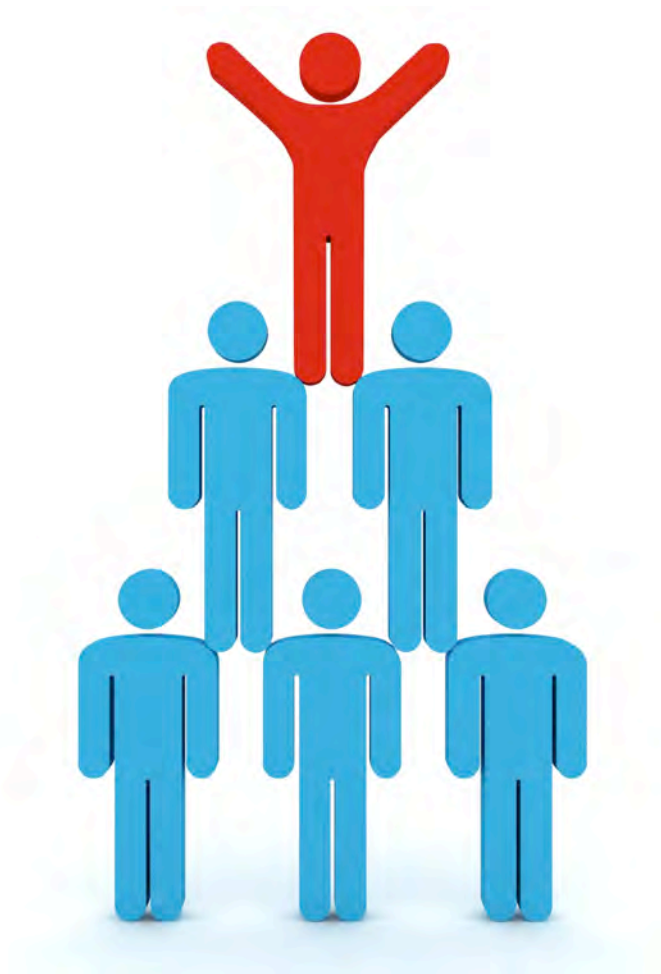


# Raising Up Leaders



Produced by the Panel on Leadership and approved by the Committee for  
Training and Resources

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## **1: Background & Introduction**

This is a resource produced by the Leadership Panel of the Board of Christian Training which is intended to be used flexibly according to the needs of individual situations as follows:

**AIM:** To inform church leaders about the process of finding and developing leaders within congregation in a way which emphasises the core value of intentionally developed leaders.

**TARGET:** This resource is designed to be used by ministers, elders and others in key leadership positions in churches to assist them in the task of identifying and developing leaders.

**STRUCTURE:** This is designed as a stand-alone resource to provide information and inspiration, but can be adapted to a one session training programme for ministers, elders and other key leaders.

Note:  
Look out for options to use this resource as a training seminar by making use of exercises which will appear in shaded boxes like this.

One of the most common cries from churches is “get us some more leaders!” Only God can create something out of nothing, however, and this is not just a challenging task but a constant one which is never finished. Having no shortcuts, however, may be a blessing as the gradual ongoing nature of the task means we should be always be seeking to grow leaders.

Good leaders are vital to our ministries. Recent research in The Presbyterian Church in Ireland\* found that young people who have an active faith and stay connected to church are likely to particularly value youth and children’s leaders who understand the importance of investing in them. The appointment and care of the right leaders in not just youth and children’s groups but in all our organisations is more important than it has ever been to the effective running of ministry in our congregations.

\* Research carried out by the Research and Education Committee of the Board of Youth and Children’s Ministry into the factors important in keeping young adults involved in church. More details will be available from the YAC Office, Assembly Buildings.

However, the reality is that sometimes we don't put enough thought, energy and time into this and even can be guilty of accepting something much less than satisfactory for our children and young people. We need everyone to recognise that any leader, regardless of their role, is:

- Spiritual: this is what distinguishes church leadership from secular positions
- A calling: it may not feel so grand, but Christian leadership is by God's design
- Crucial: they are worth their weight...

It is tempting to cut corners and seek to persuade people by playing down what we are asking them to do or accept anyone who is willing to keep the ministry going. **DON'T DO IT!!!!**

It is not so much leadership as such which is crucial as the quality of that leadership. At a time when many are compromising the quality, numbers and expectations of leaders of those leaders, we should rather take bold steps to seek only leaders of the quality necessary to serve the Kingdom of Jesus Christ. We would do well to seek to do less with more rather than keep things going at any cost.

We must realise that this is a vital issue for the church today; but how exactly do we go about it?

## **2: What Is a Leader?**

Sometimes people who are involved in organisations in our churches can be heard saying something like “I’m not really a leader” or “I’m just a helper” or “So and so is really the leader here”. Perhaps that is because people often misunderstand what it is to be a leader and even undervalue what they do.

A leader can be defined in various ways, such as by function, role, gift or ability. Christian leadership includes those things, but much more than that and we need to be clear about what kind of people we are looking for our organisations and ministries. Alan Stewart highlights the importance of leadership like this:

*“Over time, Christian groups become like their leaders – this is inevitable. The challenge for leaders, therefore, is to become the sort of people you want your group to become.”*

(Stewart 2000:58)

So we need to consider the type of group we want and the type of leaders do you want to run it. Duffy Robbins (2004) urges us to “*Reproduce growing Christians with growing Christians*” and we must recognise that leadership is about pursuit not perfection; because it is a process, effective leaders need to be committed to growing, wherever they are in their leadership development. Talent is important, but heart is more so: “godliness first, gifts second” (Stewart)

### **Brainstorm**

- In pairs, come up with a definition of a leader
- Share your definition with the rest of the group and defend it

### **Who are We Looking for?**

Paul instructs Timothy to appoint ‘leaders’ and he lays down stringent standards against which potential Church leaders ought to be measured (1 Timothy 3:1-13 / Titus 1:5-16)

- 1. Moral:** Leaders are to be ‘above reproach’. While all leaders are flawed, (God only calls broken people to His service as there is no other kind!), a leader’s life ought to be lived according to God’s standards.
- 2. Mature:** Maturity has nothing to do with age but with discipleship. It is about growing in the knowledge and love of Jesus and showing a deepening knowledge of His will and His Word.

3. **Marked for Leadership:** Do these people show leadership in other areas of life? Do they lead in their family, in their workplace, among their peers?
4. **Models:** Are these individuals that you would encourage others to follow? Are the lives they live worthy to be replicated? *“Follow my example as I follow the example of Christ!”* (1 Corinthians 11:1)
5. **Ministry Requirements:** the time and commitment.

### **Fussy Pickers**

When we consider who to seek and appoint as leaders, we must be choosy, not desperate:

- To protect children, young people and other vulnerable people
- To honour Christ’s name
- To protect church’s reputation
- To gain the confidence of outsiders, nominal members, parents, Kirk Session
- To encourage the morale of all our leaders (by showing how much we value the roles)
- To protect the potential new leaders and be honest about what we expect of them
- Because good leadership is fundamental to good ministry

### **The Role of a Leader**

We are never to invite people into leadership simply to make up the numbers and we should not be afraid that people may turn us down. When approaching people as potential leaders, we need to be clear what we are looking them to do. Equally, when planning ministry we need to realistically assess what we are aiming to do in light of the human resources we have. Therefore there needs to be a degree of matching role to individual, not only identifying the right leaders to do the job, but ensuring roles are realistic for the leaders we have by:

- Not over-stretching people with too many roles or too much responsibility
- Keeping within recommended ratios for children’s and youth work
- Not trying to do things for which we don’t have the expertise without first seeking advice or training for our leaders

We do want to work on the basis of a great sovereign God who can do so much more than we can ask or imagine, but if we are not to be foolish about how we engage our leaders in the ministry of our congregations, this may mean making hard decisions about what we do, such as:

- Reducing the frequency of our programmes
- Reducing the activities we attempt, at least in the short-term
- Reducing the number of programmes or activities we run

In short, it is better to do what we can realistically within the resources God has given us, but in full dependence on Him, than to try to do what we would ideally like to, but not do anything well. That also means being **honest clear and realistic** about what we are asking people to do, providing clear written expectations of the role and the person in that position (e.g. time commitment, when they need to arrive and leave when the programme is being run, what might be expected when they are there, and what support will be given them in their role).

We also need to recognise that it takes a variety of people with different....

- Personalities
- Gifts
- Skills
- Time
- Gender
- Age
- Background
- Interests

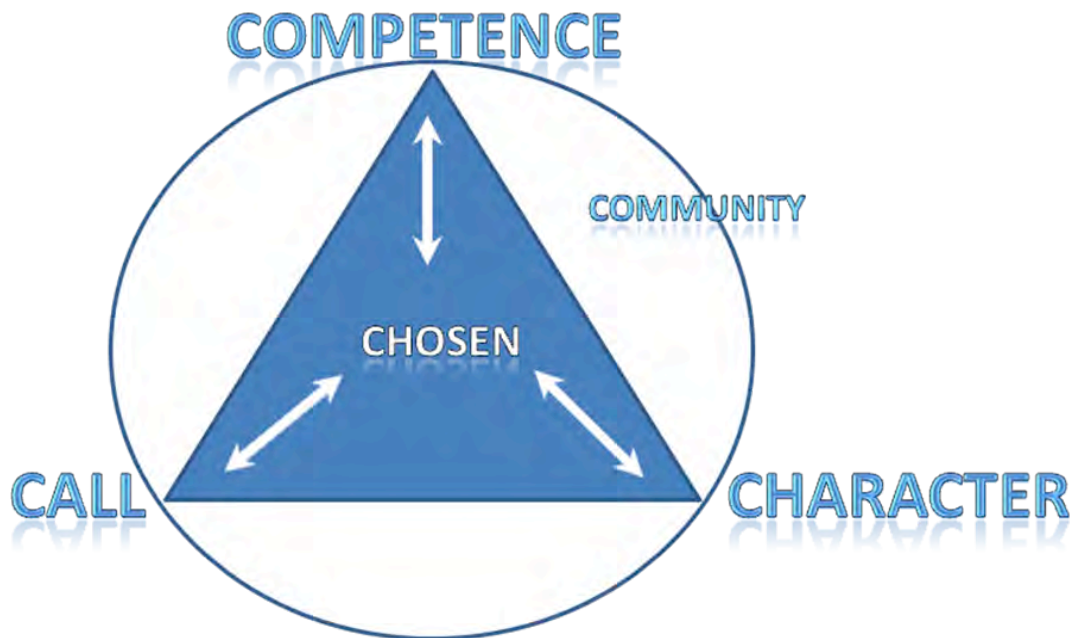
**So how do we go about finding these people?**

**In 3 or 4s, discuss:**

- How did you first end up being a leader?
- How did you come to be in your current role?

### 3: A Model of Leadership

In considering who we might have to fulfil leadership roles it is helpful to have a simple framework or model to help us consider which people we should develop as leaders and how we go about that. We will briefly consider the model given by Lawrence in his excellent book “Growing Leaders” (2004) which describes five key elements of a biblical leader.



Model taken from Lawrence (2004:19)

**CHOSEN:** First of all, every Christian is chosen by Christ, to be His disciple

*“Unless we know we are chosen, children of a loving God, we will lead from an insecure place, constantly twisting the privilege of a leadership position to meet our own needs. Knowing we are chosen is at the heart of leadership and therefore at the heart of our model”* (Lawrence 2004:57)

**CALL:** This refers to the leader’s sense of having an understanding of God’s purpose for their life

*“If God is calling you to be a leader, I want to assure you that he has a purpose and a plan in mind. It is no accident...You might not know **how** God **will** use you for his glory as you lead others, but I want to assure you that he will use you”.* (Hawkins 2002:7)

**CHARACTER:** Godly character is always trumps any amount of gifts and skills a leader may have

*“Character is foundation to everything. You can be a gifted person, a talented leader, a natural enthusiast, an amazing speaker, but without godly character it all falls apart”* (Lawrence 2004:123)

**COMPETENCE:** A growing leader will never stop seeking to learn new things, develop new skills and being open to learn from the wisdom of others, whoever they are. From a novice to a veteran, developing competence is a key part of developing leadership.

**COMMUNITY:** We can’t lead on our own, but must do so as part of a team. That’s how we find leaders too.

*“Growing leadership occurs best in community. Christian leadership is not meant to be a solo operation, but a team experience where the gifts of the team complement and balance one another”* (Lawrence 2004:233)

## **4: Character**

### **Brainstorm**

- Think about people you have been led by or have co-led with who has really influenced you & impressed you in their leadership.
- In pairs, share what marks them out as influential leaders, then briefly feedback.

### **Myths**

People often look for the wrong things when selecting leaders. This is particularly true when looking for youth and children's leaders, e.g. people may feel they need to be trendy, young, whacky / extrovert or multi-talented. Any such attitude misses the point.

### **Key marks of a quality leader**

If we are looking for leaders, we must keep in mind to look for certain qualities, (not necessarily all in abundance, as they can be developed), but if any of the following are completely missing, we should be cautious about whether someone is suitable to be a leader.

#### **1. An authentic relationship with God**

We must be GOD'S PERSON before we do GOD'S WORK. Paul urged Timothy to ensure he was "holding on to faith and a good conscience" (1 Timothy 1:19); he also wrote: "Follow my example as I follow the example of Christ" (1 Corinthians 11:1). We must first be a follower before we can be a leader and this must be demonstrated in the life, worship and witness of leader or potential leader, regardless of role.

#### **2. HUMILITY – a servant heart**

Jesus turned the concept of leadership in its head – he was the Servant King. He said to His disciples, after washing their feet in the Upper Room, "I have set you an example that you should do as I have done for you" (John 13:15). Paul reminds us that "Your attitude should be the same as that of Christ Jesus..." (Philippians 2:5) which means that the people we seek to develop as leaders must show humility and a least a willingness to be a servant, or they may prove very difficult to grow into a godly leader. For a detailed discussion on servant leadership see Hawkins (2002) chapters 6 and 7.

#### **3. Active TRUST**

A Christian leader knows his or her limits, in that they have nothing to offer other than what they are given by God. Paul reminds us "I can do everything through CHRIST who gives me strength" (Philippians 4:13). We must never fall into the trap of thinking that leadership is about what "I can do"; it is about what He gifts and enables us to do. Therefore those we look to develop as leaders should demonstrate at least some level of recognition that they are wholly dependent on God.

#### 4. INTEGRITY

Although they are sinners who know their weaknesses, leaders must have a consistency of character. Bill Hybles famously describes integrity as *“who you are when no one is looking”* and it is important that leaders develop a sense of being the same person in every context. Great damage can be caused to a ministry and to the name of Christ when leaders turn out to be someone other than they appear and to have hidden flaws in character or moral behaviour. Therefore accountability is important for leaders.

#### 5. PERSEVERENCE

The impact of ministry, especially in youth and children’s ministry, is never quick. Leaders need to be developed with a view to the “long haul” rather than a short-term view. Although there are seasons in life and ministry, the benefit of building relationships over time in ministry is enormous. We should normally be looking for people who are ready to invest over time, not just do a job for a short time.

#### 6. God-given VISION

With the above in mind, it requires a sense of being lead by God to be used by him to achieve his purpose in Kingdom Building. Someone once said of work with the young, *“Vision for youth ministry is a reflection of what God wants to accomplish through you to build His Kingdom”*. Leaders understand they are privileged to be used by God as co-workers with Christ, so we follow his direction, not ours.

#### 7. TEAM PLAYER

We need people who are different! Romans 12 and 1 Corinthians 12 outline how the Body of Christ is made up of great variety. We must seek a mixture of backgrounds, ages, gender, personality, interests, talents and gifts – no one can do everything and different people are suited to fit in different situations. Leaders are therefore co-dependent and any leader who shows a tendency to go to it alone is a liability

#### 8. FAT!

Faithful, Available, Teachable (Stewart 2002:64). We need those upon whom we can rely, who volunteer because they want to serve the Lord and know that they always have something to learn.

**Ruth Hassall** gives the following definition of a leader:

*An attitude of servanthood ...using the ability that God has given ...to lead others in a way that shows God’s love ...and achieves God’s goals” (Hassall “Ready to Lead” 2009:23)*

#### **Discussion**

- In your experience, do you think the church promotes and develops these kinds of qualities in leaders?
- Why or why not?

## **5: Call**

### **Identifying & Inviting Leaders**

Have you ever thought about when were you first aware of being drawn into leadership in the church?  
If you are using this as a training resource, you may find it helpful to share your story of when you first felt called to be a leader, and how it was for you at first – especially if it did not all go well at first!

All leadership positions in church rely to some extent on a sense of call, and although they may not feel as important as some more high profile roles, their appointment must be taken seriously and judged with the same strenuous criteria we apply to any leadership role within the Church. In short, we need people who have some sense that they are there because God wants them to be.

If we are in the task of finding leaders we must remember the following:

#### **1. STRUCTURES – be appropriate & accountable**

- **Remember the lines of authority:** Session (who should appoint any leader in a congregation), the minister, youth worker or other staff should all have their place
- **Child protection:** for all Youth and Children’s leaders we must follow carefully the “Taking Care” Guidelines before confirming any appointment
- **Procedure:** there should be a clear procedure before appointment, including an initial discussion, informal interview, Access NI etc.
- **Long-term view:** Kirk Sessions are responsible for looking ahead to future leadership needs, especially overall organisational leaders, developing leadership needs, and succession planning
- **Strategy:** We should ensure there is no lottery or haggling over leaders! It is ideal if someone is appointed to have responsibility for the big picture of leadership across a congregation.

#### **2. METHODS of recruiting - be wise**

There are a number of possible alternatives, each of which have pros and cons:

- **Public appeal:** can be too wide and dangerous in terms of how people might respond, so should only be used with caution, making it clear that if they volunteer they may not be asked to lead
- **Elders:** involve them and remind them of their responsibilities – they may well know ideal people
- **Existing leaders:** use those who already lead to suggest additional leaders will help give a wider pool than you have; ensure they understand their ideas may not be taken up, however

- **Young People:** again, although they cannot make decisions, it is important to listen to who they would like to be leaders; their insight might prove invaluable
- **Public information:** ensure leadership needs are known in the congregation, for prayer and for potential interest; perhaps consider having a list of specific vacancies or leadership roles
- **Lateral thinking:** look in unlikely places e.g. older people, parents, those who wouldn't consider themselves leaders but might take on a support role (see below) or provide an area of expertise

### **3. IMAGE – be fresh & inspiring**

Often we need to work hard to help people see they could be a leader and this may require us to blow the myths about leadership or remove some of the reasons people may give for declining. Doug Fields (2002:186) lists some entertaining excuses for not getting involved that mostly centre on misunderstandings of what it means to be a leader. If we can find out what attracts or puts people off, then try to underline the value of leadership from the pulpit or in the church magazine, for example. We should highlight what we do unapologetically, celebrating ministry and inspiring others to want to be involved. We can allow people to give what they have, in terms of time, talent and commitment

### **4. DIVERSIFY – be creative**

There are different ways to involve people which allow them to try out at a level at which they are comfortable. This includes hands on roles (e.g. leader, teacher), support roles, (e.g. drivers, food, admin, technical, finance, worship, tuck shop), but also ensuring everyone in the congregation knows they have a role in the responsibility of prayer and support.

#### **What is call?**

Moses had his 'burning bush' encounter with God – "So now go, I am sending you!" (Exodus 3:10). In leadership you will encounter times of difficulty, challenge, frustration and perhaps burnout. If you cannot go back to a burning bush experience you will be tempted to quit!

Hawkins (2002) points out that God has always called people who might not be the most obvious to others, but He teaches them that it is His call and His work which are important. People may already have a sense of call or they may need to opportunity to test it out – our process must always seek to recruit people who are responding to God's vision and call. That means we must be ready to share the value of what we are asking them to do. Give them a sense of being a "generation-changer" (Hawkins 2002, chapter 2)

## **6: Competence**

This is the part where we can and must look to make a real difference by intentionally developing the potential we have identified in people.

### **Plan ahead**

In Glasgow there is a “bridge to nowhere” which was meant to link pedestrians to a shopping centre, but ended up being abandoned as it was never going to reach the intended destination. In ministry we can end up with a similar phenomenon if we are guilty of not planning ahead and we need to plan our successors and know where our ministry is going. This is not just a matter of succession planning, though that is important, but thinking much more broadly about how the leadership needs in our congregation are likely to change, or even how we would like them to be!

### **Develop leadership in young people:**

Any good youth leader will want to disciple young Christians in a way which helps them identify and develop gifts, but identifying and developing leadership in young people is even more intentional than that. It may start with giving them some real responsibility, but in doing so, show them real trust (surprise them!). This may involve allowing them to fail, but not to feel like a failure, but helping them to learn from the experience in a neutral and encouraging way. (You may know the picture of how a moth emerges from its cocoon, taking time and real struggle; although we may be tempted to cut the process short or minimize the pain, in doing so it would mean they miss out on the benefit of the struggle!)

We must also ensure we give them the necessary support so they do not feel “thrown in at the deep end”, and give them constructive feedback about what they have done well, or not so well. The process: “I do, you watch / I do, you help / You do I help...” Is a useful model. Our aim must be to develop big hearts not big heads, reflecting the characteristics mentioned above, and it is vital that we remember leaders are not always upfront and extrovert and so be looking out also for those who display leadership characteristics in a less open way. There is an important element of timing as we need to pick the right time to let them step up a level but be willing to step back and, in contrast, know when we need to step right back and let them do it!

## **Facilitate Youth Participation**

Participation is a common value in education and secular youth work, but the Presbyterian Church in recent years has been encouraging the development of youth participation as an overall ethos in our congregation to the benefit of everyone. Since the advent of SPUD, the denomination's Youth Assembly, there have been moves to support congregations to find ways to enable young people to play their part, not necessarily in a way that adults do, but in a way which is developmentally appropriate to them. There are many barriers to this and congregations are generally not well equipped to enable youth participation and may give up or not try, even if there is a desire. However, it is clear that it increases understanding of the church, ownership and long-term commitment and so SPUD is developing resources to assist congregations to find models of youth participation which may work in their context. SPUD can be contacted through the Youth and Children's Office in Assembly Buildings.

## **Be a Model Leader**

Remember that your example is the most powerful (remember that groups become like their leaders). Be passionate about what you do otherwise no one will believe it is important.

## **Envision your team**

It is important to excite them about they are (or what they could be) part of, always keeping the vision of the ministry to the forefront so that they never forget what they are doing and why. Antoine-Marie-Roger de Saint-Exupery said, *"If you want to build a ship don't herd people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea."* The methodology of discerning the vision for the Church is very different – in fact opposite - to that of the world. We are not on a voyage of discovery seeking out the unknown; we know exactly where we are going.

Our goal is not to replicate the early Church – although there are many commendable aspects of life in the first century – not least the rate of growth on the day of Pentecost – no, our goal is the Church perfected and redeemed as we see in the glimpses from the book of Revelation. Jesus, the Church Builder, is already breaking into our age in power to prepare for the consummated Church of eternity.

Anderson puts it like this, *"Effective leadership means reading the signs of God's promise in the context of present events, and translating these signs into goals; this is 'preparing the way of the Lord.'" John the Baptist came to announce the coming of One who was greater, he set a vision before the people that demanded a response – this is our calling – we know the target towards which we are aiming.*

Henri Nouwen states: *“A Christian leader is not a leader because he announces a new idea and tries to convince others of its worth; he is a leader because he faces the world with eyes full of expectation, with the expertise to take away the veil that covers its hidden potential. Christian leadership is called ministry precisely to express that in the service of others new life can be brought about. It is this service which gives eyes to see the flower breaking through the cracks in the street, ears to hear a word of forgiveness muted by hatred and hostility, and hands to feel new life under the cover of death and destruction.”* (1972:75)

## **Train**

We have acknowledged that leaders are learners, no matter how long they have been in leadership, and it is important to prioritise training throughout leadership in your congregation, doing whatever it takes to facilitate that. This may mean, for example, cancelling programmes so that busy leaders have the space to train and trying to support training financially wherever possible, even setting up a training fund.

## **Mentor**

Mentoring is a subject which would take a resource on its own to adequately cover, but it is important to acknowledge the need to give new and growing leaders someone who can look out for them and help them develop as a leader in the context of an intentional relationship. Hassall gives a great account of how to mentor young leaders in her book *“Growing Young Leaders”*. C.P.A.S. also provide highly recommended courses for *“Growing Leaders”* and *“Growing Young Leaders”* which are based around principles of mentoring leaders.

One simple thing which any team can do is to pair leaders off, allocating a more experienced leader to someone who is newer to the role and encouraging them to offer informal and unpressured feedback, encouragement and support. After all, no team leader can look out for every team member in the same way, and this can be an effective way of supporting individual leaders and helping them to grow in their role.

## **7: Community**

### **The Value of Team**

It is another subject for a separate resource, but developing leadership cannot be considered without understanding the importance of team. *“Growing leadership occurs best in community”* (Lawrence 2004:233). It is important to develop a sense of intentionality with team, both as a wider concept of leadership within a congregation and within each team leading a ministry. This means working hard to develop a sense of community, ensuring a team meet together regularly, prays, celebrates and learns to care for one another.

### **Protect, Invest, Motivate**

It is also vital that we look after all the leaders we already have, and as we develop our teams it is wise to ensure we address some key issues which can make a significant difference to people’s level of motivation and how much they feel valued and part of the overall vision.

- **COMMUNICATION:** to avoid isolation and frustration, ensure people know what’s going on, especially basic details such as dates, responsibilities, key information, feedback
- **ACCOUNTABILITY:** find a balance of support without being a burden
- **VALUING:** find ways the congregation can make leaders know they are appreciated there, such as holding a thank you meal, arranging babysitting for nights they are leading, making phone calls or sending notes or emails to tell them how much what they do matters
- **RESPONSIBILITY:** ensure everyone feels the right level of involvement, knowing the value of what they are doing and how it plays a vital part of the bigger picture

### **Significant Relationships for Leaders**

It may be helpful to remember, or to share, these important relationships for leaders to help them understand the nature of Biblical community:

- With Jesus: Leaders are always ‘led’ people – we are under-shepherds of the One Good Shepherd.
- With Church Leadership: It is vital to know what is being expected of you, from whom you take direction and to whom you are accountable
- With Team Members
- With Those Being Led
- With Self: Paul gives this warning to the Ephesians elders in Acts 20:28, *“keep watch over yourselves.”*

## **Case study**

### **An example of someone who has grown into leadership**

Here is a story of someone who has grown into leadership, with the help of others; we hope this case study will inspire you to do the same for others.

### **John – youth participation in a congregation**

Like most people, John thought SPUDs were only what you had for your dinner until his minister asked him to be the SPUD rep for his congregation at something called “The Big Event”. If he was honest, he did not really know what he was going to, but his minister promised him it would be worthwhile. He never imagined in how much it would be a catalyst for change in his life.

John was inspired by his peers who had a passion to mobilise young people to play a part and have a voice in the church. They talked about subjects that he had not realised he also felt strongly about, but when he was in a discussion group he realised how much it mattered to him! Most of all he loved that he was talking about the church he loved with other young people and it did not feel weird.

As a result of this, John not only ended up going to the SPUD residential some weeks later and attending the General Assembly, but he realised that it had fired him up to do something in his own church. He went to see his minister, (after all, it was his fault for getting him into it in the first place) and asked for permission to have a meeting of young people to talk about having some kind of movement similar to SPUD in his own congregation. His minister was very supportive and they agreed that one of the elders, who was also a youth leader, would act as a mentor to support him in this project, but that he would be the one to do it and would have free reign to organise the meeting and report back to Kirk Session.

To cut a long story short, this was a successful story of a young person who was shown trust and encouraged to find a way to enable him and his peers to play a part and have voice in the congregation. Looking back, it is clear that many of them have a much greater sense of belonging and are involved in leadership in different areas still.

## Resources

The following are various books either on leadership development or which include substantial input on the subject, many of which are referenced in this resource.

- Adair, John, (2009) *“How to Grow Leaders”* (Kogan Page)
- Anderson, Ray (1986) *“Minding God’s Business”* (Erdmann)
- Fields, Doug (2002) *“Your First Two Years in Youth Ministry”* (Youth Specialties)
- Hassall, Ruth (2009) *“Growing Young Leaders* (CPAS)
- Hassall, Ruth (2009) *“Read to Lead”* (CPAS)
- Hawkins, Tim (2002) *“Leaders Who Will Last”* (Good Book Company)
- Kouzes, James & Posner, Barry (2007) *“The Leadership Challenge”* (Wiley)
- Lawrence, James (2004) *“Growing Leaders”* (CPAS)
- Marshall, Colin & Payne, Tony (2009) *“The Trellis and the Vine”* (Matthias)
- Nouwen, H. (1972) *“The Wounded Healer”* (Doubleday & Company).
- Robbins, Duffy (2004) *“This Way to Youth Ministry”* (Youth Specialties)
- Stewart, Alan (2000) *“No Guts No Glory”* (Matthias)