

June 2025



CHURCH

LEADERSHIP

MATTERS

The Qualities of
Leaders Workbook

Central Church of Christ
Dalton, GA

An elder is the
kind of person
you would choose
in a crunch: an
elder has the
experience,
character, and
vision to guide,
comfort, and
advise the sheep
of his flock.

Lynn Anderson
"They Smell Like Sheep"

selection process

This plan is offered to promote clarity, unity, and transparency throughout the elder selection process for our leadership, congregation, and ministry staff.

Phase 1: Launch & Teaching Series

The current elders announce the need for additional leaders and encourage the congregation to pray and participate in a five-week teaching series called Church Leadership Matters.

Phase 2: Bible Class Study on Qualifications

A three-week Bible class series focuses on the biblical qualifications of elders. All members are encouraged to participate and complete the accompanying workbook.

Phase 3: Expression of Interest

After the study, men who meet the biblical qualifications and are willing to serve are invited to express their interest directly to the elders. Additionally, members who wish to nominate men they believe to be qualified will be provided a form to complete and submit to the elders.

Phase 4: Private Interviews

The elders meet individually with each interested man to discuss his maturity, readiness, and understanding of the role. Afterward, the names of those being considered are shared with the congregation.

Phase 5: Congregational Prayer & Feedback

The congregation enters a two-week period of prayer and reflection. If anyone has a concern about a candidate, they are asked to first speak with the man directly. If unresolved, the concern may be brought before the elders and addressed in a meeting that includes the elder candidate.

Phase 6: Public Affirmation & Installation

If no unresolved concerns remain, the men are publicly affirmed and installed as elders at the end of the worship assembly.

Phase 7: Deacon Selection Process

Following the addition of elders, the new leadership team will begin the process of identifying and appointing additional deacons to serve alongside them.

introduction

qualities of church leaders (overview)

Education and experience are often the top requirements listed on ministry job postings. And while formal education and years of ministry experience can be valuable, Paul's lists of qualifications for church leadership never mention academic degrees or career résumés.

Commonly referred to as qualifications, Paul's lists in 1 Timothy 3 and Titus 1 offer a character sketch of the kind of men who are fit to lead. These are not rigid checklists, but portraits of the kind of men God would have shepherd and oversee local congregations.

While similar in purpose, the two lists differ in content:

- 17 traits (1 Timothy) + 17 traits (Titus)
- 6 traits are mentioned in both
- That gives us 28 unique qualities combined

These 28 qualities will be grouped into six general categories in this workbook. Each category reflects a different aspect of a man's life:

1. **Attitude** – Describes the way a man thinks or feels about people, money, and responsibility. These qualities reveal core convictions and have little to no room for fluctuation.
2. **Ability** – Reflects a man's competence in fulfilling the tasks of leadership (such as teaching or managing). These traits develop through experience and vary from person to person.
3. **Disposition** – Reveals how a person responds to pressure, disagreement, or temptation. While anyone can have a bad day, manifesting these behaviors often lead to disqualification.
4. **Character** – Attributes or features that distinguish and reflect maturity. While these qualities deepen over time, they should already be clearly evident in someone considered for leadership.
5. **Reputation** – Refers to how others perceive the individual, both inside and outside the church. These traits are usually stable, as they are based on public patterns of behavior and past interactions.
6. **Family** – Involves the way a man leads, loves, and manages his household. These responsibilities may vary with life circumstances, but they still reveal a man's influence and leadership at home.

how to use this workbook

This workbook is designed to help individuals and congregations study these elder qualifications carefully. Rather than speculate about hypothetical situations, our approach will focus on definitions, translations, supporting scriptures, core concepts, and key summary statements. The goal is to provide clarity and encouragement.

This tool is designed for personal reflection and evaluation. It is not meant to be harsh or discouraging, but to help identify areas of spiritual strength and areas where growth may be needed.

Leaders are not expected to be perfect, but their lives should consistently reflect maturity and integrity.

It's important to note that some qualifications are absolute (non-negotiable and unchanging), while others are relative (may vary based on maturity, experience, or season of life). Use wise and prayerful judgment to discern the difference.

Scoring Guide

- 0 – Not Qualified (Not Applicable)*
- 1 – Not Qualified (Applicable)*
- 2 – Probably Not Qualified
- 3 – Perhaps Qualified
- 4 – Qualified

Interpreting the Results

Red Flags (0's or 1's): If I mark a 0 or 1 in any area, that signals a serious concern. It means I'm not currently qualified to serve as an elder. If it's something I can grow in or change, I want to start working on it today.

Caution Zones (2's or 3's): If I mark a 2 or 3, that tells me there's some uncertainty. I may need to think more carefully about that area or ask someone I trust for honest feedback and spiritual guidance.

Green Lights (4's): If I consistently mark 4's—and don't have any red flags—then I may be qualified to serve. I'll continue to seek God's wisdom and the input of others as I consider this role.

*Note: A score of 0 (Not Applicable) means the qualification does not apply due to circumstance (e.g., not married), not disqualification.

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scriptures

taken from new king james version

1 Timothy 3:1-7

“This is a faithful saying: If a man desires the position of a bishop, he desires a good work. A bishop then must be blameless, the husband of one wife, temperate, sober-minded, of good behavior, hospitable, able to teach; not given to wine, not violent, not greedy for money, but gentle, not quarrelsome, not covetous; one who rules his own house well, having his children in submission with all reverence (for if a man does not know how to rule his own house, how will he take care of the church of God?); not a novice, lest being puffed up with pride he fall into the same condemnation as the devil. Moreover he must have a good testimony among those who are outside, lest he fall into reproach and the snare of the devil.” (1 Timothy 3:1-7, NKJV)

Titus 1:5-9

“For this reason I left you in Crete, that you should set in order the things that are lacking, and appoint elders in every city as I commanded you—if a man is blameless, the husband of one wife, having faithful children not accused of dissipation or insubordination. For a bishop must be blameless, as a steward of God, not self-willed, not quick-tempered, not given to wine, not violent, not greedy for money, but hospitable, a lover of what is good, sober-minded, just, holy, self-controlled, holding fast the faithful word as he has been taught, that he may be able, by sound doctrine, both to exhort and convict those who contradict.” (Titus 1:5-9, NKJV)

The New King James Version. Thomas Nelson, 1982.

attitude

little to no fluctuation

Not self-willed (Titus 1:7)

Definition: Greek word “authades” means “self-willed, stubborn, arrogant, self-pleasing, self-centered, own authority, headstrong” (Tit 1:7; 2Pe 2:10+).

Other translations: not self-willed (ASV; NASB; NKJV; KJV); not arrogant (ESV); not overbearing (NIV); not aggressive (Phillips).

Supplemental passages: Philippians 2:1-4

Concept: Do I act in the best interest of others?

Application: I am willing to listen, yield if necessary, and do what's best for the team.

Personal Rating: 0 1 2 3 4

Not greedy for money (1 Timothy 3:3; Titus 1:7)

Definition: Greek word “aiskrokerdei” means “greedy, of base gain” (1 Tim. 3:3, 8; Tit. 1:7+).

Other translations: no lover of money (ASV); not greedy for filthy lucre (KJV); free from the love of money (NASB); not money hungry (MSG).

Supplemental passages: 1 Timothy 6:9-10, 17-19

Concept: Am I honest with my business transactions?

Application: I do what is right when tested financially.

Personal Rating: 0 1 2 3 4

Not covetous (1 Timothy 3:3)

Definition: Greek word “aphilargyros” means “not greedy, free from love of money, not greedy” (1Ti 3:3; Heb 13:5+).

Other translations: vr. Only in KJV and NKJV

Supplemental passages: Hebrews 13:16; Galatians 6:6-10

Concept: Am I generous with my money?

Application: I am eager to share my money and possessions with others.

Personal Rating: 0 1 2 3 4

abilities

some fluctuation

Not a novice (1 Timothy 3:6)

Definition: Greek word for new, “neophutos,” means, “newly planted.” Not a new Christian, one who has had little opportunity to test his own faith or demonstrate faithfulness (1 Tim. 3:6+).

Other translations: not a novice (NKJV, ASV, KJV); not a recent convert (ESV, NIV); he must not be a beginner in the faith (Phillips).

Supplemental passages: Hebrews 5:12-14

Concept: Have I been a Christian for a significant period of time?

Application: I am a mature Christian (i.e. not a babe in Christ).

Personal Rating: 0 1 2 3 4

Hold fast the faithful word (Titus 1:9)

Definition: Greek word for holding fast is “antekomenon,” which means, “clinging to, devoted to, paying attention to, holding firmly to” (Mt 6:24; Lk 16:13; Tit 1:9+).

Other translations: holding to the faithful word (ASV); hold firm to the trustworthy word (ESV); have a good grip on the message (MSG); must have a firm grasp on the word (NRSV).

Supplemental passages: 2 Tim. 3:14-4:5

Concept: Do I have a strong understanding of and appreciation for the Bible and its doctrines?

Application: I am a diligent student of the Bible.

Personal Rating: 0 1 2 3 4

Apt to teach (1 Timothy 3:2)

Definition: Greek word “didaktikos” means “apt to teach” (1Ti 3:2; 2Ti 2:24+). The word simply denotes being skillful in teaching (not necessarily public or private).

Other translations: apt to teach (KJV, ASV); able to teach (NASB, ESV, NIV); he must know what he’s talking about (MSG).

Supplemental passages: 2 Timothy 2:24-25

Concept: Will I take the time to make sure the sheep understand Bible principles and doctrines?

Application: I am capable of sharing God’s word with others.

Personal Rating: 0 1 2 3 4

Able to exhort (Titus 1:9)

Definition: Greek word “parakaleo” means “encourage, appeal, request, comfort, console, to call to or for.” It is used to “ask for earnestly, beg, plead” (Ac 28:20), invite (Lk 8:41), or to encourage, console, urge (Eph 6:22).

Other translations: exhort (ASV, KJV, NKJV); encourage (NIV).

Supplemental passages: 1 Thessalonians 5:14; Hebrews 10:24-25

Concept: Could I share the word of God with someone who was in need of encouragement?

Application: I am familiar with passages in the Bible that relate to encouragement.

Personal Rating: 0 1 2 3 4

Able to convict (Titus 1:9)

Definition: Greek word for refute, “elegkein,” means “convince, convict, expose, point out, reprove, correct, set forth.” It has the idea of showing one their fault, or implying that there is a convincing of that fault (Mt 18:15; Jn 3:20; 16:8; Eph 5:11; 1Ti 5:20; 2Ti 4:2; Tit 1:9; Heb 12:5; Jas 2:9; Jude 15; Rev 3:19).

Other translations: convict the gainsayers (ASV, KJV); rebuke those who contradict (ESV); refute those who contradict (NASB).

Supplemental passages: Matthew 18:15-20

Concept: Do I have the boldness, humility, and knowledge to refute/correct someone who is teaching error?

Application: I will stand with the truth and work to make sure false teachings do not invade the church or overcome the sheep.

Personal Rating: 0 1 2 3 4

Able to rule his house well (1 Timothy 3:4)

Definition: Greek word “kalos proistamenon” means “to direct, be at the head, rule well, be concerned about, care for, give aid.” Also “to stand before; hence to lead, attend to, indicating care and diligence.”

Other translations: rule house (ASV, KJV); manage house (NIV, NASB, NRSV, ESV).

Supplemental passages: 1 Peter 3:1-7; 1 Timothy 5:8

Concept: Do I provide for the physical, emotional, social, and spiritual needs of my family?

Application: I take the lead in managing the affairs of my immediate family.

Personal Rating: 0 1 2 3 4

disposition

no fluctuation

Not given to wine (1 Timothy 3:3; Titus 1:7)

Definition: Greek word “paroinos” means “a man who sits too long at his wine, given to drinking too much wine, drunken” (1Ti 3:3; Tit 1:7+).

Other translations: not a drunkard (ESV); not given to wine (KJV, NKJV); not addicted to wine (NASB).

Supplemental passages: 1 Corinthians 6:9-12

Concept: Do I refrain from improper use of substances that may lead to intoxication or addiction?

Application: There are no substances that have me under their control.

Personal Rating: 0 1 2 3 4

Not violent (1 Timothy 3:3; Titus 1:7)

Definition: Definition: Greek word “plektes” means “excessively inclined to quarrel or fight, a bully, striker, quarreler” (1Ti 3:3; Tit 1:7+).

Other translations: no striker (ASV, KJV); not violent (NKJV, NIV, ESV); not pushy (MSG).

Supplemental passages: Proverbs 16:18

Concept: Do I physically approach people looking for a fight?

Application: I am able to maintain personal constraint towards those who offend me or those close to me.

Personal Rating: 0 1 2 3 4

Not quarrelsome (1 Timothy 3:3)

Definition: Greek word “amakhos” means “peaceable, not quarrelsome, not apt to contend, not given to angry debate, abstaining from fighting or strife, not struggling or fighting or giving a violent effort to obtain something, not disputing” (1Ti 3:3; Tit 3:2+).

Other translations: not quarrelsome (ESV, NIV, NKJV); not a brawler (KJV); not contentious (ASV).

Supplemental passages: 2 Timothy 2:23-26

Concept: Do I avoid foolish controversies about nonessential matters? Do I promote peace, harmony, and unity rather than division when doctrinal issues are discussed?

Application: I am peaceable and do not cause strife.

Personal Rating: 0 1 2 3 4

Not quick-tempered (Titus 1:7)

Definition: Greek word “orgilos” meaning “angry, or inclined to anger; quick-tempered; short-tempered” (Tit. 1:7+).

Other translations: not quick-tempered (ESV, NIV, NASB), not soon angry (ASV, KJV), not prone to anger (NET)

Supplemental passages: 1 Samuel 18:8-11; Acts 16:16-18

Concept: Can I handle criticism, hurtful words, foolish decisions, and other difficult situations in a calm and collective manner?

Application: It takes a lot to get me riled up

Personal Rating: 0 1 2 3 4

character

some fluctuation

Temperate (1 Timothy 3:2)

Definition: Greek word “nephaios” means “sober, clear-thinking, mentally alert, able to make sound judgments” In one sense it means to be “very moderate in the drinking of an alcoholic beverage,” and in another sense it means “restrained in conduct, self-controlled, level-headed” (1Ti 3:2, 11; Tit 2:2+).

Other translations: vigilant (KJV); temperate (NRSV, NIV, NASB, ASV); sober-minded (ESV).

Supplemental passages: Titus 2:1-3

Concept: Do I respond well when confronted with negative circumstances?

Application: I am able to make sound decisions.

Personal Rating: 0 1 2 3 4

Sober minded (1 Timothy 3:2; Titus 1:8)

Greek word “sophron” means “discreet, reasonable, sensible, serious, sound mind, self-controlled.” Implies sound judgment and a disciplined state of mind not characterized by impulsiveness or given to extremes (1Ti 3:2; Tit 1:8; 2:2, 5+).

Other translations: sober-minded (NKJV, ASV); sober (KJV); sensible (NRSV); self-controlled (ESV, NIV); prudent (NASB); cool and collected (MSG).

Supplemental passages: Philippians 4:6-8; 1 Timothy 6:6-8

Concept: Do I respond well to situations that may cause me to react hastily?

Application: I generally display good common sense, particularly in decision-making.

Personal Rating: 0 1 2 3 4

Gentle (1 Timothy 3:3)

Definition: Greek word “epieidēs” means “gracious, encouraging, considerate, kind, yielding, seemly, equitable” (Php 4:5; 1Ti 3:3; Tit 3:2; Jas 3:17; 1Pe 2:18+).

Other translations: Amplified Bible: gentle and considerate. In contrast to violence.

Supplemental passages: Galatians 5:22-23; Luke 10:25-37

Concept: Do I consider the opinions and feelings of others when dealing with them?

Application: I am kind and respectable towards others, especially the less fortunate.

Personal Rating: 0 1 2 3 4

Just (Titus 1:8)

Definition: Greek word “dikaios” means “just, righteous in human relationships, upright, able to make proper judgments and act accordingly, correct, innocent” (Mt 1:19; Ro 1:17; Php 1:7).

Other translations: just (ASV, KJV, NKJV, NASB); upright (NIV; ESV).

Supplemental passages: James 1:19

Concept: Do I listen to both sides of a discussion before coming to a conclusion?

Application: I am fair and honest in my relationships with others.

Personal Rating: 0 1 2 3 4

Holy (Titus 1:8)

Definition: Greek word “hosios” means “holy, pleasing to God, observable practical holiness, being undefiled, innocent, righteous, pious” (1Ti 2:8; Tit 1:8; Heb 7:26; Rev 15:4+).

Other translations: holy (ASV, ESV, KJV, NKJV, NIV); devout (NASB).

Supplemental passages: 1 Peter 1:13-16

Concept: Do I have a personal relationship with the Father?

Application: I desire to please God more than men

Personal Rating: 0 1 2 3 4

Self-controlled (Titus 1:8)

Definition: Greek word “egkrates” means “disciplined, in full control of oneself, strong, master of, to have power over oneself” (Tit. 1:8+).

Other translations: self-controlled (NKJV, ASV, NASB); disciplined (ESV, NIV); temperate (KJV); have a good grip on himself (MSG).

Supplemental passages: Romans 12:1-8

Concept: Do I have the ability/discipline to accomplish tasks?

Application: I am in control of my actions in life.

Personal Rating: 0 1 2 3 4

reputation

little fluctuation

Blameless (1 Timothy 3:2)

Definition: Greek word “anepileptos” means “not to lay hold of.” That which cannot be laid hold of. Not open to censure, irreproachable, irreprehensible (1 Tim. 3:2; 5:7; 6:14+).

Other translations: above reproach (ESV, NASB, NIV, NRSV); blameless (KJV, NKJV); without reproach (ASV); well thought of (MSG).

Supplemental passages: 1 Peter 2:11-12

Concept: Is my reputation within the congregation one that could easily be justified as being unfaithful, divisive, etc.?

Application: I currently free from accusation within the church

Personal Rating: 0 1 2 3 4

Without reproach (Titus 1:6, 7)

Definition: Greek word “anegkleilous” means “not open to censure, irreproachable, unrebukable, irreprehensible” (1Co 1:8; Col 1:22; 1Ti 3:10; Tit 1:6, 7+).

Other translations: above reproach (ESV, NASB,); blameless (KJV, NKJV, NIV, NRSV, ASV); well thought of (MSG).

Supplemental passages: Titus 2:6-8

Concept: Is my integrity within the congregation unquestioned?

Application: I am currently free of unresolved complaints within the church.

Personal Rating: 0 1 2 3 4

Of good behavior (1 Timothy 3:2)

Definition: Greek word “kosmios” means, “modest, honorable, decent, orderly, proper, trim, adorned, decorated, organized, attractive, beautiful” (1 Tim. 2:9, 3:2+).

Other translations: of good behavior (KJV, NKJV); orderly (ASV); respectable (NASB, ESV, NIV, NRSV); accessible (MSG).

Supplemental passages: 1 Timothy 2:2

Concept: Does my external appearance and demeanor measure up to what is considered proper both biblically and culturally?

Application: I live an orderly (or disciplined) life.

Personal Rating: 0 1 2 3 4

Good testimony... those ... outside (1 Timothy 3:7)

Definition: The Greek words for good reputation, “kalos marturia,” means, “beautiful or good testimony.” The Greek word for outside is, “exothen,” and means “outside, from without.”

Other translations: well thought of by outsiders (ESV); good reputation with those outside the church (NASB); good reputation with outsiders (NIV); good report of them which are without (KJV); outsiders must think well of him (MSG).

Supplemental passages: Matthew 5:13-16; Ephesians 5:15-17

Concept: Do my friends, family, co-workers, etc., value and appreciate me? Would they have anything negative to say about my character and integrity?

Application: I demonstrate a high moral standard in every area of my life especially around those who are not Christians.

Personal Rating: 0 1 2 3 4

Lover of what is good (Titus 1:8)

Definition: Greek word “philagathos” literally means, “to love (phileo) good (agathos), loving that which is good, a lover of good” (Titus 1:8+)

Other translations: lover of good (ASV, ESV, NIV, NKJV); goodness (NRSV); lover of good men (KJV).

Supplemental passages: Romans 8:35-39; Isaiah 5:20

Concept: Do I disapprove of what is wrong and applaud what is right?

Application: I have a hopeful and optimistic view of life based upon the scriptures.

Personal Rating: 0 1 2 3 4

family

some fluctuation

Husband of one wife (1 Timothy 3:2; Titus 1:6)

Definition: Greek phrase, “mias gunikos andra” meaning “one-woman man.” In the New Testament, the Greek idiom “one-woman man” is used to describe sexual faithfulness and commitment in marriage (cf. 1 Tim.5:9).

Other translations: the husband of one wife (NKJV, ASV, ESV, KJV, NASB); the husband of but one wife (NIV); married only once (NRSV); committed to his wife (MSG).

Supplemental passages: Ephesians 5:23-32; 1 Corinthians 7:1-5

Concept: Am I faithful to my wife and abstain from sexual immorality?

Application: I am scripturally married and pure in my relationships with other women.

Personal Rating: 0 1 2 3 4

Children in submission (1 Timothy 3:4)

Definition: Greek word for submission is “hupotage,” meaning “subjection.” Also, “primarily a military term, to rank under.” Greek word for dignity is “semnotes,” meaning “seriousness.” By noting 1 Timothy 3:5, “for if a man does not know how to rule his own house, how will he take care of the church of God,” we conclude the children (tekna – a word in which the plural can include the singular – see Jos.4:6; Eph.6:4; 1 Tim.5:4) referenced are those still living under their fathers rule.

Other translations: Keeping his children under control with all dignity (NASB); see that his children obey him with proper respect (NIV); having his children in subjection with all gravity (ASV; KJV); with all dignity keeping his children submissive (ESV); attentive to his own children and having their respect (MSG).

Supplemental passages: Deuteronomy 6:4-9

Concept: Do my children respect me – especially those living under my roof?

Application: I am respectable and respected as a father.

Personal Rating: 0 1 2 3 4

Having faithful children not accused (Titus 1:6)

Definition: Greek word for dissipation, “asotia,” means “debauchery, wild, wastefulness.” The word for rebellion, “anupotaktuos,” means, “not made subject, disobedient, undisciplined.” The word for faithful, “pistia,” means “believing, faithful, reliable, trustworthy, dependable” (see 1 Cor.4:2 Mt.25:23; 1 Tim.3:1; 6:2).

Other translations: having children that believe, who are not accused of riot or unruly (ASV); his children are believers and not open to the charge of debauchery or insubordination (ESV); having faithful children not accused of riot or unruly (KJV); having children who believe, not accused of dissipation or rebellion (NASB); a man whose children believe and are not open to the charge of being wild and disobedient (NIV).

Supplemental passages: Gen.2-3; Eze.18:20; Prov.22:16.

Concept: Are my children rebellious and unruly?

Application: My children's spiritual life would not hinder my serving as an elder.

Personal Rating: 0 1 2 3 4

Given to hospitality (1 Timothy 3:2; Titus 1:8)

Definition: Greek word "philoxenos" means "lover of strangers, hospitable, to show care" (1Ti 3:2; Tit 1:8; 1Pe 4:9+).

Other translations: given to hospitality (KJV, ASV); lover of strangers (ISV); hospitable (most).

Supplemental passages: Luke 14:7-14

Concept: Do I use my home to minister to others?

Application: I am willing to open my home to others.

Personal Rating: 0 1 2 3 4

evaluation

for personal use only

In the area of attitude:

- ☐ Not self-willed
- ☐ Not greedy for money
- ☐ Not covetous

In the area of abilities:

- ☐ Not a novice
- ☐ Hold fast the faithful word
- ☐ Apt to teach
- ☐ Able to exhort
- ☐ Able to convict
- ☐ Able to rule his house well

In the area of disposition:

- ☐ Not given to wine
- ☐ Not a violent
- ☐ Not quarrelsome
- ☐ Not quick-tempered

In the area of character:

- ☐ Temperate
- ☐ Sober minded
- ☐ Gentle
- ☐ Just
- ☐ Holy
- ☐ Self-controlled

In the area of reputation:

- ☐ Blameless
- ☐ Without reproach
- ☐ Of good behavior
- ☐ Good testimony among outside
- ☐ Lover of what is good

In the area of family:

- ☐ Husband of one wife
- ☐ Children in submission
- ☐ Having faithful children
- ☐ Given to hospitality

Key:

- 0 – Not Qualified (N/A)*
- 1 – Not Qualified (applicable)*
- 2 – Probably Not Qualified
- 3 – Perhaps Qualified
- 4 – Qualified

Conclusion: (check one)

☐ I am not qualified because I am not able to be.

☐ I am not qualified because of personal issues that I need to work on and maybe even repent of.

☐ I may be qualified but I have personal issues to take care of.

☐ I may be qualified and would like to talk with the elders.



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