

# Conflict Resolution & Biblical Peacemaking



**Taught by Dr. Gordon Penfold for Doctor of Ministry Students  
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# Turnaround Pastor



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Dr. Gordon E. Penfold

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# Conflict Resolution

**“Can two  
walk  
together  
unless they  
are agreed?”  
Amos 3:3**



# Four facets to the training

**Part 1: The Theology of Peacemaking**

**Part 2: The Practice of Peacemaking**

**Part 3: Your Personality and  
Peacemaking**

**Part 4: Intervention in Deeply Troubled  
Churches**

**Part 1:**

**The Theology of  
Peacemaking**

# **I. The God of Peace**

## **A. God is the “God of Peace”**

**Romans 15:33**

**Romans 16:20**

**Philippians 4:9**

**1 Thessalonians 5:23**

**Hebrews 13:20-21**

**Judges 6:24**

# **1. The God of Peace**

## **A. God is the “God of Peace”**

**Romans 16:20**

**“And the God of peace will crush Satan under your feet shortly. The grace of our Lord Jesus Christ be with you. Amen.”**

# 1. The God of Peace

## A. God is the “God of Peace”

### Philippians 4:9

**“The things which you learned and received and heard and saw in me, these do, and the God of peace will be with you.”**

## **B. God's Design for Peace**

### **1. God offers peace to us through Christ**

**John 14:27**

**John 16:33**

**John 20:19-21**

**Acts 10:36**

## **B. God's Design for Peace**

### **1. God offers peace to us through Christ**

**John 14:27 "Peace I leave with you, My peace I give to you; not as the world gives do I give to you. Let not your heart be troubled, neither let it be afraid."**

## **B. God's Design for Peace**

### **1. God offers peace to us through Christ**

**John 16:33 "These things I have spoken to you, that in Me you may have peace. In the world you will have tribulation; but be of good cheer, I have overcome the world."**

## **B. God's Design for Peace**

### **1. God offers peace to us through Christ**

**John 20:19 "... Jesus came and stood in the midst, and said to them, 'Peace be with you.'<sup>20</sup> When He had said this, He showed them His hands and His side. Then the disciples were glad. . . ."**

## **B. God's Design for Peace**

### **1. God offers peace to us through Christ**

**Acts 10:36 "The word which God sent to the children of Israel, preaching peace through Jesus Christ -- He is Lord of all."**

## **B. God's Design for Peace**

**2. God desires us to live at peace with one another**

**Psalm 133:1**

**Romans 14:16-19**

**Ephesians 2:14-17**

**Ephesians 4:3**

**Colossians 3:15**

**Romans 14:16 "Therefore do not let your good be spoken of as evil; <sup>17</sup>for the kingdom of God is not eating and drinking, but righteousness and peace and joy in the Holy Spirit. <sup>18</sup>For he who serves Christ in these things is acceptable to God and approved by men. <sup>19</sup>Therefore let us pursue the things which make for peace and the things by which one may edify another."**

**Ephesians 2:14 "For He Himself is our peace, who has made both one, and has broken down the middle wall of separation, <sup>15</sup>having abolished in His flesh the enmity, *that is*, the law of commandments contained in ordinances, so as to create in Himself one new man from the two, *thus making peace*"**

**"<sup>16</sup>and that He might reconcile them both to God in one body through the cross, thereby putting to death the enmity. <sup>17</sup>And He came and preached peace to you who were afar off and to those who were near."**

# **Ephesians 4:3**

**"endeavoring to keep the unity of the Spirit in the bond of peace."**

## **B. God's Design for Peace**

### **3. God desires us to live at peace with ourselves**

**Isaiah 32:17**

**Isaiah 26:3**

**Isaiah 48:18**

## **B. God's Design for Peace**

### **3. God desires us to live at peace with ourselves**

**Isaiah 32:17 "The work of righteousness will be peace, And the effect of righteousness, quietness and assurance forever."**

## **B. God's Design for Peace**

### **3. God desires us to live at peace with ourselves**

**Isaiah 26:3 "You will keep him in perfect peace, Whose mind is stayed on You, Because he trusts in You."**

## **B. God's Design for Peace**

### **3. God desires us to live at peace with ourselves**

**Isaiah 48:18 "Oh, that you had heeded My commandments! Then your peace would have been like a river, And your righteousness like the waves of the sea."**

## **B. God's Design for Peace**

### **4. God desires us to live at peace with our Enemies**

**Matthew 5:9 "Blessed are the peacemakers, For they shall be called sons of God."**

**Matthew 5:43 "You have heard that it was said, 'You shall love your neighbor and hate your enemy.' <sup>44</sup>But I say to you, love your enemies, bless those who curse you, do good to those who hate you, and pray for those who spitefully use you and persecute you, <sup>45</sup>that you may be sons of your Father in heaven; for He makes His sun rise on the evil and on the good, and sends rain on the just and on the unjust."**

## **B. God's Design for Peace**

### **4. God desires us to live at peace with our Enemies**

**Proverbs 16:7**

**"When a man's ways please the LORD, He makes even his enemies to be at peace with him."**

**Romans 12:17 "Repay no one evil for evil. Have regard for good things in the sight of all men. <sup>18</sup>If it is possible, as much as depends on you, live peaceably with all men. <sup>19</sup>Beloved, do not avenge yourselves, but rather give place to wrath; for it is written, 'Vengeance is Mine, I will repay,' says the Lord."**

**Romans 12:20 "Therefore 'If your enemy is hungry, feed him; If he is thirsty, give him a drink; For in so doing you will heap coals of fire on his head.' <sup>21</sup>Do not be overcome by evil, but overcome evil with good."**

## **B. God's Design for Peace**

### **4. God desires us to live at peace with our Enemies**

**Hebrews 12:14 "Pursue peace with all people, and holiness, without which no one will see the Lord"**

# **C. The Roots of Conflict**

## **Observations:**

- 1. Conflict is Pervasive**  
**(see your notes)**

# Paul and Barnabas' Conflict

## Acts 15:16-31

	Paul	Barnabas
Mission		
Vision		
Values		

# Paul and Barnabas' Conflict

## Acts 15:16-31

	<b>Paul</b>	<b>Barnabas</b>
Mission	Great Commission	Great Commission
Vision		
Values		

# Paul and Barnabas' Conflict

## Acts 15:16-31

	Paul	Barnabas
Mission	Great Commission	Great Commission
Vision	<u>Effective</u> Missionary Outreach	<u>Developing</u> Effective New Leaders
Values		

# Paul and Barnabas' Conflict

## Acts 15:16-31

	Paul	Barnabas
Mission	Great Commission	Great Commission
Vision	<u>Effective</u> Missionary Outreach	<u>Developing</u> Effective New Leaders
Values	Effective Ministry <u>Now</u>	Effective Leaders for the <u>Future</u>

# **C. The Roots of Conflict**

## **Observations:**

**1. Conflict is Pervasive**

**2. The Peace Chapters**

**Gen 1-2; Rev 21-22**

# **C. The Roots of Conflict**

## **Observations:**

### **3. The Theology of Conflict**

**Conflict is defined as a difference in opinion or purpose that frustrates someone's goals or desires**  
**(Ken Sande, *The Peacemaker*, 29)**

## **Church Conflict Defined:**

**"Church conflict is a difference of opinion over mission, vision, and values that frustrate a person's goals or desires."**

**(Brown, Penfold, Westra, *Pastor Unique*, 154).**

# C. The Roots of Conflict

## C. The Entry of Sin into the Universe

Satan's Name: Adversary

**Murderer**

**John 8:44**

**Liar**

**John 8:44**

**Confirmed and  
practicing sinner**

**1 John 3:8**

**Promotes false lifestyle**

**Ephesians 2:1-3**

**Promotes false religion**

**1 Tim 4:1-3**

# Satan's Description

Ezek 28:11-17

- Seal of perfection
- Full of wisdom
- Perfect in beauty
- In Eden
- Gloriously clothed
- Prepared for music (timbrels and pipes)
- Created

# **Satan's Position Before God!**

- **Anointed Cherub who covers**
- **Walked in the midst of fiery stones (close to God)**
- **Perfect in all his ways**

# **Satan's Sin      Isaiah 14:12-17**

## **(Pride)**

- **I will ascend into heaven**
- **I will exalt my throne above the stars of God**
- **I will sit on the mountain of the congregation**
- **I will ascend above the heights of the clouds**

# **Satan's Sin      Isaiah 14:12-17**

- **I will be like the most high**
- **Puffed up with pride<sup>1</sup> Tim 3:6**

- **Extended to other angles**

**Rev 12:14**

# **C. The Roots of Conflict**

**5. The Entry of sin into  
humanity                      Genesis 3:1-6**

**Temptation**

**Vs 6**

**1 John 2:15-16**

**"Do not love the world or the things in the world. If anyone loves the world, the love of the Father is not in him. For all that *is* in the world—the lust of the flesh, the lust of the eyes, and the pride of life—is not of the Father but is of the world."**

**1 John 2:15-16**

# **C. The Roots of Conflict**

**5. The Entry of sin into  
humanity                      Genesis 3:1-6**

**Temptation**

**Vs 6                                      1 John 2:15-16**

**Consequences      Gen 3:7-19**

## **C. The Roots of Conflict**

**Conflict between the seed of the  
serpent and the seed of the woman  
Gen 3:15**

# **C. The Roots of Conflict**

**Conflict between man and God**  
**Matt 16:21-23**

# D. Conflict in the Christian Life

# Maps of War

<http://www.mapsofwar.com/ind/imperial-history.html>

## **D. Five Types of Conflict in the Christian life**

- 1. Conflict between people and God  
—Gen 6:3**
- 2. Self-condemnation: people struggle to accept God's forgiveness  
—Isaiah 48:18**
- 3. Spiritual Warfare  
—Eph 6:10-20**

# **D. Five Types of Conflict in the Christian life**

## **4. Interpersonal Conflict**

**—Matt 5:21-26; 18:15-18**

## **5. Conflict with our Enemies**

**—Romans 12:16-21**

# **D. Conflict in the Christian Life**

## **6. The Pervasiveness of Conflict**

# **Breakout Session**

# Turnaround Pastor



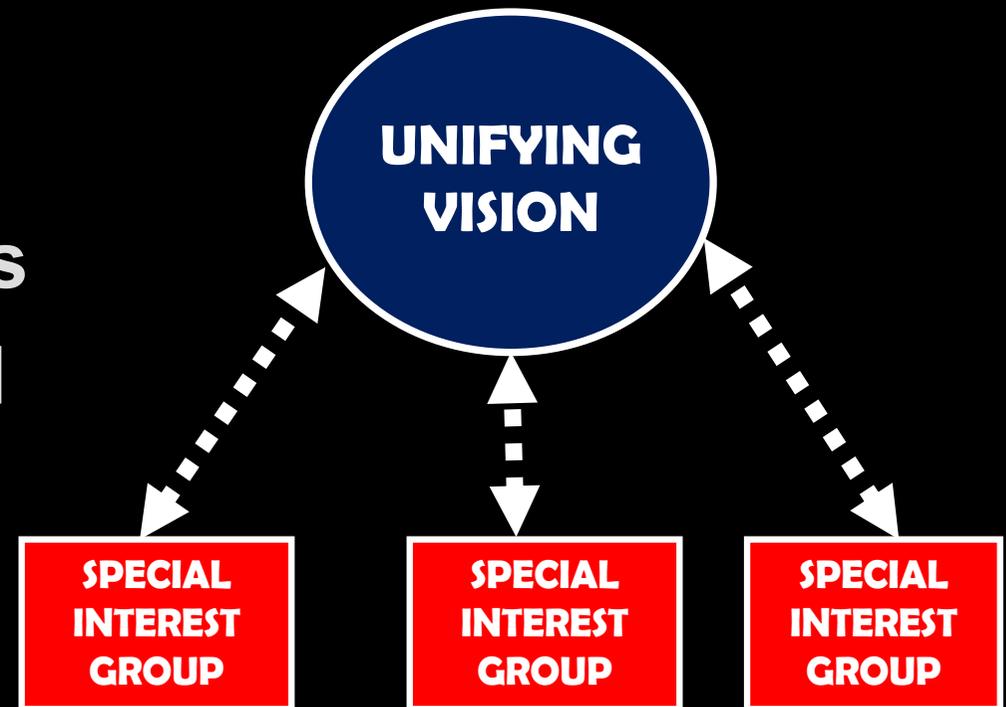
# **E. Flash Points: Problems that Ignite Conflict**

## **1. Loss of Mission and Vision**

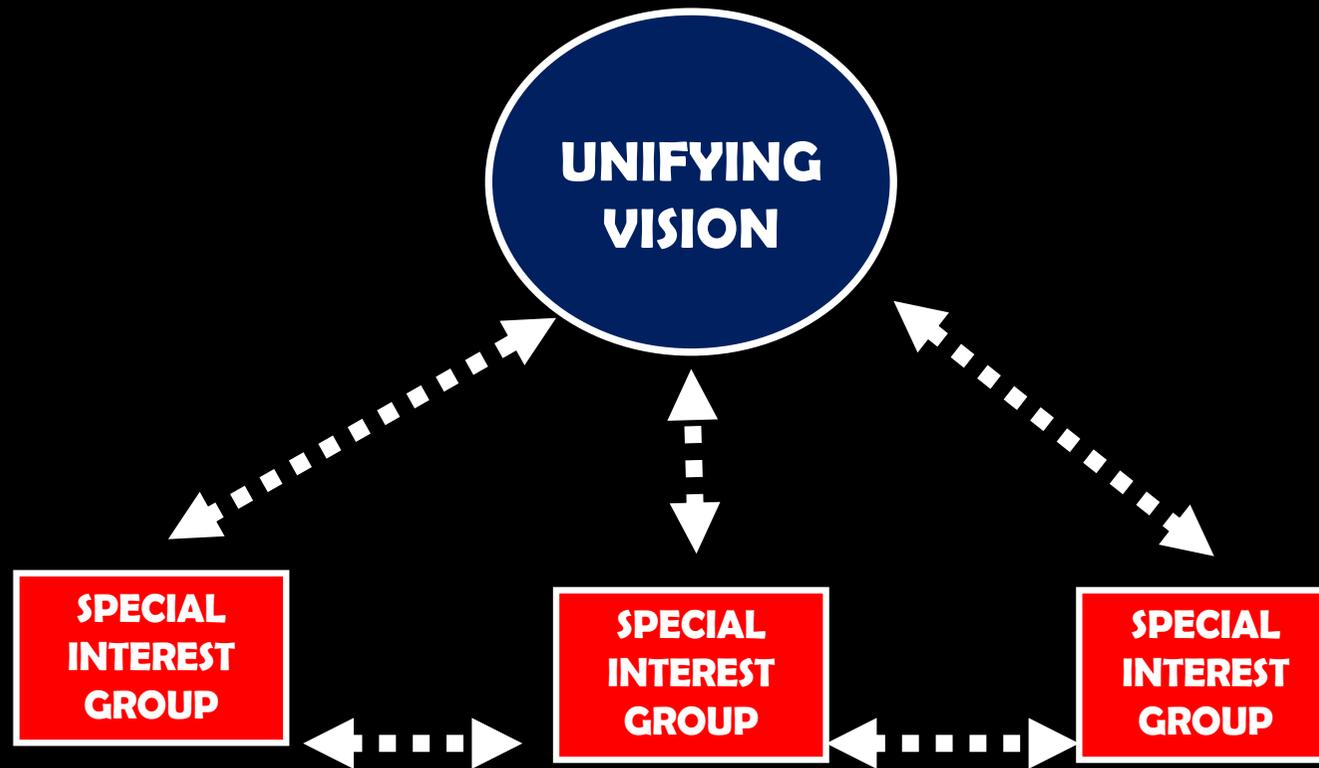
# Factors Contributing to Conflict

**Lack of agreement, communication, ownership and application of a Unifying Vision**

- ◎ **Development of special interest groups**
- ◎ **Conflicting values and purpose**



# Factors Contributing to Conflict



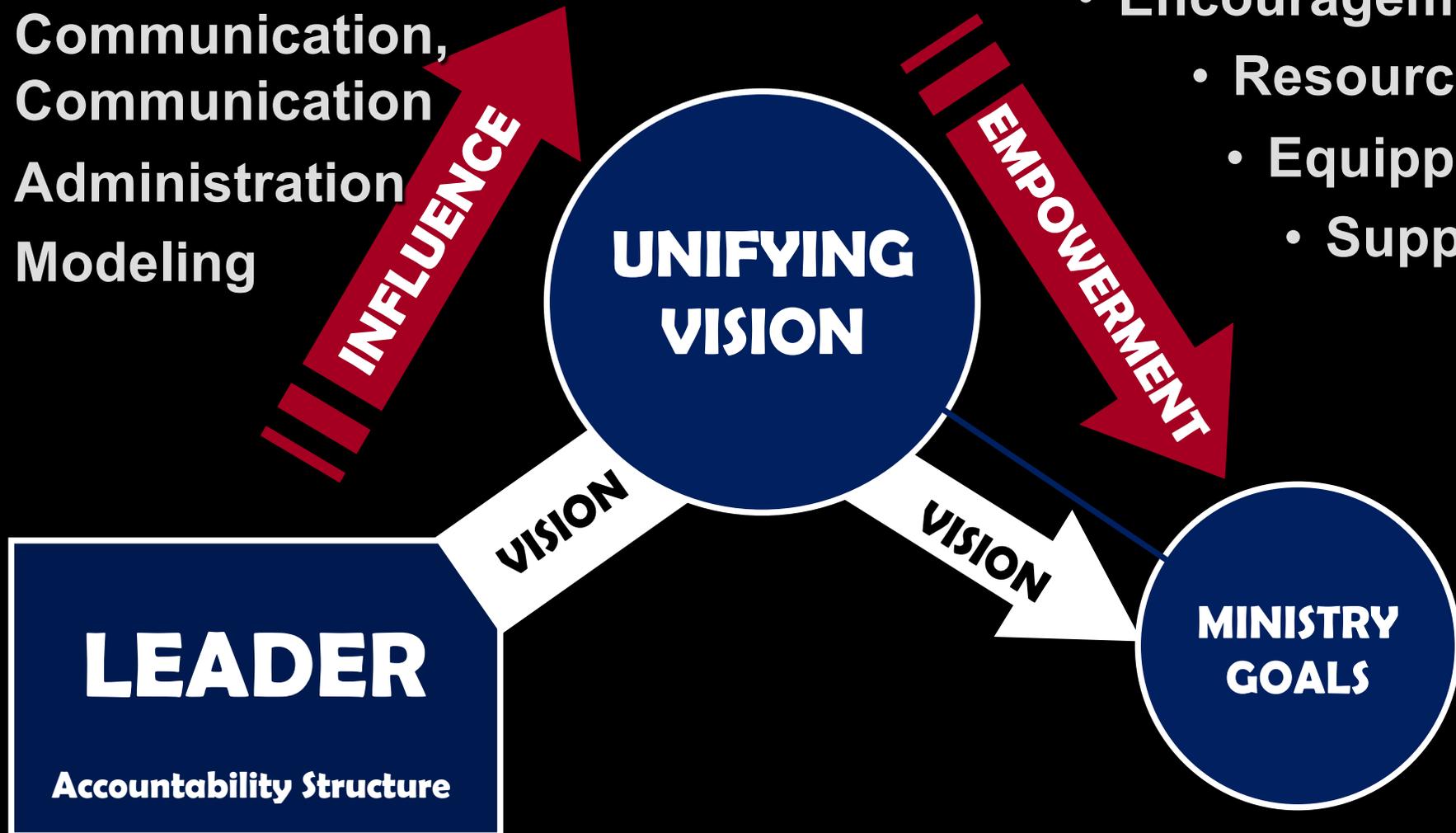
**Conflicting Interests  
Lead to deepening  
*CONFLICT* and Frustration**

# Visionary Leadership

## PEOPLE

- Communication, Communication, Communication
- Administration
- Modeling

- Encouragement
  - Resourcing
  - Equipping
  - Support



# **E. Flash Points: Problems that Ignite Conflict**

**2. Sinful attitudes that lead to sinful actions**

**James 4:1-12**

**Matt 15:19**

**3. Sins of Commission**

**Gal 5:16-23**

# **E. Flash Points: Problems that Ignite Conflict**

## **4. Interpersonal Relationships**

**Galatians 2:1-14**

**Matt 15:19**

## **5. Language Barriers**

**Acts 6:1-6**

# **E. Flash Points: Problems that Ignite Conflict**

**6. Cultural Differences**

**7. Misunderstanding from poor communication**

**8. Incorrectly judging motives**

**9. The tongue**

## **E. Flash Points: Problems that Ignite Conflict**

- 10. Differences in values, goals, gifts, calling**
- 11. Competition for limited resources**
- 12. Ownership**
- 13. Decline in membership and church vitality**

## **E. Flash Points: Problems that Ignite Conflict**

**14. Traditionalism**

**15. Ineffective Pastor**

**16. Controlling or micromanaging governing board**

**17. Stubborn, rebellious church members**

## **E. Flash Points: Problems that Ignite Conflict**

- 18. Poor fit between pastor and congregation**
- 19. Conflict between the Pioneers (Old Guard) and Homesteaders (new people)**
- 20. Other**

# Conflict Resolution

**“Can two  
walk  
together  
unless they  
are agreed?”  
Amos 3:3**



**Part 2:**

**The Practice of  
Peacemaking**

# **The Objectives of Conflict Resolution**

## **1. Foundational Assumptions**

- A. Christ desires harmony to exist in the Body of Christ, the local church.**
- B. The Primary Objective is the Restoration of Broken Relationships.**
- C. In the event of failure to achieve repentance, confession and forgiveness, the offending parties must be dismissed until such time as these biblical responses take place.**

## **2. 4 Levels of Conflict Resolution**

**A. Peace with God**

**B. Peace with Ourselves**

**C. Peace with Others—Making  
Peace in the Church**

**B. Peace with Difficult People**

# **Our First Response to Offense**

**Passage: 1 Peter 4:8**

**“And above all things have a fervent love for one another, for love will cover a multitude of sins.”**

# **Essential Keys for Biblical Conflict Resolution:**

- ✓ Keep the circle small!**
- ✓ Own your own**
- ✓ Apply the proper passage to the conflict issue at hand and the appropriate responses to each.  
Matthew 18:15-18 is not the cure-all for every conflict**

# Essential Keys for Biblical Conflict Resolution:

✓ You know, you go!

# Breakout Session

- **Meet in groups of 4 or 5 and discuss a conflict issue you have faced.**
- **Write down the issue and answer the question, “How did I handle this issue?”**

# Part 3:

## Major Conflict Passages: Specific Passages with Specific Prescriptions for Peacemaking

# **Passage: Matt 5:21-26**

**Problem: A believer realizes he/she has offended another.**

**Those Involved: Offender and one assumed to be offended**

**Person(s) responsible for resolution:  
The one who caused the offense**

## **Process:**

- 1. Leave your offering (resolution is more important than giving!)**
- 2. The one who offender seeks forgiveness.**

**Purpose: Reconciliation**

**Result: Reconciliation and Harmony**

# **Passage: Matthew 18:15-18**

**Problem: One believer has sinned against another believer.**

**Those responsible for reconciliation:**

- 1. Offender and person offended**
- 2. One or two additional witnesses**
- 3. The entire church**

## **Process:**

- 1. The offended party meets alone with the offending party**
- 2. Resolution! PTL. No resolution, 1-2 witnesses.**
- 3. Offender is taken before the church. Reconciliation or dismissal from the church.**

**Purpose: Resolution between two**

**Result: Resolution or removal**

# **Passage: Galatians 6:1, 10**

**Problem: A believer is overtaken (detect, overtake, surprise) in a fault (false step, transgression sin)**

**Those responsible for reconciliation:**

- 1. The observer**
- 2. Those who are spiritual**
- 3. The individual overtaken in sin**

## **Process:**

- 1. The observation**
- 2. Spiritual preparation**
- 3. Gently approaching the guilty party**

**Purpose: Restoration to useful  
Christian living**

- Result:**
- 1. Restoration**
  - 2. Removal if no repentance**

**Passage: Titus 3:1-11, Rom 16:17-18**

**3 John 9-10**

**Problem: A divisive person who disrupts the church**

**Those Involved: The individual and the church**

**Those Responsible: The individual and the church**

# **Process:**

- 1. Give two warnings**
- 2. If there is a third incidence of disruption, the member is removed from the church by the church.**

**Purpose: Repentance and reconciliation.  
If not, removal which leads to harmony.**

**Result: Harmony in the church**

# **Passage: 2 Thessalonians 3:6-15**

**Problem: A believer is behaving in a disorderly manner—not providing for one's needs, a busy body**

**Those Involved: Believers and the church dealing with the disorderly brother (sister)**

# **Process:**

- 1. Recognize the condition**
- 2. Do not keep company w/ them**
- 3. Admonish the disorderly to become orderly**

**Purpose: Repentance and restoration to full fellowship**

**Result: The disorderly brother would be shamed to repentance**

# **Passage: 1 Corinthians 6:1-11**

**Problem: One believer in a church has sued another believer in a civil matter.**

**Those Involved:**

**Two Combatants and the church**

**Parties Responsible for Resolution:**

**Two Combatants and the church**

# **Process:**

- 1. Recognize the church's position.**
- 2. Hold a "trial"**
- 3. Appoint the "least" in the body as "judge" or appoint the most esteemed believer as the "judge."**
- 4. Allow oneself to be defrauded rather than to defraud Christ.**
- 5. Allow oneself to be cheated rather than defraud Christ.**

## **Purpose:**

- 1. To treat the Lord with respect**
- 2. To settle the dispute dividing the church**

## **Result:**

- 1. The issue is settled.**
- 2. The name of Christ is honored.**
- 3. Those outside will notice**

**Passage: 1 Tim 1:19-20  
2 Tim 2:16-18**

**Problem: False Doctrine/ those who teach blasphemy (slandorous, abusive speech)**

**Persons Involved: Church and troubling individuals**

**Those Responsible: Believers who slander and teach false doctrine and the church**

## **Process:**

- 1. Recognize the deadly poison**
- 2. Deliver blasphemers to Satan so that they learn not to blaspheme.**

**Purpose: Protect the church from blasphemy and false teaching**

**Result: The church will be protected from blasphemy and false teaching**

**Passage: 1 Corinthians 5:1-13**

**Problem: Immorality in the Church**

**Persons Involved: Church and  
immoral person**

**Those Responsible: The immoral  
person and the church**

## **Process:**

- 1. Recognize the sin of immorality**
- 2. Confront. If repentance, PTL. If not, dismissal from Church. Turn one over to Satan for destruction of flesh**

**Purpose: Cleanse the church from moral uncleanness**

**Result: The church will be cleansed from immorality**

**Passage: Proverbs 26:20-22**

**2 Corinthians 12:20**

**Problem: Gossip**

**Persons Involved: Church and those  
who gossip**

**Those Responsible: The church  
leadership, the church and the gossips**

## **Process:**

- 1. Recognize the problem**
- 2. Confront and deal with the “elephant in the room.”**

**Purpose: Protect the church from gossip**

**Result: The church will be protected and people will take note!**

# **Church Bullies & Clergy Killers**

# The Conflict Pyramid



Dennis R. Maynard, *When Sheep Attack* (Booksurge, 2010), 47-48

# Part 4:

# Your Personality and Peacemaking

# Handling Conflict **Satan's** Way

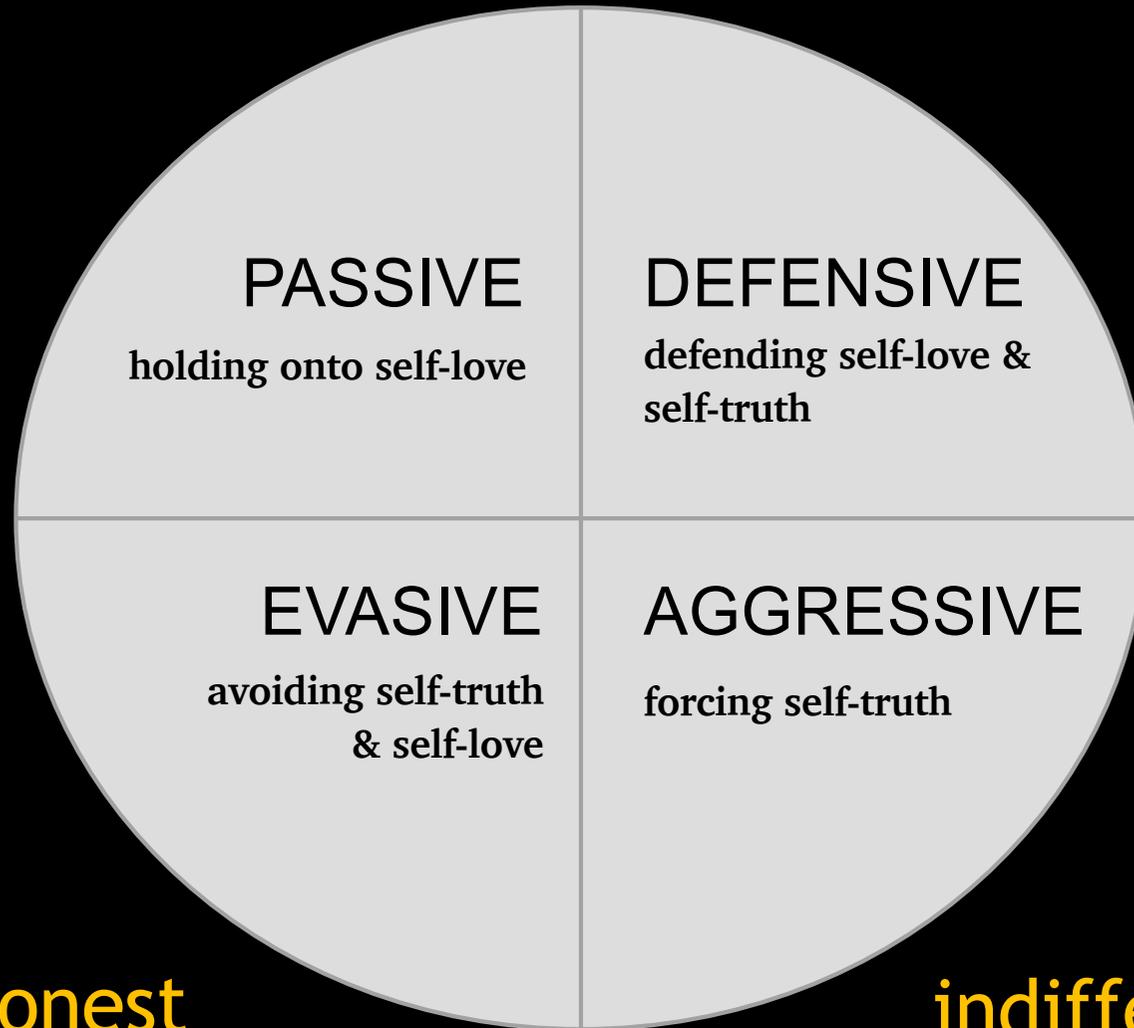
Typical ways we **mishandle** church  
conflict

# Four Inappropriate Response Styles

Jim Van Yperen, *Making Peace* (used by permission)

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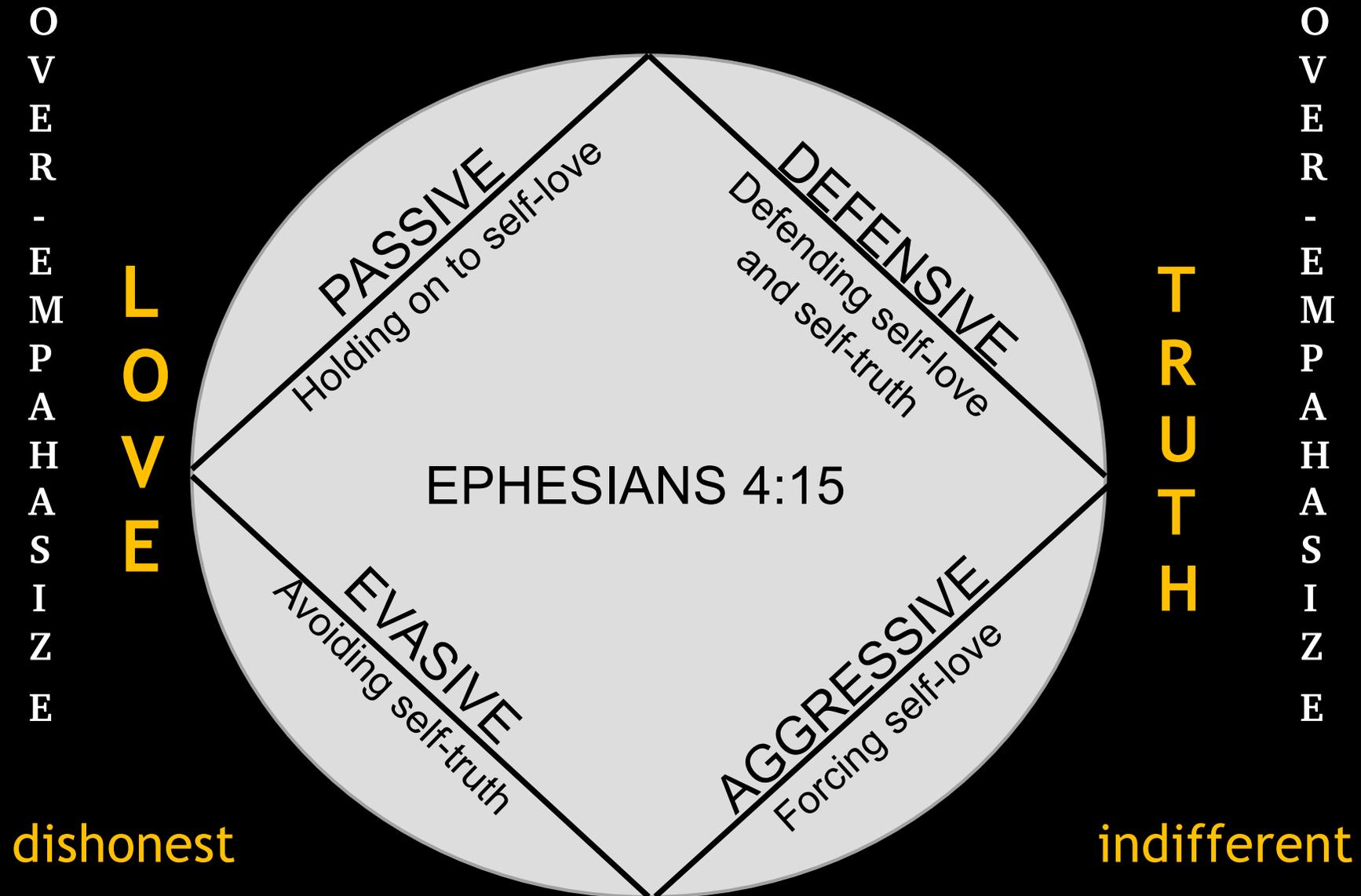
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# An Appropriate Response Style



## **2. Additional Notes**

**We respond with biblical grace.**

**Romans 12:17-21**

**“Do all things without complaining and disputing, that you may become blameless and harmless, children of God without fault in the midst of a crooked and perverse generation, among whom you shine as lights in the world.”**

**--Philippians 2:14-15**

"And *the second is* like it: 'You shall love your neighbor as yourself.'"

—Matthew 22:39

[Love] "does not behave rudely,  
does not seek its own, is not  
provoked, thinks no evil"

--1 Corinthians 13:5

"Therefore, whatever you want men to do to you, do also to them, for this is the Law and the Prophets." —Matthew 7:12

**What if people do not respond to us?**

**We respond with biblical grace.**

**Romans 12:17-21**

# **7. Interventions in deeply conflicted churches.**

**A. See handouts**

**B. Major Steps Towards Reconciliation**

**C. Sacred Assembly**

# The Process of Reconciliation

## Role of the Peacemaker

**The Church Contacts a  
Consultant/Peacemaker**



**The Consultant/Peacemaker  
Contacts the Denominational Office**



# The Process of Reconciliation

## Role of the Peacemaker

**The Consultant Secures an  
Invitation to the Church**



**The Church Votes to use the  
Consultant/Peacemaker**



# The Process of Reconciliation

## Role of the Peacemaker

**The Consultant/Peacemaker Sends  
an Assessment Packet to the Church**



**The Consultant Assembles the  
Assessment Team**



# The Process of Reconciliation

## Role of the Peacemaker

**Church Returns Assessment  
Materials**



**Consultant/Peacemaker Provides  
Data and Manuals to Assessment  
Team**



# The Process of Reconciliation

## Role of the Peacemaker

**Assessment Team reviews Data and  
Schedules Onsite Evaluation**



**Onsite Evaluation and Resulting  
Recommendations**



# The Process of Reconciliation

## Role of the Peacemaker

**Preparation for Reconciliation**



**Sacred Assembly**



**Follow Up**

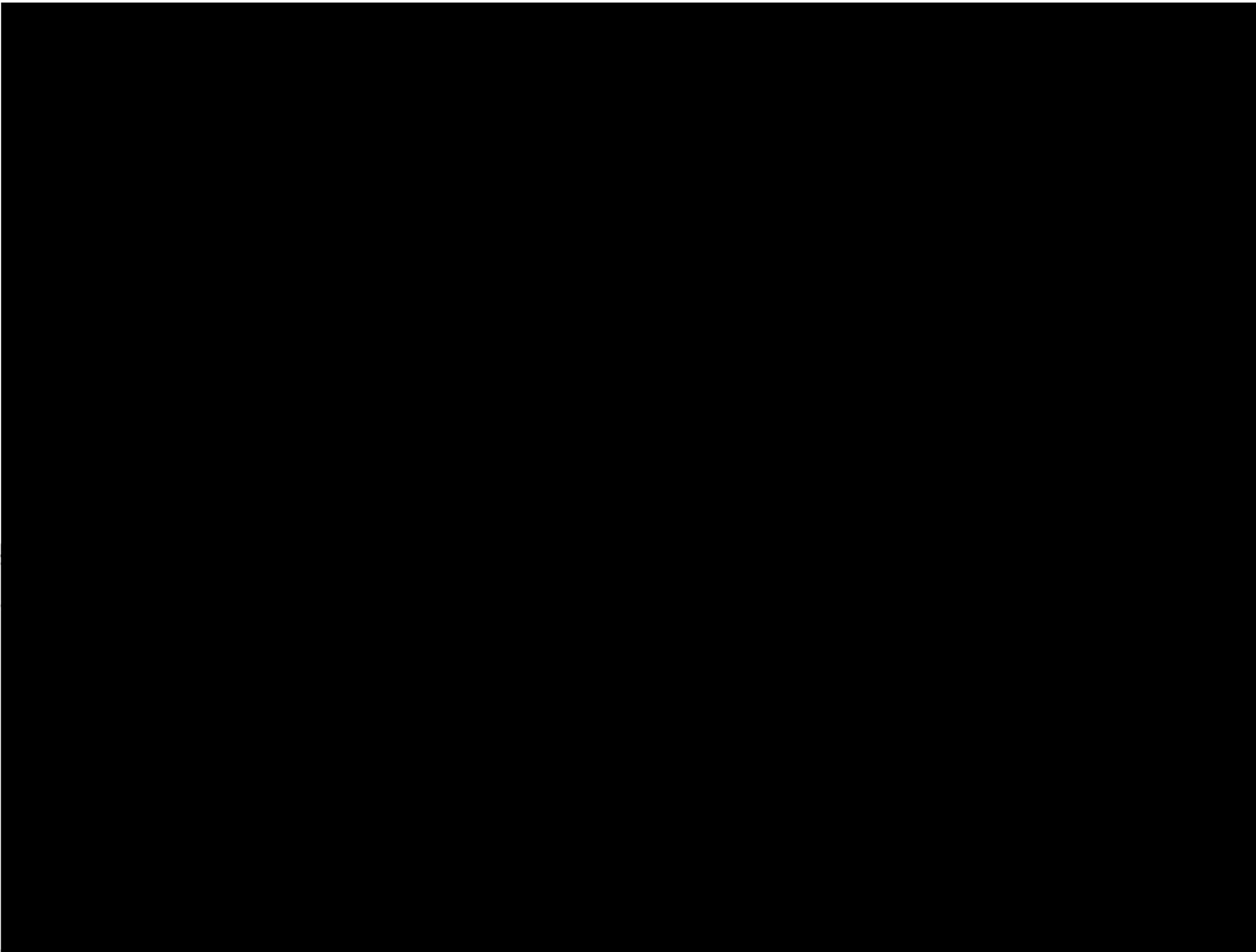
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**Dr. Gordon E. Penfold**



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