerning***  
***Baptist leadership***

SECTION A  
General information

For Office Use

Respondent number

V1    1

Thank you for taking the time and trouble to fill in this questionnaire, the results of which will be used for a Doctoral thesis in Practical Theology by Stephen Brian Pierce. The questionnaire will not take more than 15 minutes to complete.

**Your contribution will greatly benefit Baptist leadership in South Africa and the USA as we leaders strive to honor God and make a difference in the age we live.** It is not necessary to supply your name. Please note this is absolutely confidential. Kindly answer all questions as honestly as possible.

*Answer all the questions by drawing a circle (O) around or checking (√) a number in a shaded box or by writing your answer in the shaded space provided.*

1. What is your age?    Years

V2   4

2. What is your gender?  Male   Female

V3  6

3. In your opinion, which **6** groups have the most influence in your church? In your answer, write a number from **1** to **6** in descending order. (1 = most NB, 2 = second most NB, etc. . . .)

01. Deacon Body	06. Elders
02. Pastor/s	07. Congregation
03. Important families	08. Individuals
04. Committees	09. Executive council
05. Trustees	10. Personnel board
Other (specify)	

## For Office Use

V4	<input style="width: 20px; height: 20px;" type="text"/>	<input style="width: 20px; height: 20px;" type="text"/>	7
V5	<input style="width: 20px; height: 20px;" type="text"/>	<input style="width: 20px; height: 20px;" type="text"/>	9
V6	<input style="width: 20px; height: 20px;" type="text"/>	<input style="width: 20px; height: 20px;" type="text"/>	11
V7	<input style="width: 20px; height: 20px;" type="text"/>	<input style="width: 20px; height: 20px;" type="text"/>	13
V8	<input style="width: 20px; height: 20px;" type="text"/>	<input style="width: 20px; height: 20px;" type="text"/>	15
V9	<input style="width: 20px; height: 20px;" type="text"/>	<input style="width: 20px; height: 20px;" type="text"/>	17

4. What has been your experience with regard to church leadership?

Strongly coercive	Fairly coercive	Fairly persuasive	Strongly persuasive
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V10  19

Strongly incapable	Fairly incapable	Fairly competent	Strongly competent
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V11  20

Very unhelpful	Fairly unhelpful	Fairly helpful	Very helpful
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V12  21

Very closed	Fairly closed	Fairly open	Very open
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V13  22

Very hurtful	Hurtful	Healing	Strongly Healing
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V14  23

Not accountable	Sometimes accountable	Mostly accountable	Always Accountable
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V15  24

Strongly authoritarian	Occasionally authoritarian	Occasionally tolerant	Strongly Tolerant
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V16  25

5. If the leadership is “doing a good job” are you willing to overlook their mistakes?

Yes	1
-----	---

No	2
----	---

6. In your local church, have you been able to identify strong **opposition** groups to the leadership?

Yes	1
-----	---

No	2
----	---

7. In your local church, have you been able to identify strong **support** groups to the leadership?

Yes	1
-----	---

No	2
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8. As a Baptist believer, what are the **5** most important biblical values that you hold dearly.

Check **5** only in the left hand column.

In the right hand column indicate whether you see these **5** values **clearly** demonstrated in the lives of the current leadership of the church.

		Yes	No
	01. Truth	1	2
	02. Openness	1	2
	03. Honesty	1	2
	04. Integrity	1	2
	05. Justice	1	2
	06. Equality	1	2
	07. Freedom to voice my opinion	1	2
	08. Acceptance	1	2
	09. Unconditional love	1	2
	10. A peaceful spirit	1	2
	11. Not argumentative	1	2
	12. A servant spirit	1	2
	13. Christ-likeness	1	2
	14. Fairness in dealing with people	1	2
	15. Empathy	1	2

## For Office Use

V17 

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 26

V18 

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 27

V19 

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 28

V20 

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V21 

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 32

V23 

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 34

V24 

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 35

V25 

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 37

V26 

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 38

V27 

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 40

V28 

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 41

V29 

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 43

9. Briefly describe a single incident in which you noticed **GOOD** leadership being exercised in the Church.


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V30 

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 44

10. What did you find rewarding from what the leadership said or did, with respect to question 9 above. You may check more than one.

01. They took time		
02. I felt they understood the situation clearly		
03. They made a real effort		
04. They prayed about the situation		
05. They applied the Scriptures to the situation		
06. They sought the advice of the members		
07. They demonstrated maturity		
08. The situation was clearly resolved		
Other (specify)		

V31			46
V32			48
V33			50
V34			52
V35			54
V36			56
V37			58
V38			60
V39			62

**11.** Briefly describe a single incident in which you noticed **POOR** leadership being exercised in the church. No names please!


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V40 

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 64

**12.** What did you find troubling from what the leadership said or did, with respect to question 11 above.  
You may check more than one answer.

01. They never took the time to deal with the situation			V41	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			66
02. I felt they never understood the situation clearly			V42	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			68
03. They never made a real effort			V43	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			70
04. They did not pray about the situation			V44	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			72
05. They never applied the Scriptures to the situation			V45	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			74
06. They never sought the advice of the members			V46	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			76
07. They demonstrated immaturity			V47	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			78
08. The situation was never clearly resolved			V48	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			80
Other (specify)			V49	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			82

**13.** What affect did the situation in **Question 11** above have on relationships with the leadership?  
Just check **one** answer please!

01. My feelings towards the leadership changed negatively			V50	<table border="1" style="display: inline-table;"><tr><td style="width: 20px; height: 20px;"></td><td style="width: 20px; height: 20px;"></td></tr></table>			84
02. I had "second thoughts" about the leadership							
03. It did not affect me at all							
04. Under the circumstances they did the best they could							
05. It changed my feelings toward the leaders positively							

14. Important decisions are made by . . . . .(circle one)

Individuals	Small groups	Committees	Staff	Families	Elders	Deacons	Trustees	Not sure
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>

For Office Use

V51  86

15. Does the leadership of your local Church readily accept feedback from others?

Never	Seldom	Usually	Always
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V52  87

16. Generally, do you believe that the leadership of your local church has the support of the majority of the members?

Never	Seldom	Usually	Always
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V53  88



## SECTION B

### How do you personally feel about church leadership?

1. Rate the following leadership issues as you have clearly seen them in your own local church.

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	Always	Usually	Sometimes	Rarely	Never	Don't know		
01. Do you trust the leadership	1	2	3	4	5	6	V54	89
02. Is the leadership transparent	1	2	3	4	5	6	V55	90
03. Does the leadership listen	1	2	3	4	5	6	V56	91
04. Does your opinion count	1	2	3	4	5	6	V57	92
05. Do members participate	1	2	3	4	5	6	V58	93
06. Is there consensus	1	2	3	4	5	6	V59	94
07. Do others also set vision	1	2	3	4	5	6	V60	95
08. Is leadership in touch with you	1	2	3	4	5	6	V61	96
09. Do they demonstrate humility	1	2	3	4	5	6	V62	97
10. Good stewards of their time	1	2	3	4	5	6	V63	98
11. Does leadership micromanage	1	2	3	4	5	6	V64	99
12. Do they try to solve conflict	1	2	3	4	5	6	V65	100
13. Does the individual matter	1	2	3	4	5	6	V66	101
14. Do the leaders visit members	1	2	3	4	5	6	V67	102
15. Do they take too much leave	1	2	3	4	5	6	V68	103
16. Do they keep confidence	1	2	3	4	5	6	V69	104
17. Is their household "in order"	1	2	3	4	5	6	V70	105
18. Does the leadership inspire you	1	2	3	4	5	6	V71	106

For Office Use

2. What **single** thing can you identify, without which your church might not be what it is?

01. The church is a “family”	
02. Strong prayer emphasis	
03. The church’s care ministry	
04. Small groups	
05. The sermons/messages	
06. A sense of purpose	
07. The pastor/s and other leaders	
08. The ministries of the church	
09. Worship	
Other (specify)	

V72   107

3. In general is there any **single** thing you would like to see changed in church leadership practice?

01. More member participation in decisions	
02. More openness in the leadership	
03. Fewer confrontational church meetings	
04. More visitation by the leadership	
05. More accessibility to the leadership	
06. Better time management by the leadership	
07. Fewer cliques	
08. More intentional outreach	
09. Leaders pursuing the church’s vision	
10. Forgetting personal agendas	
Other (specify)	

V73   109

4. What benefits do you personally expect to see from church leadership? Check as many as you like!

01. To be cared for by the leadership	<input type="checkbox"/>
02. To help me grow in my faith as a Christian	<input type="checkbox"/>
03. To set an obvious example for Christian living	<input type="checkbox"/>
04. To make me aware of the plight of others	<input type="checkbox"/>
05. They help me to want to be a servant	<input type="checkbox"/>
06. To hear how the Bible is relevant for today	<input type="checkbox"/>
07. To create an atmosphere of trust	<input type="checkbox"/>
08. To demonstrate how I can witness for my faith	<input type="checkbox"/>
09. To help me apply the Bible to my everyday life	<input type="checkbox"/>
10. Counsel when I am in trouble	<input type="checkbox"/>
Other (specify)	<input type="checkbox"/>

For Office Use

V74	<input type="checkbox"/>	<input type="checkbox"/>	111
V75	<input type="checkbox"/>	<input type="checkbox"/>	113
V76	<input type="checkbox"/>	<input type="checkbox"/>	115
V77	<input type="checkbox"/>	<input type="checkbox"/>	117
V78	<input type="checkbox"/>	<input type="checkbox"/>	119
V79	<input type="checkbox"/>	<input type="checkbox"/>	121
V80	<input type="checkbox"/>	<input type="checkbox"/>	123
V81	<input type="checkbox"/>	<input type="checkbox"/>	125
V82	<input type="checkbox"/>	<input type="checkbox"/>	127
V83	<input type="checkbox"/>	<input type="checkbox"/>	129
V84	<input type="checkbox"/>	<input type="checkbox"/>	131

5. Do you see transformation taking place in the church?

Yes  1

No  2

V85  133

6. If you answered "Yes" to the previous question. Do you see this transformation as **positive** or **negative**?

Pos  1

Neg  2

V86  134

Please comment on your answer (ONE COMMENT ONLY)


V87   135

## SECTION C

### Identifying problems in leadership

1. Do you feel like there are cliques in the leadership?

Yes	<b>1</b>
-----	----------

No	<b>2</b>
----	----------

V88  137

2. Is there a “dark tension” (strained relationships) among key people?

Never	Seldom	Often	Always
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V89  138

3. Is there a sense of “celebration” among the members of the church?

Never	Seldom	Usually	Always
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V90  139

4. Do people still speak about the great things that are happening in your church?

Never	Seldom	Usually	Always
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V91  140

5. Do people attribute what is happening in the church in part to the leadership?

Never	Seldom	Usually	Always
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

V92  141

6. Do problem solvers outnumber problem makers?

Yes	<b>1</b>
-----	----------

No	<b>2</b>
----	----------

V93  142

For Office Use

7. Do leaders seek to control or liberate? Check one!

Dominate	Manipulate	Control	Restrict	Organize	Sway	Influence	Liberate
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>

Please comment on your answer (**ONE COMMENT ONLY**)

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8. In your opinion has there been a loss of confidence in the judgment, experience and wisdom of the leadership?

Yes	<b>1</b>
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No	<b>2</b>
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V94  143

V95   144

V96  146

**SECTION D**

**Clarifying the role of the Pastor as leader**

1. Does the pastor encourage contrary opinions?

Never	Seldom	Usually	Always
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

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V97  147

Please comment on your answer (ONE COMMENT ONLY)

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V98   148

2. Does the leader create a climate where other leaders emerge?

Yes	<b>1</b>		No	<b>2</b>
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V99  150

3. Do you believe that pastors generally plagiarize their sermons?

Yes	<b>1</b>		No	<b>2</b>
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V100  151

4. Does your vision and the pastor's vision concur?

Yes	<b>1</b>		No	<b>2</b>
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V101  152

5. Have you put in an effort in your relationship with

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your pastor?

Yes	<b>1</b>
-----	----------

No	<b>2</b>
----	----------

V102	<input type="text"/>	153
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Briefly describe **one** example of how you did this


V103	<input type="text"/>	<input type="text"/>	154
V104	<input type="text"/>	<input type="text"/>	156
V105	<input type="text"/>	<input type="text"/>	158

6. Has the pastor put in an effort to get to know you?

Yes	<b>1</b>
-----	----------

No	<b>2</b>
----	----------

V106	<input type="text"/>	160
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7. Did your relationship with your pastor develop as you expected?

Yes	<b>1</b>
-----	----------

No	<b>2</b>
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V107	<input type="text"/>	161
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8. Is your relationship with your pastor disappointing?

Yes	<b>1</b>
-----	----------

No	<b>2</b>
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V108	<input type="text"/>	162
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9. Do you believe that his/her ministry lives up to God's expectations?

Yes	<b>1</b>
-----	----------

No	<b>2</b>
----	----------

V109	<input type="text"/>	163
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**10.** Does your church formally employ any means of recognizing the work of the pastor/s?

Never	Seldom	Usually	Always
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

If applicable, please give **ONE** example of how they do this!


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V110  164

V111			165
V112			167
V113			169
V114			171
V115			173

**11.** Has/have the pastor/s influenced you to believe that the direction the church is taking is right?

Yes	<b>1</b>
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No	<b>2</b>
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V116  175

**12.** If your answer was “Yes”. Please give me an indication of how he/she did this? Please do not check more than **5** boxes!

01. They used the Scriptures		
02. They proved it by their commitment		
03. They know more than I do about such things		
04. They have a great “track record”		
05. They have a convincing personality		
06. I don’t want to feel left out		
07. They clearly explained the benefits of their ideas		
08. They spent a lot of time in prayer about it		
09. Their authority is from God and I don’t question it		
10. Our church was in a bad shape and they can help		
11. They threatened to leave or made other threats		
Other (specify)		

V117			176
V118			178
V119			180
V120			182
V121			184

**13.** Have you considered leaving the church because of your

**For Office Use**



relationship with the pastor/s?

Yes	1
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No	2
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V122  186

The final question of this questionnaire is a personal one from me to you!

14. It's tough trying to serve God in "fulltime" ministry. Would you like to be in their shoes?

Yes	1
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No	2
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V123  187

***Thank you so much for taking the time to fill in this questionnaire. Your assistance in this is greatly appreciated***

If you have a query about a question, you may contact me.

After my thesis has been submitted, if you would like a short summary of my findings you may also drop me a line at my email address

steve@crtc.com

"In the multitude of counsel there is wisdom" – King Solomon

Pastor Stephen Pierce

## APPENDIX B

These people gave permission for their names to be used.

### QUOTES FROM PERSONAL DISCUSSION AND LETTERS

Ref. No	Name	Position	Mode	Subject of Discussion
PEM:8.2.2000	Morcom, D.	BTC, Jhb	E Mail	Congregational Government
PC:19.03.2000	Israel, H.	Church leader	Conversation	Problems in B.A.S.A. churches
LAU:07.03.2000	Laughton, D.	Church Member	Letter	Status of Bloemfontein Baptist Church
PAR:03.03.1999	Parnell, C	Theologian	Conversation	Leadership in Churches
SPO:21.04.2000	Spoor, P.	Pastor	Conversation	Structure in Fish Hoek Baptist Church

## Appendix C

### NEOLOGISMS AND INCIDENTAL UNUSUAL WORDS I DISCOVERED IN THE LITERATURE PERTAINING TO LEADERSHIP

WORD	DEFINITION
Adhocracy	All members of an organization have the authority to make decisions and to take actions affecting the future of the organization.
Subsidiarity	A higher-order body should not assume responsibilities that could and should be exercised by a lower-order body
Veify	To put the picture of a person in the place of a great quality. E.g. when one thinks of leadership, immediately a picture of ex President Mandela comes to mind
Ipsative value systems	A system of measuring values according to rank
Manticism	The practice of divination

## Appendix D

### Three Domain Approaches to Leadership

(Graen and Uhl-Bien, 1995)

	Leader-based	Relationship based	Follower based
What is Leadership?	Appropriate behavior of the person in the role of a leader	Trust, respect, and mutual obligation that generates influence between parties	Ability and motivation to manage one's own performance
What behaviors constitute leadership?	Establishing and communicating vision; inspiring, instilling pride	Building strong relationships with followers; mutual learning and accommodation	Empowering, coaching, facilitating, giving up control
Advantages	Leader as rallying point for organization; common understanding of mission and value; can initiate wholesale change	Accommodates differing needs of subordinates; can elicit superior work from different types of people	Makes the most of follower capabilities; frees up leaders for other responsibilities
Disadvantages	Highly dependent on leader; problems if leader changes or is pursuing inappropriate vision	Time consuming; relies on long-term relationships between specific leaders and members	Highly dependent on follower initiative and ability
When appropriate?	Fundamental change; charismatic leader in place; limited diversity among followers	Continuous improvement teamwork; substantial diversity and stability among followers; network building	Highly capable and task committed followers
Where most effective?	Structured tasks; strong leader position power; member acceptance of leader	Situation favorability for leaders between two extremes.	Unstructured tasks; weak position power; member non-acceptance of leader

## Appendix E

### The Life Cycle of Leadership Relationships (Graen & Uhl-Bien 1996)

