

The Development of Effective Christian Leadership through the Integration of Faith, Character, and Competence

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Abstract

This study focuses on the development of an effective Christian leadership model by integrating faith, character, and competence as its core pillars. Unlike traditional leadership approaches, this research offers a new contribution by positioning faith in Jesus Christ as the foundation that unites these four elements within a holistic leadership model. Through this approach, Christian leaders are not only guided towards achieving organisational goals but also tasked with bringing a positive spiritual impact to both the workplace and society. The findings of the study indicate that leadership rooted in faith can create lasting influence, foster strong character, and enhance competence in service. This encourages Christian leaders to prioritise eternal values, justice, and transformative service, thereby shaping leadership with broad-reaching impact. The study provides practical guidance for the realisation of relevant and effective Christian leadership in various life contexts.

Keywords: Faith, Character, Competence, Christian Leadership, Development

Abstrak

Penelitian ini berfokus pada pengembangan model kepemimpinan Kristen yang efektif dengan mengintegrasikan iman, karakter, dan kompetensi sebagai pilar utama. Berbeda dari pendekatan kepemimpinan tradisional, studi ini menawarkan kontribusi baru dengan menempatkan iman kepada Yesus Kristus sebagai landasan yang menyatukan keempat elemen tersebut dalam model kepemimpinan holistik. Melalui pendekatan ini, pemimpin Kristen tidak hanya diarahkan untuk mencapai tujuan organisasional, tetapi juga membawa dampak spiritual yang positif dalam lingkungan kerja dan masyarakat. Hasil penelitian menunjukkan bahwa kepemimpinan yang berakar pada iman mampu menciptakan pengaruh yang berkelanjutan, menumbuhkan karakter yang kuat, dan memperkuat kompetensi dalam pelayanan. Hal ini mendorong pemimpin Kristen untuk mengedepankan nilai-nilai kekal, keadilan, dan pelayanan yang transformatif, sehingga membentuk kepemimpinan yang berdampak luas. Studi ini memberikan panduan praktis untuk mewujudkan kepemimpinan Kristen yang relevan dan berdaya guna dalam berbagai konteks kehidupan.

Kata Kunci: Iman, Karakter, Kompetensi, Kepemimpinan Kristen, Pengembangan

PENDAHULUAN

Effective leadership in the Christian context is not solely about achieving measurable results, but also about embodying spiritual and moral values that align with the teachings of Christ. Authentic Christian leadership requires a solid foundation of faith, alongside the development of character, competence, and a vision that is in harmony with God's will. In this complex modern era, Christian leaders face numerous challenges, such as the pressures of secular culture, the temptation to pursue personal interests, and ethical dilemmas within the workplace. These challenges increasingly demand a leadership model that can integrate the spiritual dimension with the qualities of professional leadership that are both effective and morally sound. This article focuses on the development of effective Christian leadership through the integration of key elements: faith, concepts, character, and competence. This approach offers a novel contribution by positioning faith as the primary foundation that unites these elements within a holistic leadership model, aimed not only at achieving organisational goals but also at making a positive spiritual impact within the workplace and society at large.

Over the past few decades, leadership studies have evolved, encompassing various approaches that emphasise the importance of character, competence, and vision. However, in Christian leadership, faith becomes the central component that serves as a source of motivation, strength, and wisdom for the leader. Faith enables the leader to prioritise eternal values above personal interests, fostering a leadership style that focuses on service and justice. Unlike general leadership concepts, Christian leadership encourages leaders to view their role as an extension of the divine mission, prioritising spiritual transformation both within themselves and among those they lead.

Character in Christian leadership reflects a life aligned with Christian values such as love, patience, and integrity. Competence, on the other hand, encompasses both technical expertise and interpersonal skills that support effective decision-making and the execution of everyday leadership tasks. With solid competence, Christian leaders are equipped to lead teams productively and ethically, addressing complex challenges in the workplace.

This article offers a fresh perspective by integrating the concepts of faith, character, competence, and vision within the framework of Christian leadership. With faith at the centre, it highlights how these elements interact synergistically to create leadership that is not only effective in terms of achieving results but also brings about moral and spiritual transformation in the leader and their team. Through this approach, the study aims to contribute to the development of a more holistic Christian leadership model, which can address the increasingly complex leadership challenges of today, while firmly upholding the Christian faith principles that serve as its foundation.

METODE PENELITIAN

This study employs a qualitative approach with content analysis to explore and understand the development of effective Christian leadership, integrating faith, character, competence, and concepts. A qualitative approach was chosen due to its ability to enable the researcher to delve deeply into the meanings, perceptions, and underlying processes involved in the development of Christian leadership, as well as the ways in which faith influences these leadership elements in real-life contexts.

Data were gathered through a literature review, encompassing books and related sources discussing Christian leadership, faith, character, competence, and their impact across various sectors of life, both within the church and the professional world.

The collected data were analysed using content analysis, where the researcher identified key themes related to the application of faith in Christian leadership. In this analysis, information was categorised based on key concepts such as faith as the foundation of leadership, character, competence, and how these elements interact and support the effectiveness of leadership. The findings were then analysed to identify relationships between Christian leadership theory and its practical application within both church and societal contexts.

To ensure the reliability of the data, the researcher ensured that the interpretation of the data was carried out objectively and systematically, grounding the analysis in existing Christian leadership theories.

Through this method, the study aims to gain a profound understanding of how faith, as a core component of Christian leadership, can integrate character, competence, and other leadership concepts to create leaders who are not only effective in achieving objectives but also bring a positive spiritual impact to the service environment and performance in both church and broader societal contexts.

HASIL DAN PEMBAHASAN

Leadership Discourse: Between Myth and the Reality of Roles

Leadership plays an essential role in effecting change, whether within organisational, social, or political contexts. An effective leader is not only an administrative figure but also an agent of change who drives progress and development. Maxwell, in his statement, "Everything rises and falls on leadership," emphasises that the success or failure of an organisation or group often depends on the quality of its leadership (Maxwell, 1993). Furthermore, history records the significant role leadership has played in altering the fate of a nation or group. The examples presented in sacred texts illustrate how leaders or judges appointed by God possess the power to deliver their people from oppression (Judges 2:18). This underscores that leadership is not only a driving force but also a protector and provider of welfare for its followers.

In general, leadership encompasses many interrelated aspects, including power, position, change, role modelling, and the ability to serve. An effective leader is not merely an individual who leverages their position, but someone who exemplifies positive traits, takes responsibility, and motivates others. According to Northouse, true leadership is more than just a formal position; it is an active role that creates a significant impact on the lives of others (Northouse, 2015). A true leader can be a source of inspiration through their vision and actions, positively influencing and directing a group toward a greater goal.

However, there are several myths that obscure the public's understanding of leadership. These myths include the belief that a leader can always make the right decision or that leadership is solely a personal characteristic. In the conventional view, a leader is seen as an omniscient "hero" in a high position who automatically possesses absolute power. This perception is flawed and limits the true understanding of the essence of leadership (Yukl, 2013). Leadership is not something simply conferred by position, but rather it is a responsibility to guide others with interpersonal skills, emotional intelligence, and a forward-thinking vision to adapt to ever-changing circumstances.

Another misconception is the view that leadership is solely tied to a formal position or title that grants authority. In reality, leadership is more closely associated with one's ability to influence and inspire others in pursuit of a common goal, even when facing various challenges. From this perspective, leadership is not merely about formal power but involves skills and responsibilities that are continuously developed through experience and learning.

True leadership transcends position, status, or even the authority granted by a title. According to Sanders and Maxwell, leadership is more about influence. "Leadership is influence," they assert, indicating that the effectiveness of leadership is not determined by one's position, but by the degree to which they can influence others (Sanders, 1967; Maxwell, 1998). An influential leader is one who can motivate others to participate in achieving a common goal without the use of coercion.

Moreover, leadership also entails the responsibility to support and sustain the lives of others. A true leader must possess the ability to guide and motivate others to do things they may not initially desire, but which are beneficial for achieving a worthwhile goal. Leadership in this form focuses not only on individual achievement but also on the development and well-being of followers (Northouse, 2015). Therefore, an effective leader must be ready to place the needs of others above their personal interests.

A leader can also be seen as one who provides direction and meaning in the lives of others. Leadership, in this sense, is a gift from God that allows an individual to offer focus and purpose to many people. A leader is not merely a manager who assigns tasks but an individual who can create significant change by providing inspiration and helping others achieve efficiency and effectiveness in their lives. In this context, leadership becomes more than just managerial skills; it is a calling to guide and develop the potential of others (Maxwell, 1993).

On the other hand, leadership also entails sacrifice. A true leader is not only an individual pursuing personal goals but also someone who is willing to face challenges and risks for the collective good. In carrying out their role, a leader encounters various challenges that require resilience and a commitment to persevere in the face of obstacles. Therefore, leadership is not simply about making strategic decisions, but about the willingness to uphold principles that foster collective growth.

The success of a leader is not measured solely by personal achievements but by how effectively they can inspire and guide others. This shows that the core of leadership is the creation of value and a positive impact on the lives of those being led. Leadership of this kind will serve as a role model, inspiring others to follow in the footsteps and vision of their leader towards a better future.

Furthermore, leadership functions as a catalyst for change through actions and role modelling. A good leader can translate vision into concrete actions, providing an example that can be followed by their followers. This has a far greater impact than merely issuing commands or instructions. In this context, leadership is a continuous process that requires a willingness to learn and adapt to various situations.

Leadership is not a position that automatically grants one the right to manage others. Rather, it is an obligation to continually learn, cultivate sensitivity to the needs of others, and develop the ability to support collective growth. Therefore, a leader must have the capacity to listen, understand, and respond in ways that bring about positive change for all parties involved.

Leadership also requires integrity. A leader with strong integrity can gain the trust of their followers, which ultimately supports the effectiveness of their mission. In this context, trust

becomes the key to success, as without trust, a leader's influence will be difficult to exert effectively.

In the face of complex challenges, a leader must be ready to bear the consequences of their decisions. Responsible leadership means that a leader does not merely benefit from their position, but is also prepared to face the negative outcomes that may arise from their actions. This is an aspect that requires maturity and a high degree of mental readiness.

Leadership is about building and driving a shared vision. A good leader not only has foresight but can also communicate this vision to their followers so that they feel inspired and motivated to actively contribute to its achievement.

The myths surrounding leadership often shape unrealistic public perceptions, such as the belief that leaders always have the right answers or that great power guarantees success. This can lead to misunderstandings that are detrimental to both the leader and their followers. Therefore, it is essential for society to develop a deeper understanding of leadership that is inclusive, collaborative, and based on positive influence, rather than merely position or power. True leadership is not about having all the answers but about the ability to listen, learn, and act adaptively in the face of ever-changing challenges.

Thus, the reality of effective leadership is more closely related to continuous self-development and a willingness to grow together with others. A good leader is one who can inspire, guide, and create space for others to develop. This is the essence of true leadership: creating a lasting positive impact and guiding followers towards a greater shared goal. Therefore, it is important for anyone in a leadership position to recognise that they do not lead by authority or title alone, but through example, influence, and a commitment to collective well-being. Only in this way can leadership bring about real and sustainable change.

Principles of Christian Leadership

Faith in Jesus Christ as the one and only Lord and Saviour forms the primary foundation of Christian leadership, serving as a strong spiritual base for any leader seeking to lead according to God's will. This belief is a gift from God that enables Christian leaders not only to understand His will but also to live in close communion with Him (Ephesians 2:8-9). In Christian leadership, faith provides direction and purpose that extends beyond mere worldly achievement; it propels leaders to pursue a vision centred on the values of the Kingdom of God, as outlined in Scripture (Blackaby & Blackaby, 2001). Without a robust faith, Christian leaders would struggle to uphold Christian principles amidst the challenges and temptations they face in leadership.

Moreover, faith in Christ teaches Christian leaders to possess steadfast hope, even when confronted with significant difficulties. This faith is rooted in the conviction that God works in all things to bring about good for those who love Him (Romans 8:28). Through faith, Christian leaders rely not on personal strength but on the power of God to overcome challenges and obstacles that may appear insurmountable. This belief becomes a source of strength that sustains them in times of trial, enabling them to remain focused on the divine vision that God has set before them and the community they lead.

In addition, faith in Jesus Christ provides the ultimate example for Christian leaders in terms of character and integrity. Christ exemplifies the perfect model of how a leader should live and behave; He teaches principles of love, sacrifice, and humility that every Christian leader is called to emulate (Maxwell, 2010). In this context, faith becomes the driving force for Christian leaders to consistently act according to these values, maintaining

honesty and fairness in all situations. Without this foundational faith, a Christian leader would lose their moral compass and be easily tempted to act according to personal interests or temporary gains.

Faith and leadership are intrinsically linked in the lives of biblical figures as well as throughout the history of Christianity. In the Old Testament, we observe leaders such as Moses and David, whose leadership was deeply rooted in their faith in God. Moses, chosen by God to lead the Israelites out of slavery in Egypt, provides an example of leadership that involves not only organisational skills but also a firm faith in God. Moses' transformational leadership allowed him not only to lead practically but also to change the hearts and minds of the Israelites. His steadfast faith moved the people to follow God, even through a prolonged journey in the wilderness. Moses relied not merely on managerial expertise but, more crucially, on his submission to God's will, which served as the source of strength and direction for every step of his leadership (Bass & Avolio, 1994). As a leader, Moses provided a powerful example of faith that inspired the Israelites to continually depend on God. Effective leadership, as highlighted in numerous leadership literatures, is not just about making wise decisions but also about exemplifying faith that motivates others to pursue a higher purpose.

David, the King of Israel, is another prime example of a leader greatly influenced by his faith. While he was renowned as a formidable military leader, his true strength lay in his reliance on God. Whether confronting his enemies or governing the kingdom, David continually sought God's guidance, demonstrating how a leader should depend on God in every major decision (Grudem, 2003). David's faith not only fortified him but also served as an inspiration for the people of Israel. His leadership illustrates that faith in God can be a firm foundation for navigating the challenges of life. Whether in battle or in dealing with internal conflicts within the kingdom, David consistently relied on God to provide direction and victory, teaching his people to trust God in all things.

In the New Testament, Jesus Christ presents a model of leadership that sharply contrasts with worldly views. Jesus taught that to be great in the eyes of God, one must serve others. His leadership emphasised the values of sacrifice and humility, which were manifested in His boundless service to humanity. Jesus showed that true leaders are those who are willing to give themselves for the well-being of others, not those who seek personal gain. Through His example, Jesus demonstrated that leadership rooted in faith is not about power or influence, but about serving with genuine love and prioritising God's will above all else. This principle, known as servant leadership, aligns with the views of Kouzes and Posner (2017), who assert that an effective leader must be capable of serving those they lead with love and sincerity. Jesus' faith in His Father empowered Him to fulfil His mission through self-sacrifice, offering a pure model of leadership where greatness is not defined by status but by the willingness to serve others.

The apostles also provided exemplary leadership, firmly rooted in faith. Paul, for instance, despite enduring numerous sufferings and persecutions, remained steadfast in his mission to spread the Gospel. His leadership epitomised unwavering resolve in the face of adversity, alongside the ability to inspire and motivate others in their faith. Paul demonstrated that true leaders are those who remain resolute in their faith, even when confronted with diverse challenges. In his epistles, Paul frequently emphasised the importance of self-control, emotional intelligence, and inner strength in maintaining fidelity to God's calling, even in the most trying circumstances (Goleman, 2006). Paul's leadership exemplifies how faith is not only foundational in decision-making but also in overcoming obstacles and transforming challenges into opportunities to spread God's love and truth.

Church history is similarly replete with leaders who have shown how faith can guide and empower them in their leadership. Martin Luther, for example, emerged as a leader of the Protestant Reformation due to his strong belief in the doctrine of salvation by faith. His courage to challenge the authority of the Church at that time and demand reform based on Biblical principles highlighted that Christian leadership often requires resoluteness and boldness, deeply rooted in faith in God. Luther reminded the Church that faith in Christ is the essence of salvation, not merely rituals or ecclesiastical power. Similarly, John Wesley, through his Methodist movement, emphasised the importance of holy living and service to the poor and marginalised. Wesley demonstrated that true leadership is leadership that is focused on devotion to God and service to others, underpinned by deep faith. Wesley's leadership was founded on a strong belief in God, illustrating that leadership within the Church is not solely about management but also about serving with genuine love.

Ultimately, across all layers of Christian history, faith-based leadership has proven to effect significant change. Both Biblical leaders and historical figures within the Church show that true leadership is not merely concerned with practical skills or formal leadership abilities but also with submission to God, service to others, and personal sacrifice. Leadership rooted in faith is a force that not only transforms individuals but also societies, and even the world. In every context of leadership, faith provides not only a moral and spiritual foundation but also serves as a key motivator in facing challenges, making wise decisions, and inspiring others to follow God's calling.

Faith shapes Christian leaders to focus not solely on material achievements or success but rather on spiritual goals that align with God's will. A Christian leader, grounded in faith, understands that every action and decision must reflect God's glory rather than personal gain. In this regard, faith directs leaders to focus on serving and nurturing the spiritual development of those they lead, with the ultimate goal of bringing others closer to God (Sanders, 1967). Thus, the Christian leader's end goal is eternal in nature, aiming to expand the Kingdom of God through the positive impact they bring into the lives of others.

Faith in Christ also provides Christian leaders with wisdom and guidance through the Holy Spirit in every decision they make. A Christian leader, relying on faith in their leadership, remains open to the guidance of the Holy Spirit, who leads them to make wise choices that align with God's will (Blackaby & Blackaby, 2001). This is a unique aspect of Christian leadership, where faith not only influences the leader's personal character but actively participates in determining the direction and decisions made for the good of the community they serve. With wisdom granted by the Holy Spirit, Christian leaders can navigate the challenges of leadership with integrity and divine wisdom.

Leadership is a crucial aspect of guiding and motivating individuals or groups to achieve shared goals. John C. Maxwell, a prominent leadership expert, posits that the fundamental principle of leadership is influence (Maxwell, 1998). According to him, an effective leader does not solely rely on the position or title they hold, but rather on their ability to influence others. This influence stems from the capacity to build strong relationships, understand the needs of others, and set a positive example through every action taken. A leader who possesses significant influence will be able to motivate individuals to collaborate and strive towards common objectives, both in organisational contexts and in everyday life.

One of the key elements in leadership is the ability to wisely set priorities. Maxwell emphasises that a successful leader must have the discernment to identify what is most important in various situations and ensure that resources, energy, and time are focused on

areas that will have the greatest impact on the team or organisation (Maxwell, 2007). Effective prioritisation allows a leader to maximise the potential of their team, overcome challenges more efficiently, and achieve long-term goals. Without this ability, a leader may become preoccupied with less relevant matters, which could ultimately hinder the achievement of organisational objectives.

Integrity is another critical factor in leadership. Maxwell asserts that integrity is the foundation upon which trust is built, and trust is an essential element in forming a cohesive and effective team (Maxwell, 2010). A leader without integrity will struggle to gain the support of their team, as trust is the cornerstone of strong relationships between leader and follower. Integrity encompasses honesty, consistency in actions, and the ability to make decisions aligned with one's values and principles. Without integrity, a leader will lose credibility, which in turn can diminish their influence and the effectiveness of their leadership.

The true test of leadership, according to Maxwell, is the ability to create positive and lasting change (Maxwell, 2013). A good leader not only brings about change in the short term but also inspires change that endures, providing ongoing benefits to individuals within the team and the organisation as a whole. Therefore, a leader must possess a clear vision, the ability to communicate effectively, and perseverance in overcoming challenges to realise such positive change.

Furthermore, Maxwell reminds us that the most valuable asset in leadership is the development of people (Maxwell, 2008). A wise leader recognises that the long-term success of an organisation does not solely depend on strategies or organisational structures but also on the ability of individuals within the organisation to grow and reach their full potential. Consequently, a leader must focus on personal and team development, creating an environment that supports continuous growth and learning. This ensures that the organisation not only survives but also thrives and innovates in response to the changing times.

Christian leadership, in contrast, offers a deeper perspective, wherein leadership principles are intertwined with spiritual values. Henry and Richard Blackaby, in their work on Christian leadership, assert that a Christian leader does not lead based solely on personal desires or ambitions but must direct people towards God's agenda (Blackaby & Blackaby, 2001). The primary responsibility of a Christian leader is to guide others from their current position to a place that aligns with God's will. A true Christian leader continually relies on the guidance of the Holy Spirit in every decision they make, for the success of a Christian leader is measured not only by human competence but also by their willingness to follow the promptings and power of the Holy Spirit in leadership (Blackaby & Blackaby, 2001).

Another unique aspect of Christian leadership is its capacity to influence all people, not just the people of God. Christian leadership is not confined to the church context; it is equally relevant in various sectors of life, including the workplace. A Christian leader must inspire others to pursue goals that align with God's will, whether within the church or in a professional setting (Blackaby & Blackaby, 2001). Therefore, a Christian leader must consistently operate according to God's agenda, ensuring that every step they take aligns with God's purposes.

Christian leadership also demands that leaders not only focus on achieving worldly goals but, more importantly, on determining whether their objectives align with God's purposes within His Kingdom. As Jesus is the ultimate example in this regard, not merely planning or casting vision but prioritising the pursuit of His Father's will (Blackaby & Blackaby, 2001). A true Christian leader understands that they are accountable for fulfilling

God's objectives and is committed to seeing God's purposes realised through their generation.

It is crucial to emphasise that Christian leadership does not merely focus on achieving worldly goals but on fulfilling objectives that align with God's will. A true Christian leader continually seeks guidance from the Holy Spirit in every decision they make, ensuring that each step they take is not only for personal or organisational benefit but to glorify God. Just as Jesus exemplified devotion and humility in His leadership, Christian leaders are also called to serve and prioritise the well-being of others over personal ambition. Therefore, the application of Christian leadership principles must be founded on a commitment to follow God's will, uphold integrity, and focus on the spiritual development of individuals and communities.

Moreover, Christian leadership is not limited to the church context but extends across all areas of life, including the workplace and society. A good Christian leader will integrate Christian values into every action and decision, regardless of the professional or social context they occupy. Principles such as love, justice, and service must underpin the Christian leader's approach, enabling them to lead with sincerity and wisdom, offering a model that can be embraced by all people, whether of the same faith or not. In this sense, Christian leadership serves as an agent of broader transformation, not only impacting the church context but also extending to the wider world, with a focus on achieving goals aligned with the Kingdom of God. Christian leaders are called to be the light and salt of the world, bringing a positive influence that benefits not only their own communities but also spreads the impact of God's goodness and justice throughout society.

Christian Leadership: Integrity, Influence, and Service in Fulfilling God's Purpose

Leadership is a fundamental concept in human life, both within the context of organisations and society. From the perspective of Christian leadership, leadership is not merely seen as a position or administrative role, but rather as a profound calling to influence and serve others according to God's will. Christian leadership emphasises the importance of integrity, positive influence, and responsibility in guiding people towards a higher purpose, as determined by God. An effective leader must possess a number of clear priorities, including the ability to take initiative, build strong relationships, plan strategically, and prepare to face challenges (Northouse, 2018).

Firstly, a Christian leader must be capable of taking strategic steps to move their group forward. This involves not only taking swift and bold actions but also understanding when and how to initiate efforts that bring about a greater vision. A good leader is one who provides clear direction and serves as a model in all of their actions. Additionally, a Christian leader must build strong relationships with their team members, as relationships founded on love, mutual trust, and respect are the foundation for productive cooperation. The Bible teaches us to love one another, and this forms the basis of all relationships in leadership. In this respect, a Christian leader focuses not only on achieving goals but also on creating a community that supports and strengthens each other (Ephesians 4:2-3).

Moreover, a Christian leader must plan wisely and prepare to face any challenges that may arise. Effective leadership requires a clear vision and thorough planning to achieve long-term goals. A good leader does not act based on immediate needs alone, but considers the long-term impact of every decision made. In developing others, a Christian leader focuses not just on the accomplishment of tasks but also on the spiritual and personal growth of each individual they lead. A true Christian leader invests in the development of others' potential,

provides moral and spiritual support, and helps them identify and cultivate the gifts that God has bestowed upon them (Maxwell, 1993).

On the other hand, integrity is an essential quality in Christian leadership. A leader with integrity is one who can be trusted, consistently adhering to principles of truth and justice, and maintaining transparency in decision-making. The Bible teaches that integrity and truth are qualities that leaders must possess. A leader with integrity not only ensures that they live by high moral standards but also influences others positively, creating an environment filled with trust and mutual respect. A leader who possesses integrity also knows themselves, acknowledges their limitations, and is willing to learn and grow. Thus, integrity is not just about keeping promises or following rules, but about living in accordance with God's calling in every aspect of life.

In addition to integrity, a Christian leader must understand that the ultimate purpose of leadership is to influence others to achieve a greater purpose, which is the will of God. Christian leadership is not solely concerned with position or authority but with the influence a leader holds in guiding others to fulfil God's purposes. In Acts 13:36, we see that David lived to fulfil God's purpose for his generation. This illustrates that true leadership occurs when a leader directs those they lead towards accomplishing God's will in their time. Christian leadership prioritises positive influence that guides people to a higher goal: living according to God's plan for their lives (Grudem, 2003).

A good leader must also understand and appreciate basic human needs, such as recognition, encouragement, and guidance. In this context, humans require a leader who not only provides direction but also understands the challenges they face. Christian leaders recognise that people need more than mere administrative guidance; they need leaders who can offer moral and spiritual reinforcement. In other words, an effective leader is one who does not solely lead people towards worldly achievements, but also guides them towards true spiritual success (Collins, 2001).

The personality of a Christian leader also plays a significant role in determining the leadership style that is applied. A leader focused on tasks will concentrate on achieving productive results, but may be less sensitive to the emotional and spiritual needs of team members. In contrast, a leader who emphasises influence will focus on building loving relationships and inspiring others to reach common goals. A leader who prioritises the team will focus on collaboration and unity, stressing the importance of service to others. A leader who values precision will focus on detail and accuracy in completing tasks, yet must also learn to develop trust and tenderness in their heart, especially in relationships with others (Mumford et al., 2000).

As a Christian leader, it is crucial to understand that God is actively shaping both the character and the abilities of a leader over time. Christian leadership is not a static concept; a leader must continually develop, improve themselves, and be ready to face greater challenges in the future. A true leader does not focus solely on daily concerns but also perceives the larger picture of their life and remains committed to living according to God's purpose. Well-reflected past experiences become a valuable foundation for preparing for a better future. Therefore, a Christian leader must focus on a long-term, greater goal that surpasses mere worldly achievements and directs towards a higher spiritual purpose (Kouzes & Posner, 2017).

Overall, Christian leadership emphasises that effective leadership is founded on integrity, positive influence, and service to others. A true Christian leader not only directs but also inspires and influences those around them to achieve a greater purpose — fulfilling God's call in their lives.

Furthermore, Christian leadership must always focus on service, prioritising the needs of others above all else. A Christian leader is not judged by the accomplishments or positions they attain, but by their willingness to serve others humbly and sincerely. In this regard, a true leader is one who can guide and empower others to reach their fullest potential within the framework of God's purpose. True Christian leadership is not about accumulating power or personal influence, but about leading others towards God and guiding them to live according to His plan. Through their service, Christian leaders inspire and transform the lives of those around them, directing them toward a higher purpose that transcends worldly achievements.

Moreover, it is important to remember that Christian leadership is also concerned with continual character development. A true Christian leader must be open to personal and spiritual growth, always ready to learn and develop through the experiences that God allows in their life. Christian leadership is not a static process, but a journey that requires constant renewal. This includes the awareness that God Himself is the primary source of strength and wisdom in leadership, and that every Christian leader must rely on the guidance and strength of the Holy Spirit. Thus, a Christian leader does not only focus on human capabilities, but also on discipleship and faithfulness to God in every step of leadership they take, making their integrity, influence, and service more effective in fulfilling God's purpose.

The Formation of Christian Leaders: The Process of Testing and Challenges

The formation of Christian leaders is a process that involves trials and challenges throughout their journey, testing their spiritual qualities, character, and leadership abilities. One of the key aspects of this process is the testing of integrity, which God uses to evaluate the heart and steadfastness of a leader's faith. This test includes the examination of values, conflicts, temptations, and persecution, all of which compel a leader to remain steadfast in their beliefs, even in the face of significant adversity. Over time, such tests strengthen and solidify character, enabling leaders to stand firm in their calling.

Furthermore, the testing of the Word plays an essential role in the formation of Christian leaders. This test gauges the extent to which a leader can hear God's voice and apply the revelation received in their daily life and ministry. Leaders who listen attentively are better equipped to provide clear guidance to others, as they submit to the divine direction received through God's Word. Therefore, the testing of the Word examines how well a leader can understand and follow God's will in every aspect of their life and service.

Divine contact also plays a crucial role in this process of formation. God's presence in a leader's life, especially during vulnerable moments, provides guidance and challenges them to open new doors in their ministry. God accompanies the leader to ensure their future development, challenging them to look further and uncover new paradigms that can enrich their service. Without profound experiences of divine contact, a leader may feel directionless, unsure of how to proceed in their ministry.

Faith challenges are an inseparable part of Christian leadership formation. This test examines a leader's willingness to take steps of faith, grow in dependence on God, and make decisions that are risky, yet firmly grounded in a solid belief in God's plan. At this stage, leaders are often faced with crossroads that require significant decisions regarding the direction of their life and ministry. These faith challenges are vital as they help to build greater resilience and self-confidence when confronted with unforeseen situations.

Moreover, God's Word tests a leader's willingness to listen and understand God's commands regarding their future and what they should do in their service. Listening

attentively and acting upon God's revelation is key for Christian leaders to ensure that their vision and direction in ministry remain aligned with God's will. This testing teaches leaders to remain humble and continually seek clearer direction in their lives, encouraging them to have a broader perspective on God's purpose for their life and ministry.

In addition to various spiritual tests, Christian leaders will also encounter times of transition in their journey. These transitions often begin with crises or conflicts in ministry that test a leader's perseverance and ability to remain enthusiastic despite challenges. Though difficult, these transition periods are an ongoing part of the formation process. Leaders who recognise and understand these transitional moments will be better able to face them, growing more persistent and opening themselves to hear from God even more. Therefore, these transitions represent important opportunities for leaders to refocus on God's purpose in their ministry, dedicating more time to prayer and seeking God's will.

However, there are several barriers in the leadership formation process that can impede a leader's growth. One such barrier is the inability to submit to authority, whether human or divine. Leaders who fail to respect higher authority tend to struggle in exercising their own authority wisely. This inability can lead to behaviour inconsistent with God's principles, ultimately hindering the effectiveness of their ministry (Luke 22:24-27).

Moreover, many leaders fail to overcome selfish personal ambition. Unhealthy ambition can obscure a leader's divine calling, leading them into fear, confusion, and uncertainty when making decisions. Additionally, leaders who do not complete their previous tasks thoroughly often become trapped in a cycle of unfinished business, slowing their development. Thus, it is crucial for a leader to learn how to face difficult experiences and maintain a strong character amid the various challenges they encounter.

The criteria for a good Christian leader include continuous spiritual growth, strong character development, leadership competence, high emotional intelligence, positive influence, and energetic health. All of these elements are interconnected and form a Christian leader who is not only effective in ministry but also exemplifies a life of integrity and obedience to God.

As a Christian leader, it is important to recognise that this formation process does not take place in a single moment but is an ongoing life journey. Each trial faced, whether spiritual, physical, or emotional, is an integral part of God's plan to develop a leader's character. Therefore, Christian leaders must maintain a humble attitude to continue learning and growing, understanding that character formation is a never-ending process. Furthermore, a Christian leader must continually maintain spiritual awareness, praying and seeking divine guidance in facing each trial, as effective leaders always rely on God's strength in overcoming any difficulty. This formation process also requires leaders to invest in relationships with others, understand their needs, and provide service that reflects God's love.

In facing challenges and obstacles, a Christian leader must always remember that the ultimate goal of this formation process is to bring glory to God through their service. A true leader's objective is not merely worldly success but fulfilling God's calling in their life. Therefore, a Christian leader must have a clear vision of their spiritual goals and be prepared to sacrifice personal interests for God's purposes. Challenges such as the inability to submit to authority or selfish personal ambition must be overcome with a readiness to submit to God's will and correct oneself. Christian leaders who continue to focus on God's vision and maintain integrity in every step will find the strength and perseverance required to navigate life's tests and make a positive impact on both their community and the Kingdom of God.

Errors in Leadership Practice: Reflection and Implications

Effective leadership practice is heavily reliant on a leader's awareness of the behaviours and attitudes that can influence the quality of their leadership. One common mistake often made by leaders is prioritising being liked over being respected. Leaders who focus too much on pleasing others frequently neglect fundamental leadership principles that are more important, such as the courage to make the right and difficult decisions, even when they are unpopular. The desire for acceptance can lead to inconsistent decision-making or even actions that contradict the values of the organisation (Northouse, 2018). This underscores the importance for leaders to prioritise earning respect through integrity and fair decisions, rather than merely seeking popularity.

Another mistake is the unwillingness to listen to advice or constructive criticism. Leaders who are overly arrogant or who feel they have all the answers often close themselves off to feedback from others. In reality, constructive criticism can be an invaluable tool in refining decisions and strengthening leadership. A failure to listen can result in unwise decisions and damage relationships within the team. Therefore, good leadership requires openness to the perspectives and suggestions of others to ensure that the decisions made are the best ones (Goleman, 2017).

Furthermore, leaders who place excessive emphasis on rules and procedures at the expense of human resource development often overlook a crucial aspect of leadership: the development of the character and skills of those they lead. Leadership is not solely about managing regulations; it is also about guiding and inspiring people to grow and realise their full potential. Treating all individuals the same, without considering the differing needs and potential of each person, can also be a fatal mistake. Each individual possesses unique strengths and weaknesses, and leaders must be able to recognise and appreciate these differences to maximise the team's overall potential (Northouse, 2018).

In the context of Christian leadership, leaders are expected to emulate Jesus Christ as the central figure and model of leadership. Christian leadership prioritises respect, encouragement, and support for others. Christian leaders must be able to exemplify the courage to guide and develop others, while upholding values of love, forgiveness, and humility. These principles highlight the importance of building healthy, deep relationships with those being led, while also directing them to grow in faith and character.

A good leader in the Christian context must also recognise the importance of nurturing their own leadership. Maintaining the gifts and talents they possess to maximise their influence is part of a leader's responsibility. This leads to the ongoing development of leadership through mentorship and training, both by walking alongside more experienced leaders and by training new leaders. True leadership is not only about authority or power, but about influence, built through character, competence, and the ability to inspire others to act voluntarily in alignment with a shared vision.

Within leadership practice, two models can be applied: transactional leadership and transformational leadership. Transactional leadership focuses on achieving maximal results through professional management of resources. On the other hand, transformational leadership centres on the development and empowerment of followers, with the goal of adopting a broader vision of leadership. While both models are important, Christian leadership tends to favour the transformational model, emphasising empowerment, recognition, and the development of others as the primary focus (Bass & Avolio, 1994).

As Christian leaders, core values such as respect, encouragement, empowerment, and the recognition of success are essential for building a solid and effective team. This should

be carried out through exemplary behaviour, while consistently providing constructive feedback and supporting mutual growth. Thus, Christian leaders lead not only with authority but also with hearts full of love and care for the wellbeing of those they lead.

To strengthen Christian leadership practice, it is crucial for leaders to actively avoid mistakes that could undermine the quality of their leadership, such as overly focusing on popularity or failing to be open to criticism. One vital aspect is continuous learning, both from personal mistakes and from guidance provided by others. A good Christian leader must recognise that leadership is not merely about position or authority but about how they serve and guide others to fulfil divine purposes. Therefore, honest self-reflection and a commitment to continually grow in faith and character will enable leaders to improve themselves and adjust their leadership styles to align with true Christian values. In this regard, Christian leaders must cultivate a habit of listening humbly, strengthening interpersonal relationships with team members, and instilling principles of love and forgiveness in every aspect of their leadership.

Moreover, Christian leaders must integrate biblical values into every decision they make, holding firmly to the principle that leadership is a calling to serve, not to be served. Avoiding mistakes in leadership is not solely about correcting actions or attitudes, but also about cultivating a character that is faithful to God's will. A true leader will always emulate Jesus Christ in every step of their life, offering sincere service and prioritising the wellbeing of those they lead. The implementation of transformational leadership within the Christian context is crucial as it emphasises personal and spiritual development for team members, rather than merely achieving worldly results. Consequently, effective Christian leadership is leadership that not only brings change to the lives of others but also creates a stronger, more loving community, oriented towards God's greater purposes.

The Role of Faith and the Development of Character, Competence, and Vision in Effective Christian Leadership

As previously outlined, faith represents a significant and fundamental element in Christian leadership. Faith is a gift granted by God through Jesus Christ, serving as the spiritual foundation upon which a Christian leader builds both character and competence. As a divine grace, faith not only motivates a leader to act in accordance with God's will, but also serves as a source of strength and wisdom when facing the various challenges of leadership. The faith that stems from a relationship with Christ provides a sense of peace and trust for a Christian leader, enabling them to fulfil their calling in life, while simultaneously acting as a clear guide in the decision-making process. Through this faith, Christian leaders are able to rely on God at every step, thereby fostering leadership based on strong trust, courage, and integrity.

In the context of leadership, faith also offers a distinct perspective, one that transcends the mere achievement of organisational goals or material gain. Through the faith implanted by God in the heart of a Christian leader, a transformation occurs, refining their motivations and leading them to prioritise the divine mission over personal ambition. This implies that effective Christian leadership is centred on eternal values such as love, patience, and forgiveness, which characterise the leadership of Jesus Christ. Thus, faith influences every aspect of leadership, from the way a leader interacts with their team to how they view organisational achievements as part of God's greater plan.

Moreover, as a gift from God, faith allows Christian leaders to grow in dependence upon Him, providing the foundation for the development of character and competence. Faith nurtures profound humility, as leaders recognise that all wisdom and abilities are gifts from

God. From this perspective, competence is not merely expertise, but a form of service offered humbly to God and those being led. Through the influence of faith, Christian leaders also gain spiritual sensitivity to understand the needs of others, treating them with compassion and setting an example that aligns with Christ's teachings.

By integrating faith as the core of Christian leadership development, this study proposes that faith is not merely a supplementary component, but rather the very foundation that unites character, concepts, and competence in a holistic manner. Faith enables Christian leaders to establish deep relationships with their teams, encourage their spiritual and moral growth, and foster a work culture grounded in biblical values. In this way, faith provides a unique and compelling dimension to the model of Christian leadership, aiming not only to achieve results but also to promote spiritual well-being for those around them, guiding them towards Christ as the centre of every leadership action and objective.

Effective leadership relies not only on technical skills but also on the development of character and a clear vision. Key elements of leadership, such as character, vision, and teamwork, are interconnected, forming a robust foundation for achieving shared goals. John C. Maxwell, in his work, emphasises that "trust is the foundation of leadership," indicating that trust is a fundamental element of successful leadership (Maxwell, 2014). However, leaders often focus more on building an image, which is limited to how others perceive them, without giving adequate attention to the deeper aspect of credibility, namely, how they perceive themselves (Kouzes & Posner, 2017).

A leader's credibility is based on three main elements that must be possessed and continually developed: character, competence, and connection (Covey, 2009). Character is the foundation of trust in leadership. Without good character, trust cannot be built, and leadership will not function effectively. In this context, character is not only about personal integrity, but also about a leader's ability to restore the image of God, which was marred by sin, and to strive to become more like Christ in all areas of life. This includes spiritual, personal, social, family, financial life, and integrity in both words and actions.

Character-based leadership plays a crucial role in shaping prominent figures in the Bible and throughout Christian history. Strong and integral character serves as the basis for leadership that is not only effective but also positively impacts those being led. A clear example of character-based leadership in the Old Testament can be found in the story of Joseph. Despite facing numerous trials in his life, Joseph remained steadfast in his integrity and principles. One pivotal moment in his life was when he rejected the temptation to sin with Potiphar's wife, which, although personally advantageous, he chose to decline in order to maintain his loyalty to God and his personal integrity (Genesis 39). Joseph also demonstrated strong character when he chose to forgive his brothers who had betrayed him, instead of seeking revenge, and helped them during a time of famine (Genesis 45). His leadership provides an extraordinary example of how integrity and sincerity can form the foundation of leadership that brings about positive change.

Character-based leadership is also seen in figures from the New Testament, one of whom is Paul. Known for his courage in spreading the Gospel, Paul remained steadfast in maintaining his integrity and honesty despite facing numerous challenges. One example of his strong character can be seen in the incident in Galatia, when Paul rebuked Cephas for his hypocrisy in front of others. Despite Cephas being a key figure in the church, Paul firmly asserted that he would not allow errors in Christian behaviour to go unchecked, as it contradicted the true principles of faith (Galatians 2:11-14). Paul's actions illustrate how

strong character—particularly in terms of integrity and truth—is essential to leading righteously, especially when faced with temptations to favour personal or group interests.

In church history, we also see examples of leadership grounded in character, one of which is Martin Luther, the leader of the Protestant Reformation. Luther displayed extraordinary courage in opposing the teachings of the church that he believed were inconsistent with biblical principles, particularly concerning salvation by faith (Grudem, 2003). His bravery in confronting great risks, both from the church and the authorities of his time, exemplifies leadership rooted in character and unwavering conviction. Martin Luther emphasised the importance of authentic faith rather than merely following tradition or ecclesiastical power structures. His steadfast leadership demonstrates how character, particularly when built on faith and integrity, can reshape church history and establish a new spiritual direction for many.

Furthermore, John Wesley, the founder of the Methodist movement, also provides an example of how character plays a crucial role in church leadership. Wesley taught the importance of holy living and service to the poor and marginalised, which are essential aspects of a leader's character development (Blackaby & Blackaby, 2001). Wesley not only preached Christian teachings but also practised these principles in his daily life, serving those in need and advocating for social justice. His leadership reminds us that a leader's character, reflected in service and sacrifice, serves as the foundation for transformation within the church and society.

The concept of character-based leadership is also supported by various leadership literatures. For example, Kouzes and Posner (2017) assert that effective leaders must possess strong character and demonstrate good example in their actions and decisions. Leaders who exhibit honesty, integrity, and steadfast principles can inspire others to follow in their footsteps, as seen in the lives of biblical figures and church history. Similarly, Goleman (2006) emphasises the importance of emotional intelligence in leadership, which enables leaders to remain resilient and lead wisely even in the face of significant challenges.

Character-based leadership has a long-term positive impact, both in personal lives and within society. In the biblical context, both Joseph and Paul demonstrate how character, built on faith in God and moral steadfastness, can create leadership that brings about change and goodness. Likewise, in church history, figures such as Martin Luther and John Wesley show that a leader's character, founded on faith and integrity, can alter the course of history and have a profound influence on the church and the world. Character-based leadership is the key to building a better society, where the values of truth and justice are practised wholeheartedly.

In addition to character, competence is another critical element in leadership. As a leader, one must possess the ability to solve everyday problems and guide a team towards shared objectives. This competence includes both technical skills within the relevant field and communication skills, such as the ability to negotiate and interact effectively with various stakeholders (Northouse, 2016). Competence must also be complemented by connection, which refers to the ability to build empathetic relationships with followers. A leader must first touch the hearts of their followers before asking them to work together towards a common goal (Goleman, 2006).

Effective leadership is not solely reliant on character and integrity but also on competence and a clear vision. In the history of Christianity, both in the Old and New Testaments as well as in church history, we find examples of leaders who demonstrate how competence and vision are vital elements in leadership. In the Old Testament, one such leader who exemplified extraordinary competence and vision was Moses. Chosen by God to

lead the Israelites out of Egyptian slavery, Moses possessed not only unwavering faith but also the ability to organise and lead the people wisely (Bass & Avolio, 1994). His capacity to lead a large nation through a prolonged journey in the wilderness, facing various challenges and hardships, reflects a high level of managerial competence. Furthermore, Moses had a clear vision of the Promised Land that God intended to give to the Israelites. This vision provided him with direction and purpose in every leadership decision he made, even when faced with doubt and uncertainty from the people. His competence in resource management and clear vision for the ultimate goal of the Israelites were key to his highly effective and influential leadership.

David, the King of Israel, is another example of a leader with strong competence and vision. As a military leader, David demonstrated the tactical and strategic skills essential in leading battles and expanding the territory of the Israelite kingdom. However, more importantly, David had a profound spiritual vision regarding the nature of the Israelite kingdom and his mission as God's chosen leader. This vision was reflected in his desire to build a house for God, the Temple, which, although ultimately built by his son Solomon, David was the initiator of this endeavour (Grudem, 2003). David's leadership teaches that a leader must not only possess practical competence relevant to the challenges at hand but also have a higher and deeper vision, grounded in the divine calling to lead God's people towards a greater purpose.

In the New Testament, Jesus Christ serves as the ultimate example of competence and vision in leadership. Although He had no worldly titles or status, Jesus demonstrated extraordinary leadership abilities through His transformative teachings and His ability to change the lives of many. His competence in teaching the truth, coupled with His vision of the Kingdom of God, made Him a leader who was not only respected but also followed by many. Jesus' vision was clear—to save humanity through His sacrifice on the cross, aiming to change human hearts and bring them into a deeper relationship with God. This vision guided all His actions and decisions, and it served as the driving force for His followers to continue His mission after His ascension into heaven (Maxwell, 1993). Jesus taught that true leadership involves competence in guiding people towards achieving a greater purpose and a clear vision of the divine mission to be fulfilled.

Paul, one of the principal apostles in the New Testament, provides another example of a leader who combined competence and vision in his ministry. Paul possessed profound knowledge of both the Mosaic Law and Christian teachings, making him highly competent in spreading the Gospel and addressing theological challenges in the early church (Kouzes & Posner, 2017). His vision to reach non-Jews with the Gospel and establish churches across the regions of the ancient world demonstrated his foresight and his ability to motivate others towards this goal, despite facing persecution and great challenges. As a leader, Paul exemplified how a clear vision and solid competence can bring about significant change in the lives of many people (Northouse, 2015).

In church history, figures such as Martin Luther and John Wesley also demonstrate how leadership grounded in competence and vision can bring about monumental change. Martin Luther, in his role as the leader of the Protestant Reformation, demonstrated profound theological competence in challenging the doctrines of the Catholic Church and advocating for the doctrine of salvation by faith (Grudem, 2003). The vision of the Reformation he carried, which focused on a return to pure biblical teachings, far removed from the corrupt practices of the Church, though initially controversial, eventually reshaped

the face of the church in Europe and laid the foundation for the broader Protestant movement.

Similarly, John Wesley, with his Methodist movement, showed how a strong vision could drive change in the spiritual lives of Christians, particularly among the poor and marginalised. Wesley had a vision to renew the church and society through acts of loving service and good deeds, while also emphasising holy living and devotion to God. His success in mobilising people to live according to higher moral standards and serve others demonstrated how leadership focused on vision can create a wider impact in society (Blackaby & Blackaby, 2001).

Leadership based on competence and vision aligns with contemporary leadership literature. According to Covey (2009), a clear vision is a key factor in building trust and inspiration within an organisation, while competence allows a leader to design and implement effective strategies. Senge (1990) also asserts that a leader must possess the ability to learn and adapt, as well as the capacity to build a vision that can lead the organisation towards improvement. A successful leader, whether in a church or professional setting, must be able to combine the necessary competence to perform their tasks with a clear vision to achieve a larger goal.

Thus, in leadership rooted in faith, both in the Bible and church history, we observe that competence and vision are two critically important elements. An effective leader not only knows what needs to be done but also possesses a clear vision of a higher goal to be achieved and has the ability to direct others towards that achievement.

Vision, as a clear and precise mental image of a better future, serves as the driving force behind leaders and their teams in achieving their goals. Such a vision is often bestowed by God upon His chosen servants and is grounded in a profound understanding of God, oneself, and the situation at hand. In this regard, vision is not only a guiding principle but also a source of energy and motivation to progress. Nehemiah exemplifies a leader who possessed a strong vision. Upon hearing of the ruin of Jerusalem, he felt a compelling burden to restore the city. His vision prompted him to pray, fast, and ultimately take action in rebuilding the walls of Jerusalem (Nehemiah 1:1-4).

A clear and communicative vision is not only crucial for the leader but also for the team they lead. The vision must inspire and unite all team members within the organisation towards a common objective. This entails the leader's ability to articulate the vision clearly and purposefully, ensuring that each individual within the organisation understands and feels connected to it (Senge, 1990). Thus, vision is not merely a goal but also the vehicle that propels an organisation towards greater achievements, based on the values chosen to realise it.

In conclusion, effective leadership relies not only on technical abilities and strategies but also on the development of strong character, competence, and connections. Furthermore, a clear and well-communicated vision becomes an essential factor in motivating and guiding the team towards achieving collective goals. Therefore, a leader must continually develop these three elements within themselves to lead with integrity and accomplish the vision they have set.

Moreover, it is important to note that, within Christian leadership, the vision held by the leader functions not only as a guide or organisational goal but must always align with God's will. True vision in Christian leadership stems from a deep understanding of God, which guides each step the leader takes in fulfilling their duties. This vision is not merely to achieve worldly objectives but to bring glory to God and fulfil the divine mission entrusted

to them. Therefore, a Christian leader must ensure that their vision not only inspires and motivates the team but also reflects the values of God's Kingdom and His greater purposes.

Furthermore, effective leadership does not rely solely on technical skills and strategies but also on the development of strong character, competence, and connections. Additionally, a clear and well-communicated vision, aligned with God's will, plays a crucial role in motivating and guiding the team toward shared objectives. A true Christian leader must continually develop these elements within themselves to lead with integrity, fulfil the divine vision entrusted to them, and guide their team towards noble achievements in accordance with God's will.

This discussion has outlined the role of faith, character, competence, and vision as essential elements of effective Christian leadership, positioning faith as the primary foundation. In the context of Christian leadership, faith is regarded as a gift from God through Jesus Christ, motivating the leader to act according to God's will and providing the spiritual strength necessary to overcome various challenges. This faith serves as the foundation upon which character and competence are built, guiding the leader with peace and wisdom in decision-making. With faith alive in Christ, a Christian leader can rely on God in every action, ensuring that their leadership reflects courage, trust, and integrity.

In this context, faith introduces a perspective of leadership that transcends mere material achievements and organisational objectives. Through the faith granted by God, a leader experiences the purification of the heart and motivation, enabling them to prioritise the divine mission over personal ambition. Christian leadership, therefore, focuses on eternal values—such as love, patience, and forgiveness—that are central to the leadership demonstrated by Jesus Christ. Faith plays an encompassing role, influencing how leaders interact with their teams, how they perceive organisational success, and how these achievements align with God's will in His greater plan.

Moreover, faith, as a gift from God, empowers Christian leaders to continue growing in dependence on Him, which forms the basis for the development of both character and competence. This faith fosters deep humility, as leaders recognise that every skill and wisdom they possess is a gift from God. A leader's competence, within the context of faith, is not merely technical expertise but a form of service to God and those they lead. Through faith, leaders gain spiritual sensitivity to understand the needs of their team, treat them with love, and set an example in accordance with Christ's teachings.

This study introduces the perspective that faith is not merely a supplementary element in Christian leadership but serves as the foundation that unites character, concept, and competence cohesively. With faith at the centre, Christian leaders build close relationships with their teams, encourage their spiritual and moral growth, and foster a work culture that aligns with biblical values. Thus, the model of Christian leadership grounded in faith brings its own strength and appeal. This model targets not only measurable outcomes but also strives to produce a positive spiritual impact, bringing team members closer to Christ as the centre of all leadership goals.

In addition to faith, effective leadership also requires the development of character, vision, and teamwork. Key elements such as character and vision form the foundation of trustworthy leadership. In this regard, John C. Maxwell asserts that "trust is the foundation of leadership," emphasising that without trust, leadership cannot function effectively (Maxwell, 2014). However, leaders often focus on image or how they appear in the eyes of others, without considering the depth of credibility reflected in personal integrity (Kouzes & Posner, 2017).

Stephen Covey emphasises that a leader's credibility consists of three main elements—character, competence, and connection—that must be continuously developed (Covey, 2009). Character, as the foundation of trust, not only reflects personal integrity but also includes the leader's effort to restore the image of God in themselves, which has been marred by sin. This encompasses all areas of life, from spiritual life to family, finances, and consistency between words and deeds. For instance, the story of Joseph in the Bible demonstrates strong leadership character, as he maintained his integrity despite temptations, such as when he rejected Potiphar's wife and chose not to take revenge on his brothers (Genesis 41). Similarly, Paul sets an example of leadership integrity, remaining steadfast despite facing numerous challenges, including rebuking Peter for hypocrisy (Galatians 2:11-14).

In addition to character, competence is another critical element in Christian leadership. A Christian leader must possess the ability to solve everyday problems and lead their team to achieve collective goals. Competence includes both technical skills and communication abilities, such as negotiation and effective interaction (Northouse, 2016). This competence must also be supported by connection, the ability to build empathetic relationships with followers, touching their hearts before asking them to cooperate (Goleman, 2006).

Vision is a clear picture of a better future that drives the leader and their team toward achievement. A strong vision is often given by God to His chosen servants, based on a deep understanding of God, oneself, and the situation at hand. Nehemiah serves as an example of a leader with a strong vision. Upon hearing of Jerusalem's destruction, he was moved to pray, fast, and ultimately take action to rebuild the city walls (Nehemiah 1:1-4).

A clear and communicative vision not only serves as a guide for the leader but also as a source of inspiration for the team. An effective leader must be able to convey the vision clearly so that each team member feels connected to the goal (Senge, 1990). In Christian leadership, the vision held by the leader functions not merely as an organisational goal but must align with God's will. This vision should reflect an understanding of the divine mission entrusted to the leader, guiding the team towards objectives that are not solely worldly achievements but that glorify God and reflect the values of His Kingdom.

Ultimately, effective leadership relies not only on technical skills and strategy but also on the development of strong character, competence, and connections. Furthermore, a clear and well-communicated vision, aligned with God's will, is a key factor in motivating and guiding the team toward shared goals. Therefore, a true Christian leader must continue to develop these elements within themselves to lead with integrity, fulfil the divine vision entrusted to them, and guide their team toward achieving what aligns with God's will.

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The development of effective Christian leadership must integrate faith, concepts, character, and competence as the primary pillars that form a comprehensive and impactful form of leadership. This approach centres on faith in Jesus Christ as the foundational element, which not only serves as a moral compass but also as a source of strength, direction, and wisdom for leaders in carrying out their duties. This faith becomes the motivation that enables leaders to prioritise eternal values and transcend the achievement of secular goals, placing emphasis on the spiritual and transformational aspects of leadership.

Through the integration of faith, leadership concepts, character, and competence, Christian leaders are encouraged to foster leadership that is not only responsive to the needs

of the organisation but also aligned with the divine mission. This approach offers a novel contribution to leadership development by positioning faith as the core foundation that unifies all these elements into a holistic leadership model. With this foundation, Christian leaders can more effectively exert a positive influence that brings about change within the workplace, community, and society at large.

In contrast to general leadership, which often focuses on efficiency and short-term outcomes, Christian leadership emphasises enduring influence and spiritual impact on followers and the community. Christian leaders are called to serve, prioritising values such as love, justice, and integrity, which ultimately contribute to collective growth and well-being, while also glorifying God through their life and work. Thus, this model not only achieves organisational objectives but also brings about a positive impact on the spiritual lives and holistic well-being of those involved.

Through this research, it is hoped that Christian leaders will find deeper guidance in practising leadership principles rooted in faith and divine mission. The development of this model represents a crucial step in formulating leadership strategies capable of addressing contemporary challenges while not neglecting the essential spiritual dimensions. Ultimately, effective Christian leadership will not only make an impact within the organisational context but also create lasting effects on the spiritual and social life of the wider community.

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