

Dr. John Vawter ([00:01](#)): 约翰·沃特 博士

We have discussed leadership. We can discuss leadership. We can discuss vision, and we can discuss prayer. But I want to suggest to you today that without planning and decision-making, our giftedness does not manifest itself, and not a lot happens. So I'm suggesting to you today that planning and decision-making are as important in the body of Christ as giftedness.

我们讨论了领导力。我们可以讨论领导力。我们可以讨论异象，也可以讨论祷告。但我今天想告诉大家，如果没有计划和决策，我们的恩赐就不会表现出来，也不会发生很多事情。所以我今天建议你们，在基督的肢体里，计划和决策与恩赐一样重要。

Dr. John Vawter ([00:30](#)): 约翰·沃特 博士

And so I entitled this talk "Seeking God's Mind for the Future". And I suggest to you that planning and vision our partners. Planning is holy, sacred work. Planning is seeking God's mind (key point) in prayer. Planning is knowing God's mind and vision for the church and following Him. Planning is developing the strategy to fulfill the vision. And the vision we were given in Acts 1:8, "You will be my witnesses in Jerusalem, Judea, Samaria and the outermost parts of the world," and what we call the Great Commission in Matthew 28.

所以我把这次的演讲命名为“为未来寻求神的心意”。我建议您规划和构想我们的合作伙伴。计划是圣洁神圣的、庄严的工作。计划就是在祷告中寻求神的心意（要点）。计划就是了解神对教会的心意和异象，并跟随祂。规划是制定实现异象的战略。我们在使徒行传 1 章 8 节得到异象，“你们要在耶路撒冷、犹太全地、撒玛利亚、直到地极，作我的见证，”以及我们在马太福音 28 章中所说的大使命。

Dr. John Vawter ([01:15](#)): 约翰·沃特 博士

Planning brings stability, unity, and faith to the church. Planning builds faith. Planning keeps the organization on track and protects the future of the ministry. And the reason it protects the future of the ministry is because as we plan, we say, "This is what we're going to do. This is what we want to accomplish, and this is how we're going to do it." So as other suggestions come in or as things aren't going well, we understand how God wants us to be working because of the plan we set.

计划为教会带来稳定、团结和信心。计划建立信心。规划使组织走上正轨并保护事工的未来。它保护事工未来的原因是，正如我们计划的那样，我们说，“这就是我们要做的。这就是我们想要完成的，这就是我们将如何做到的。”因此，当其他建议出现或事情进展不顺利时，我们会明白上帝希望我们如何根据我们制定的计划来工作。

Dr. John Vawter ([01:53](#)): 约翰·沃特 博士

Leaders lead in planning and communicating a clear plan to the people. And by that, I'm suggesting then that the entire church doesn't do the planning. Leaders lead in planning. Leaders do the planning. Now, I don't have a biblical verse for that. I don't say ~~that~~ that can be found in a specific spot of the Bible. That is just my conviction because of leadership and watching churches function over the years.

领导者带头规划并向人们传达明确的计划。那样的话，我建议不是整个教会的所有人都来制定做计划。领导带头规划。领导做计划。现在，我没有圣经经文。我并不是说可以在圣经的特定位置找到它。这只是我的信念，因为多年来领导和观察教会的运作。

Dr. John Vawter ([02:26](#)): 约翰·沃特 博士

Leaders lead in planning. And when ministries plan, there are less problems to solve and more time for ministry. When we have a plan, and we work the plan, then we don't have a lot of problems because we know what we're doing, we know why we're doing it, and we know how we're going to do it. And God's power fulfills the vision and plan. We are obedient to Him. So once again, I'm saying even though He uses our minds to create this vision, He is creating the vision in our minds. We are not creating it in our own minds. And I'm saying that's why this is holy, sacred work, and it's bathed in prayer.

领导带头规划。当事工计划时，需要解决的问题就会减少，而有更多的时间用于事工。当我们有一个计划，并且按照计划执行时，我们就不会遇到很多问题，因为我们知道我们在做什么，我们知道为什么要这样做，而我们知道我们将怎么做。神的能力成就了异象和计划。我们顺服祂。所以再一次，我要说的是，即使他用我们的思想来创造这个异象，他也在我们的思想中创造这个异象。我们不是在自己的脑海中创造它。这就是为什么我说这是圣洁的、神圣的工作，因它沐浴在祷告中。

Dr. John Vawter ([03:12](#)): 约翰·沃特 博士

[What planning looks like, or for what are we praying?] Remember, salvation and sanctification of people and glorifying God are the motive. We're not here to up build up ourselves. We're not here to bring credit to ourselves. We're here to see people come to faith in Christ, grow in Christ, and for God to get the glory. The plan is written out in great detail for every facet of the ministry.

[计划是什么样的，或者我们在祷告什么？] 请记住，人们的救赎和成圣以及荣耀上帝是动机。我们不是来这里建立自己的。我们来这里不是为了给自己带来荣誉。我们在这里是为了看到人们相信基督，在基督里成长，并让上帝得到荣耀。该计划针对事工的各个方面都写得非常详细。

Dr. John Vawter ([03:45](#)): 约翰·沃特 博士

For example, let's just suppose that today we're all from the same church, and we want to do three things. We want to have a worship service one day of the week. We want to build small groups in the church with young adults and adults, and we want to minister to children. We now write out what we want to do in each of those three areas. And now, we begin to work that plan.

例如，假设今天我们都来自同一个教会，我们想做三件事。我们想在一周的某一天举行敬拜崇拜聚会。我们想在教会中建立由年轻人和成年人组成的小组，我们想服事孩子们。我们现在写下我们想在这三个领域中的每一个领域要做的事。现在，我们开始实施该计划。

Dr. John Vawter ([04:21](#)): 约翰·沃特 博士

For example, we say, "We want everyone who comes to the worship service to feel welcome." So we then think through how is that going to happen. We don't just have some general plan. We think specifically, how can every person be welcomed? We say that, "We want to build small groups." How many small groups do we want?

例如，我们说，“我们希望每个来礼拜聚会的人都感到受欢迎。”因此，我们会仔细考虑这将如何发生。我们不只是有一些一般的计划。我们具体思考，如何才能让每个人都感受到被欢迎？我们说，“我们想建立小组。”我们想要多少个小组？

Dr. John Vawter ([04:45](#)): 约翰·沃特 博士

Well, let's say between now and a year from now, we want to start 10 small groups because today we don't have any small groups. Well, what does that mean? That means then, that we need a leader of the small groups, and we need 10 small group leaders. So that means then, that we have to find the person who can lead the small groups. We have to assure that he or she has the training, and we have to be sure that he or she knows how to recruit and train those 10 leaders.

好吧，假设从现在到一年后，我们想要开始 10 个小组，因为今天我们没有任何小组。那么，这是什么意思？那意味着，我们需要一个小组组长，我们需要 10 个小组组长。所以这意味着我们必须找到可以领导小组的人选。我们必须确保他或她接受过培训，我们必须确保他或她知道如何招募和培训这 10 位领导者。

Dr. John Vawter ([05:21](#)): 约翰·沃特 博士

That also means then, that we have confidence that those 10 leaders are going to know how to lead those groups. And what is the teaching material that those 10 small groups are going to study? So we write that out in a plan. ~~10~~ Ten small groups, that's one leader, two leaders, three leaders, four leaders, etc. We have to think that through, and we do the same thing with the children's ministry.

这也意味着，我们有信心这 10 位领导人将知道如何领导这些小组。那 10 个小组要学习的教材是什么？所以我们把它写在一个计划中。10 个小组，即一位领袖、两位领袖、三位领袖、四位领袖，等等。我们必须仔细考虑，我们对儿童事工做同样的事情。

Dr. John Vawter ([05:56](#)): 约翰·沃特 博士

So I'm saying then, that the plan has to be written out in great detail for every facet of the ministry, so we know what we're doing. Because a person comes along, they have a different idea, and we tell them that we care for them and we love them, but this is the plan we're following. And we might consider their thought in the future, but today, we're doing what we've already decided to do. The steps needed then show us how to achieve the vision, the plan, and the goal, and we explain that to the church.

所以我要说的是，必须为事工的每个方面都写出非常详细的计划，这样我们就知道我们在做什么。因为有人来了，他们有不同的想法，我们告诉他们我们关心他们，我们爱他们，但这是我们正在遵循的计划。我们可能会在未来考虑他们的想法，但今天，我们正在做我们已经决定要做的事情。然后需要的步骤向我们展示了如何实现异象愿景、计划和目标，然后我们向教会解释。

Dr. John Vawter ([06:31](#)): 约翰·沃特 博士

The steps include money, personnel, gifted people, and trained people. Let me repeat that. The steps include money that we will need, the personnel we will need, gifted people, and trained people. As I said hypothetically, we want 10 small groups. So we need a leader of the 10, and then we need 10 leaders. We are very specific in what we're asking God to give us.

这些步骤包括金钱、人员、有恩赐的人和训练有素的人。让我重复一遍。这些步骤包括我们需要的资金、我们需要的人员、有恩赐的人和受过训练的人。正如我假设所说的那样，我们需要 10 个小组。所以我们需要 10 个领导者，然后我们需要 10 个领导者。我们非常具体地要求上帝给我们所要的。

Dr. John Vawter ([07:03](#)): 约翰·沃特 博士

And the steps are achieved one step at a time. It is a never ending-process (key point). It is a never-ending process. We get to the fulfillment of the goal of having 10 small groups. What do we do? We now want 20 small groups. What does that mean? We have to have a leader that's capable of leading 20 small group leaders. And maybe the person that could lead 10 small group leaders can't lead 20 small group leaders, and now we need 20 leaders. That means we need 10 more leaders.

这些步骤是一步一步实现的。这是一个永无止境的过程（关键点）。这是一个永无止境的过程。我们实现了拥有 10 个小组的目标。我们做什么？我们现在需要 20 个小组。这意

意味着什么？我们必须有一个领导者能够领导，20 个小组领导者。也许可以领导 10 个小组的领导者不能领导 20 个小组的领导人，现在我们需要 20 个小组领导者。这意味着我们还需要 10 名领导者。

Dr. John Vawter ([07:37](#)): 约翰·沃特 博士

A year from now, two years from now, we now have 20 small groups. Doesn't end there. Now we want 30 small groups. It's a never-ending process. The steps are achieved one step at a time. It's a never-ending process.

一年后，两年后，我们现在有 20 个小组。不止于此。现在我们想要 30 个小组。这是一个永无止境的过程。这些步骤是一步一步实现的。这是一个永无止境的过程。

Dr. John Vawter ([07:53](#)): 约翰·沃特 博士

Decision-making is part of vision and planning. As I said earlier, decisions are proactive, they're not reactive. And decisions follow God's mind. That's why prayer is so important in this whole process. And that's why I say this is holy and sacred work. Decisions are made to create the plan to fulfill the vision.

决策是异象和规划的一部分。正如我之前所说，决策是主动的，而不是被动的。决定是遵循上帝的想法。这就是为什么祷告在整个过程中如此重要。这就是为什么我说这是圣洁，神圣的工作。做出决定是为了制定计划以实现异象。

Dr. John Vawter ([08:18](#)): 约翰·沃特 博士

Let's go back to the 10 small groups. Decisions are made to create the plan. We're going to think through how we're going to recruit 10 people for a ministry when we've never had that ministry. Decisions protect the vision and the plan. And again, I say, "Now, in our church, we're going to do three things. We're going to have a worship service. We're going to have 10 small groups, and we're going to minister to the kids."

让我们回到 10 个小组。做出决定是为了制定计划。我们将考虑我们该如何在从未有过该事工的情况下为该事工招募 10 人。决策保护异象和计划。我再说一次，“现在，在我们的教会里，我们要做三件事。我们要举行敬拜崇拜聚会。我们要有 10 个小组，我们要服事孩子们。”

Dr. John Vawter ([08:43](#)): 约翰·沃特 博士

So if someone comes along and says, "Why don't you help us feed the poor? Why don't you help us with women with unborn children?" Because, right now, this is what we believe God

wants us to do. If God spoke to you about people who need food, you minister to them. If God spoke to you about women with unborn children, you minister to them. Right now, this is what we're doing. Because we can be completely sidelined from what we believe God wants us to do because all of these other ministries coming from the side are good, but they can distort the vision until we're not accomplishing anything.

所以如果有人走过来说，“你为什么不帮助我们养活穷人？你为什么不帮助我们照顾孩子未出生的妇女？”因为，现在，这就是我们相信上帝要我们做的事情。如果上帝对你说关于需要食物的人群，你就去服事他们。如果上帝对你谈到关于有孩子未出生的妇女，你就去服事她们。现在，这就是我们正在做的。因为我们可以完全排斥我们相信上帝要我们做的事情，因为所有这些来自侧面的其他事工都是好的，但它们会扭曲异象，直到我们什么都没有完成。

Dr. John Vawter ([09:25](#)): 约翰·沃特 博士

Decision-making is one of the most difficult of all pastoral functions. No matter the decision, it will be criticized by someone. And that's why I say that pastoring is not for the fainthearted. You have to be brave, and you have to be tough, in the good sense, to be a pastor because people will criticize almost everything we do. It's a great thrill to make decisions that are in the center of God's will. And that's why I'm suggesting to you that when people all understand their giftedness, they all understand the thrill and the joy of being a part of what God wants us to do.

决策是所有教牧职能中最困难的一项。不管做出什么决定，都会有人批评。这就是为什么我说牧养不适合胆小的人。你必须勇敢，从好的意义上说，你必须坚强，才能成为一名牧师，因为人们几乎会批评我们所做的每一件事。做出符合上帝旨意的决定是一件令人激动的事。这就是为什么我建议你，当人们都了解他们的天赋时，他们就会感受到当中的兴奋和喜乐因为在做着上帝要他们做的事。

他们就会明白成为上帝要我们做的事情的一部分的兴奋和快乐。

Dr. John Vawter ([10:14](#)): 约翰·沃特 博士

One time at a church where I was pastoring, it was a large congregation, and we needed a microphone system for people to hear. And so, during my sermon, I was talking about giftedness, and I said, "I want you to be honest with me this morning. Just think in your own mind the answer to this question. How many of you thought about the person who set up the sound system this morning so you can hear me?" And then, I started to say the next sentence, but this was all planned, and he turned the microphone off. So now, nobody could hear me talk.

有一次在我牧养的教会里，那里的会众很多，我们需要一个麦克风系统让人们可以听到。所以，在我的证道中，我谈到了恩赐，我说，“我希望你们今天早上对我说实话。只要在你自己的脑海里思考这个问题的答案。你们有多少人想到了那位今天早上安装好音响系

统，这样你就能听到我说话了的人？”然后，我开始说下一句话，但这一切都是计划好的，他关掉了麦克风。所以现在，没有人能听到我说话。

Dr. John Vawter ([10:57](#)): 约翰·沃特 博士

And then people started laughing because they understood that the person who was running the sound system was as important as I was. During the week, I had prepared a sermon, but he had prepared to make certain that the sound system was working because I needed him. But on the other hand, he needed me because if there was nobody there to present the sermon, then nobody would care if he was there or not. It's a small point, but it's an important point. We're all needed. We all work together.

然后人们开始大笑，因为他们明白运作音响系统的人和我一样重要。在这一周里，我准备了一篇讲道，但他必须预备确保音响系统正常操作，因为我需要他。但另一方面，他需要我，因为如果没有人在那里讲道，那么没有人会关心他是否在场。这是一个小问题，但却是一个重要的问题。我们都需要彼此。我们一起工作。

Dr. John Vawter ([11:36](#)): 约翰·沃特 博士

And decision-makers examine their own hearts and motives, and they ask the question, "Is Christ honored in what we're doing?" I can't say this strongly enough because people who are drivers and people who are expressives, who have the ability to rally people around them, can easily bring credit to themselves, and Christ gets no credit. Decision makers cultivate the giftedness of others and recruit them. I've said this time and time again in these sessions, "It's important to understand that we've all been given a spiritual gift or a spiritual gift-mix, and leaders encourage others to step forward." Decision makers define the vision, they clarify the vision, and they cast the vision.

决策者会审视自己的内心和动机，他们会问这样一个问题：“基督在我们所做的事情上得到荣耀了吗？”我不能不强烈的这么说，因为驱动者和善于表达的人，他们有能力召集周围的人，很容易给自己带来荣誉，而基督却得不到荣耀。决策者培养他人的恩赐并招募他们。我在这些时段上一次又一次地说过，“重要的是要了解我们都被赋予了属灵恩赐或属灵恩赐的组合，而领导者鼓励其他人向前迈进。”决策者定义异象、阐明异象并传达异象。

Dr. John Vawter ([12:26](#)): 约翰·沃特 博士

They define it, they clarify it, and they cast the vision, so people understand. Leaders attract leaders. Leaders recruit them and give them responsibilities. I can't say this strongly enough. Leaders of churches and leaders of ministries are motivators, and they are always looking for other leaders to join the ministry so it can grow. Leaders know what motivates people, and they develop their giftedness.

他们定义它，阐明它，并传达异象，以便人们理解它。领导者吸引领导者。领导者招募他们并赋予他们责任。我不能不强烈的说。教会领袖和事工领袖是激励者，他们一直在寻找其他领袖加入事工，以便它成长。领导者知道什么能激励人们，他们会培养他们的恩赐。

Dr. John Vawter ([12:59](#)): 约翰·沃特 博士

Let me go back to my wife, for an example, who is an amiable. She does not like to speak to groups. She likes to minister to people one on one, and she likes to lead small group Bible studies. So when I say, "The leader knows what motivates people," the leader who would come by to my wife and try to impress upon her the thrill of speaking to 100 people or 200 people or 1000 people, the person might as well be talking to a log because that's not how my wife is gifted.

再说回我的妻子，举个例子，她是一个和蔼可亲的人。她不喜欢和一群人说话。她喜欢一对一地服事人，也喜欢带领小组查经。所以当我说，“领导知道什么能激励人们”时，那个领导会来找我妻子并试图让她感受到对 100 人、200 人或 1000 人演讲的快感时，这个人还不如对木头说话，因为那不是我妻子的恩赐。

Dr. John Vawter ([13:33](#)): 约翰·沃特 博士

So, leaders listen long enough. And remember what James said, "Be quick to listen, slow to speak." Leaders listen long enough that they know the person to whom they're talking, and they begin to have a sense of how God gifts them. And they know what motivates them, and they develop their giftedness in that area, not in the area of the leader's choosing. And leaders know that all gifts are to be used to fulfill the mission and fulfill the vision and the plan. Let me repeat that. Leaders know that all gifts are to be used to fulfill the vision and the plan.

所以，领导者听得够久了。记住雅各的话：“快快的听，慢慢的说。”领袖们听得够久了，以至于他们了解与他们谈话的人，他们也开始意识到上帝是如何赐予他们恩赐的。他们知道是什么激励着他们，他们在那个领域而不是在领导者选择的领域发挥自己的恩赐。领导者知道所有的恩赐都是要用来完成使命，实现异象和计划的。让我重复一遍。领导者知道所有的恩赐都是要用来实现异象和计划的。

但你们各人要快快的听，慢慢的说，慢慢的动怒，

Dr. John Vawter ([14:21](#)): 约翰·沃特 博士

Now, I know that all of you didn't go to theological college and seminary, and you haven't studied Greek, so I want to give you a lesson in Greek this morning. I said leaders know that "all" gifts. In the Greek language, that word all means all. You can smile. All means all. And if we

have all, how much more can we have? You can't have anymore. Leaders know that all the gifts are needed to fulfill the vision.

现在，我知道你们都没有上过神学院和神学课程，也没有学过希腊语，所以今天早上我想给你们上一节希腊语课。我说领导知道“所有”的恩赐。在希腊语中，所有的意思是全部。你可以微笑。一切意味着一切。如果我们拥有一切，我们还能拥有多少？你不能再拥有了。领导者知道需要所有的恩赐来实现异象。

Dr. John Vawter ([14:55](#)): 约翰·沃特 博士

Back to the Apostle Paul in 1 Corinthians 12, "The eye can't say to the ear, I have no need of you." The Apostle John, as we said this morning, hand can't say to the fingers, I have no need of you, shoulder can't say to the arm, I have no need of you. Paul uses a picture of the human body to show us how the spiritual body works.

回到哥林多前书 12 章中的使徒保罗，“眼睛不能对耳朵说，我不需要你。”使徒约翰，正如我们今天早上所说的，手不能对手指说，我不需要你，肩膀不能对手臂说，我不需要你。保罗用人体的图像向我们展示出属灵肢体的运作方式。

Dr. John Vawter ([15:19](#)): 约翰·沃特 博士

[Final word] Jesus was the greatest decision maker and our model for making decisions. Let me explain that. In John 17:4, He said in that prayer, "I have brought You the glory on earth by finishing the work," there's that word again, "the work You gave me to do." So, Jesus was making decisions every day to do what God called Him to do. And that's what we have to do in our ministries, to know what God called us to do and then to do it.

[结语] 耶稣是最伟大的决策者，也是我们做决定的榜样。让我解释一下。在约翰福音 17 章 4 节，他在那个祷告中说，“我在地上已经荣耀你，因我已成全了你所托付我的事”，这句话再次出现，“你所托付我的事。”所以，耶稣每天都在做决定去做上帝呼召他去做的事。这就是我们在事工中必须做的，知道神呼召我们做什么，然后去做。

Dr. John Vawter ([15:55](#)): 约翰·沃特 博士

Let me pray.
让我祷告。

Dr. John Vawter ([15:58](#)): 约翰·沃特 博士

Father, we thank you for what we learned from Jesus in the upper room as He talked to the disciples and then prayed. We thank you for helping us understand the life qualities of leaders. That we're to be growing in Christ and becoming more conformed to the image of Christ. We

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thank you for the biblical principles of leadership, what we learn about change, and vision, and planning. And I pray for all of us where we are, wherever we are, that you would help us know how we're gifted and how you want to use us. And I pray this in the name of Christ. Amen.

天父，我们感谢你让我们能从耶稣在楼房里对门徒的说话然后祷告中有所学习。感谢你帮助我们了解领导者的生活品质。我们要在基督里成长，变得更有基督的样式。我们感谢你圣经中的领导原则、我们对改变、异象和计划的学习。我为我们所有人祷告，无论我们身在何处，你都会帮助我们了解我们的恩赐以及你想如何使用我们。我这样祷告是奉基督的名。阿们。