



MILLION LEADERS MANDATE

NOTEBOOK One



EQUIP[™]

Equipping Leaders To Reach Our World



The HuD Group
To inspire...totally



EQUIP is a ministry founded by Dr. John C. Maxwell. Our mission is to equip international Christian leaders to effectively serve the growing Body of Christ around the world. For more information, please visit www.iEQUIP.org.



THE HuD GROUP is a dynamic, international, Christian not-for-profit Movement focused on the development of holistic Emerging Leaders. We emphasize personal *and* interpersonal/public leadership. Founded in 2003 by Dr. Yaw Perbi, our mission is engage Hearts, enlighten Heads and empower Hands of Emerging Leaders for global impact and God's glory.

The HuD Group and **EQUIP** became partners in pursuing the *Million Leaders Mandate* in February 2010. Through the concept of **Leadership HuDdles™** we envision a global network of 1,000,000 Certified Leadership Coaches in 100 countries in 10 years to adequately inspire, inform, empower, unify and multiply the Body of Christ to catalyze end time bible prophecy and close the Great Commission. For more information, please visit www.leadershiphuddles.org.

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A Word from Dr. John C. Maxwell



Dear Church Leader,

Words cannot begin to describe how excited we, at EQUIP, are to be a part of your leadership development. Let me explain why.

We believe God has called us to a “*Million Leaders Mandate*.” It is a huge goal. We plan to reach every continent of the world before we are finished. The goal is to equip one million Christian leaders to impact their world for Christ... and you are a part of this vision. You are one in a million!

The challenge is we can only accomplish our goal with your help. Our objective for this training manual is not simply to give you tools to become a better leader. We do hope that will happen. Our goal, however, is far more than that. We are challenging everyone who experiences this training to identify other leaders (or potential leaders) whom you could equip in this material as well. We want you not only to be a leader, but a leader of leaders. We want you to be a mentor to leaders, who will multiply in others the training you’ve received. Do you remember what the Apostle Paul said to Timothy? He wrote...

“And these things which you have heard from me, in the presence of many witnesses, entrust these things to faithful men, who will be able to teach others also...” (II Timothy 2:2)

Remember, leadership development is not an “event” but a “process.” We don’t believe you can prepare to be a great leader in a day. That’s why this notebook is only part of the journey. Additional notebooks will be provided over a three-year period. This curriculum reflects 25 years of my leading and developing leaders. We are asking you to decide now to be a student of leadership. Be a part of the process. Learn it. Live it. Pass it on to others.

I am humbled and honored to join you in this endeavor. I have prayed for months, even years, about this vision. Thank you, thank you, thank you for taking the challenge of leading and equipping other leaders for the Church of Jesus Christ.

Many people are coming to Christ each day around the world. The crying need of the hour is for healthy, effective, spiritual leaders to guide them. We invite you to take this journey with us. May we enter heaven rejoicing together that we were part of the greatest leadership movement the world has ever seen.

May God bless you as you multiply,

A handwritten signature in cursive script that reads "John C. Maxwell".

Dr. John C. Maxwell

The EQUIP Team

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God's Call for Us to Lead

(Why and How God Calls Us to Lead)

"Let us make man in our image... and let him rule." (Genesis 1:26)

BIBLICAL BASIS

Christians have debated the subject of leadership for centuries. Is it biblical to lead? Are we not called to be followers, instead of leaders? Are we not called to be servants instead of rulers? Can we honestly believe that leadership is a biblical idea?

When we study the Bible closely, we see that leadership is, indeed, God's idea. God is not only the Ultimate Leader, but He has called us to lead as well.

Born to Lead

Consider this. The first description of mankind in the Bible involves leadership. God designed us to lead, to have authority and take dominion. According to Genesis 1:26-31, you and I were born to lead. Study this Scripture...

"Then God said, 'Let Us make every man in Our image, and in Our likeness; let them rule over the fish of the sea, over the birds of the air, and over the cattle, over all the earth and over every creeping thing that creeps on the earth.'" (Genesis 1:26)

1. Being made in God's image means we were created to _____.

According to verse 26, we are made in God's image. What does this mean? One clue is found in the next phrase: "and let them rule." Part of what it means to be like God is knowing we were fashioned to lead and rule.

2. God gave humans _____ over the whole earth.

We should be comfortable with two positions. The first position is being under God's authority. The second position is being in authority over the world. God has given us this calling. We must discover what it means to lead like God does.

3. If God told us to rule, we must have the _____ to do it.

God never commands us to do anything without enabling us to do it. You and I have the ability to lead because God created us and commanded us to do so. Based on your gifts and personality, you have the ability to lead in some area.

Being Salt and Light

In the New Testament, God confirms this calling to influence others. Look at Matthew 5:13-16:

"You are the salt of the earth; but if the salt has become tasteless, how can it be made salty again? ... You are the light of the world. A city set on a hill cannot be hidden. Nor do men light a lamp, and put it under a basket, but on a lamp stand; and it gives light to all who are in the house. So, let your light shine before men in such a way that they may see your good works, and glorify your Father who is in heaven."

CHECK YOUR HEART

EXAMINE THE WORD

Salt influences the food we eat. Light influences the homes in which we live. Jesus is calling us to embrace our calling to influence, and shine wherever we go. The Apostle Paul took this calling seriously when he said:

“Therefore, knowing the fear of God, we persuade men...” (2 Corinthians 5:11)

Divine Permission to Lead

Many of us feel like Moses did when he faced God at the burning bush, in Exodus 3-4. He felt inadequate and unprepared to lead. But that’s what God called him to do. Many potential leaders in the Bible were afraid and ran from their call. God had to give them permission to do it.

Most of us can list why we don’t lead effectively, just as Moses did. When God called him, he instantly had five excuses why he couldn’t lead. Notice how God responds to them.

Excuse One: Who am I? (Exodus 3:11)

Moses struggled with his identity. He just didn’t feel qualified. He thought God picked the wrong leader. God’s response: It doesn’t matter who you are. I’ve called you. I am with you.

Excuse Two: Who are you? (Exodus 3:13)

Moses struggled with intimacy. He didn’t know God well enough to describe Him to the people. His relationship with God was weak. God’s response: I AM WHO I AM. I’m anything you need.

Excuse Three: What if they don’t listen? (Exodus 4:1)

Moses struggled with intimidation. He worried about people’s reaction to him. God’s response: When I am finished, they’ll listen. Trust me.

Excuse Four: I’ve never been a good speaker. (Exodus 4:10)

Moses struggled with inadequacy. Who would follow him if he couldn’t speak well? God’s response: Guess who made your mouth? I’m the source of your gifts.

Excuse Five: I know you can find someone else. (Exodus 4:13)

Moses struggled with inferiority. He compared himself with other more competent people, and he felt inferior. God’s response: Okay, I will let Aaron go with you...but I’m still calling you.

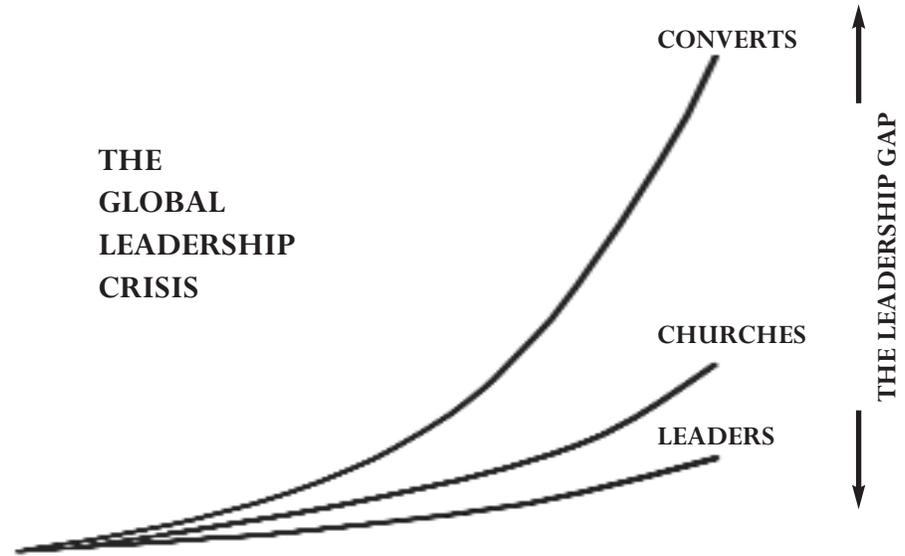
QUESTION: What excuses do you have for not leading well? What do you believe God’s response might be?

Leadership Is Influence

J. Oswald Sanders said it first. Leadership is influence. Nothing more. Nothing less. It is about influencing others in a worthwhile cause. It is not dependent on titles or positions. It is dependent on someone catching a vision from God, and mobilizing others to join them in its fulfillment. When this happens, leadership arises in its purest form. It happens to every organization at one point or another, especially when there’s no system or plan. In those times, there is no expectation of progress. Today, many regions of the world are crying for godly, effective leaders. The leader must earn the right to lead and others choose to follow.

DIAGRAM

TRUTH IN A PICTURE



The Period of the Judges

Before Israel adopted a monarchy and Saul was appointed to be their king, they experienced an era of time called the period of the Judges. It was a season when pure leadership was required. Every judge that led was a pioneer. The following verse appears more than once in the book of Judges:

“And there was no king in Israel in those days, and every man did that which was right in his own eyes.” (Judges 21:25)

Here are six reasons why this period was a leadership intensive season:

1. **Chaos reigned because there was no precedent for *AUTHORITY* or *ACCOUNTABILITY*.**
2. **Since the Jews first occupied Canaan, aggressive *ENEMIES* surrounded them.**
3. **There were no government *FUNDS* for national defense or safety.**
4. **Other *NATIONS* influenced Israel with their idols and superstitions.**
5. **Heroes like Moses and Joshua were *DEAD* and there was no *EXPECTATION* of order.**
6. **Momentum and morale were *LOW*, so growth was hard not easy.**

Fourteen judges led Israel during this period. Each leader started his/her leadership role from scratch. These are the ones we know about: Othniel, Ehud, Shamgar, Deborah, Gideon, Abimelech, Jiar, Tola, Jephthath, Ibzan, Alon, Abdon, Samson and Samuel.

Certainly, we know more about some of these judges than others. However, from the text we can summarize how effective leaders led during Israel’s most difficult season. During these times, leaders must go back to the basics. The basics are clear during this period in Israel’s history. The judges had the following characteristics in common.

The Basics of Effective Leaders:

1. _____

Contrary to what many think about leadership today, during this time leadership always began with a need. In Judges, it didn't start when someone wanted to fill an empty position. There were no positions to fill. There was no protocol or structure at all. There was no vote for deacons or Sunday school teachers. If you led it was because you saw a need and got others to help you meet it. The judges all got their start when they saw a specific problem they could address.

OTHNIEL: Found Israel surrounded by Mesopotamia. He stepped forward to recruit and lead an army of Hebrews against the king. He prevailed. This led to 40 years of peace.

EHUD: Observed the Moabites dominating his people, and decided he'd had enough. He led Israel to a rousing victory over Moab. This led to 80 years of peace.

SHAMGAR: Stepped forward when the Philistines had oppressed Israel for years. When he personally struck down 600 soldiers, he inspired his army to victory.

When Leadership Is Pure . . .

- a. It always starts with a need.
- b. That need sparks passion within a person.
- c. That person acts in response to the need.
- d. This action moves others to cooperate.

APPLICATION: *When you hear the many needs around you, which one strikes a chord within your heart? What kind of "specialist" are you called to become? What will you do before you die? What will be your significant contribution?*

2. _____

In each case in Judges, the leaders emerged because they had an obvious gift. They possessed some ability that fit the need of the moment perfectly. They were competent in a relevant arena. Their gift solved a problem. In each case, the "gift" was from God, but took on different forms. It was:

- a. A Spiritual Gift: Samson had a spiritual gift connected to his Nazarite vow.
- b. A Natural Talent: Deborah had a natural talent for strategy and wisdom.
- c. An Acquired Skill: Gideon and Jephthath developed their skills to lead over time.

God has put something inside each of us that is to be delivered to the people around us. In other words, everyone has something we all need. When we find it, we naturally influence others.

When Leadership Is Pure . . .

- a. A person finds a _____ inside of them.
- b. They groom and _____ that gift.
- c. They eventually match that gift with a place of _____.
- d. The gift provides a platform for _____.
- e. They eventually flourish because of their _____.

We Naturally Lead in the Area of Our Gift. In Our Gift Area, We Are Most...

- Intuitive
- Productive
- Comfortable
- Satisfied
- Natural
- Influential

***APPLICATION:** How about you? What is your primary gift? What contribution do you make to the body of Christ that would be most missed if you were gone? What do you add to your organization that you do best?*

3. _____

When an outward need and an inward gift match, the leader often follows by becoming consumed with a passion. This passion is compelling to others; the leader can't help but share it with those who want to get involved. In the book of Judges, several leaders experienced this kind of inward chemistry that sparks passion. Here are the ingredients for passion:

Passion Comes When a Leader Has Complementary...

- a. _____ – Your interests and concerns
- b. _____ – Your values, principles and beliefs
- c. _____ – Your God-given abilities
- d. _____ – Your desperate circumstances
- e. _____ – Your occasion to get involved

Passion makes up for a lack of resources. No doubt, resources are nice to have, but many of the Judges were not rich in money, people or talent when they started. Gideon was scared. Samson lacked a moral backbone. Jephthah was impetuous. Abimelech got over-zealous and had to be reprimanded. It appears that Ibzan, Elon, and Abdon might have been elderly. This doesn't stop people if they have passion.

***APPLICATION:** Passion generally begins with interests. What are your interests as they relate to leadership and needs around you? What makes you cry or makes you angry? What do you feel strongly about that you often feel driven to act?*

4. _____

True leaders eventually come to the point where they attract and empower others to their passion. Sometimes they just find others who share the same passion. One thing is sure, genuine leaders connect with others. This is what separates an entrepreneur and a leader. Leaders don't act alone. They have followers. They have to, because they have a cause that's bigger than they are. They need others to pull it off.

GIDEON: Gideon was told to gather an army and attack the Midianites. He recruited too many men and God had to trim the size of his army or he might take credit for the win! This leader persuaded too many people to follow! If only we had the same problem.

DEBORAH: Although she was a woman, Israel was fully persuaded by Deborah. Whatever she determined to do, the people followed. Barak even insisted she go with him to battle. He understood who had influence.

SAMUEL: The strongest of all the Judges, Samuel, was the most influential leader, between the time of Moses and David. His leadership spanned two generations. Both old and young listened to him. Even kings looked up to him. He anointed Saul and David as kings. He was a leader of leaders.

Proven Practices for Getting Things Done . . .

- a. What gets talked about gets done.
- b. What gets trained for gets done.
- c. What gets measured gets done.
- d. What gets budgeted gets done.
- e. What gets confronted gets done.
- f. What gets rewarded gets done.

APPLICATION: *How about you? Who has bought into your leadership 100%? Who do you persuade? Is it the old or the young? Are they leaders or followers? How do you persuade people to take the journey with you? When do you influence others? Where do you influence them?*

5. _____

A final observation is that every judge could lead because they followed a distinct purpose laid out before them. They moved in a direction to reach a specific goal. No judge desired only to maintain status quo. Each felt they had a divine assignment to be performed. You might call it their life purpose. It became a consuming accountability partner.

It would be difficult to separate leadership from purpose. I cannot imagine leading without a clear sense of a God-given purpose. Perhaps this is why so many churches fail to bear fruit. There is no clear, defined, agreed upon mission.

In Judges, Their Purpose Was...

- a. Personal: It fit their gifts and passions.
- b. Measurable: It involved activity that could be evaluated.
- c. Memorable: It was specific enough to be remembered and embraced.
- d. Meaningful: It surrounded national issues that made a difference.
- e. Mobile: It could travel with them wherever they found themselves.
- f. Moral: It was right. They felt it not only could be done but should be done.

DEBORAH: Her sole purpose was to liberate Israel from the Caananites. She laid out a plan, provided the resources, commissioned Barak to lead the army, and when he refused to lead the attack alone, she went with him.

ASSESSMENT: *Do you follow your purpose? How do you compare to the list?*

APPLICATION: *What is your clear purpose? Have you defined it? Do the key people in your organization agree upon what it is and how it should be pursued?*

ACTION PLAN

Self Evaluation: The Five Characteristics of a Leader from Judges...

1. They Perceive a Need	1	2	3	4	5	6	7	8	9	10
2. They Possess a Gift	1	2	3	4	5	6	7	8	9	10
3. They Parade a Passion	1	2	3	4	5	6	7	8	9	10
4. They Persuade a People	1	2	3	4	5	6	7	8	9	10
5. They Pursue a Purpose	1	2	3	4	5	6	7	8	9	10

The Heart of a Leader

(Developing the Qualities that Set Leaders Apart from Others)

*“So he shepherded them according to the integrity of his heart,
and guided them by the skillfulness of his hands.” (Psalm 78:72)*

In every age there comes a time when a leader must come forward to meet the needs of the hour. Therefore, there is no potential leader who does not have an opportunity to make a positive difference in society. Tragically, there are times when a leader does not rise to that hour.

Why is it that when circumstances call for it, a leader does not rise to that hour? Many times, it is because people have not prepared their hearts to serve. So, what kind of heart do we need?

Preparing Our Hearts

It is important that leaders develop the “skills” in order to lead effectively. First, however, there are several important qualities of the heart that every great leader should build into his or her life.

In *Acts 9:3-6* Paul is traveling to Damascus when he meets Jesus face to face. His two questions are the right questions asked in the right order. First he asks, “*Who are you, Lord?*” Then he asks, “*What would you have me to do?*” These are questions that should guide a leader’s life.

The Leader God Uses...

1. Has a great _____ in life.

“But what things were gain to me, these I have counted loss for Christ. Yet indeed I also count all things loss for the excellence of knowing Christ Jesus my Lord, for Whom I have suffered the loss of all things, and count them as rubbish, that I may gain Christ and be found in Him... that I may know Him and the power of His resurrection, and the fellowship of His sufferings, being conformed to His death, if, by any means, I may attain to the resurrection from the dead.” (Phil. 3:7-14)

Do you know your God-given purpose? You must answer these questions:

- a. What are your burdens?
- b. What are your spiritual gifts?
- c. What are your natural talents?
- d. What are your desires and passions?
- e. What do others affirm about you?
- f. What are your dreams and visions?
- g. What opportunities are in front of you?

2. Has by God’s grace, removed any _____ from his life.

“Therefore, since we are surrounded by so great a cloud of witnesses, let us lay aside every weight, and the sin which so easily ensnares us, and let us run with endurance the race that is set before us, looking unto Jesus, the author and finisher of our faith, who for the joy that was set before Him endured the cross, despising the shame, and has sat down at the right hand of the throne of God.” (Hebrews 12:1-2)

Character and integrity are indispensable. Character can be defined as self-leadership. Once you lead yourself well, others may want to follow. It is the foundation on which the leader's life is built. It all begins with character because leadership operates on the basis of trust. If people don't trust you, they won't follow you. Here is what character does for a leader:

- a. Character communicates **CREDIBILITY**.
- b. Character harnesses **RESPECT**.
- c. Character creates **CONSISTENCY**.
- d. Character earns **TRUST**.

In order to build strong character, leaders must choose to:

- a. Develop personal **DISCIPLINE**.
- b. Develop a personal **SECURITY** and **IDENTITY**.
- c. Develop **PERSONAL CONVICTIONS, VALUES,** and **ETHICS**.

3. Has placed himself absolutely at God's _____.

"I beseech you therefore, brethren, by the mercies of God, that you present your bodies a living sacrifice, holy, acceptable to God, which is your reasonable service. And do not be conformed to this world, but be transformed by the renewing of your mind, that you may prove what is that good and acceptable and perfect will of God." (Romans 12:1-2)

To lead others, we must develop three attitudes of total surrender to God:

- a. We must have nothing to **PROVE**. (We don't try to project our self worth.)
- b. We must have nothing to **LOSE**. (We don't strive for image or popularity.)
- c. We must have nothing to **HIDE**. (We don't play games but are transparent.)

4. Has learned how to prevail in _____.

"Is anyone among you suffering? Let him pray... Is any among you sick? Let him call for the elders of the church, and let them pray over him... And the prayer of faith will save the sick, and the Lord will raise him up... Confess your trespasses to one another, and pray for one another, that you may be healed. The effective, fervent prayer of a righteous man avails much." (James 5:13-17)

Jesus listed three kinds of prayer (Matthew 7:7) in which leaders must learn to prevail:

- a. **ASK** – This is the prayer of faith. With it we lay hold of God's promises by faith.
- b. **SEEK** – This is the prayer of dedication. With it we seek to know God's will.
- c. **KNOCK** – This is the prayer of intercession. With it we pray for someone who cannot or will not pray for themselves.

5. Is a student of _____.

"All Scripture is given by inspiration of God, and is profitable for doctrine, for reproof, for correction, for instruction in righteousness, that the man of God may be complete, thoroughly equipped for every good work." (2 Timothy 3:16-17)

"Study to show yourself approved unto God, a worker who does not need to be ashamed, rightly dividing the Word of truth." (2 Timothy 2:15)

Students of God's Word examine Scripture to understand its meaning . . .

- a. **One Time:** What did it mean at one time, to the original audience?
- b. **All Time:** What is the universal and timeless principle we can learn?
- c. **Now Time:** What should we do in response to it?

6. Has a vital, life-changing _____ for a lost world.

“Holding forth the word of life, so that in the day of Christ I may have cause to glory because I did not run in vain nor toil in vain.” (Philippians 2:16)

In Romans 1:14-16, the Apostle Paul expressed three attitudes concerning the Gospel:

- a. I am **OBLIGATED** (v. 14) – Sharing the message is a debt I owe to the world.
- b. I am **EAGER** (v. 15) – I am on fire to share this message with the world.
- c. I am **NOT ASHAMED** (v. 16) – I will share it because it alone can save us.

7. Has a _____ that expects results.

“And not being weak in faith, he did not consider his own body, already dead...and the deadness of Sarah’s womb... He did not waver at the promise of God through unbelief, but was strengthened in faith, giving glory to God, and being fully convinced that what He had promised He was able to perform.” (Romans 4:19-21)

Hebrews 11:13 describes men and women of faith and what they each had in common:

- a. **Vision** – Each of them “saw” the promises from far off.
- b. **Confidence** – Each of them were assured of the promises of God.
- c. **Hunger** – Each of them embraced and owned the promises as their own.
- d. **Resolve** – They confessed that they were pilgrims on the earth.
- e. **Dreams** – Their God-given dreams, not their memories, consumed them.

8. Chooses to _____ in attitude and action.

In Philippians 2:5-11, Paul writes about how we should embrace the same “mind” that drove Jesus to lead by serving in attitude and action:

“Who, being in the form of God, did not consider it robbery to be equal with God, but made Himself of no reputation, taking on the likeness of men. And being found in appearance as a man, He humbled Himself and became obedient to the point of death, even the death of the cross.” (Phil. 2:5-8)

Although He was God, He did not cling to His position, but rather to His purpose. He was not position conscious, but purpose conscious. He knew the best way to accomplish His purpose was to serve people. Leaders naturally arise when someone determines to serve.

It always starts with a need:

- a. That need sparks passion within a person.
- b. That person acts in response to the need.
- c. This action moves others to cooperate.

9. Stirs up the _____ in themselves and others.

“Until I come, give attention to reading, to exhortation, to doctrine. Do not neglect the gift that is in you, which was given to you by prophecy with the laying on of the hands of the eldership. Meditate on these things; give yourself entirely to them, that your progress may be evident to all. Take heed to yourself and to the doctrine. Continue in them, for in doing this you will save both yourself and those who hear you.” (1 Timothy 4:13-16)

Leaders naturally arise, when they find their gift and use it to serve. It usually follows this order:

- a. First, a leader identifies a primary gift.
- b. Second, they develop that gift.

- c. Third, they match that gift with a place of service.
- d. Fourth, that gift provides a platform for influence.
- e. Finally, the leader eventually flourishes because of their gift.

10. Is _____ enough to empower others.

“Jesus, knowing that the Father had given all things into His hands, and that He had come from God, and was going back to God, rose from supper, laid aside His garments; and taking a towel, He girded Himself about. Then, He poured water into a basin and began to wash the disciples’ feet...” (John 13:3-5)

In John 13 Jesus modeled a servant’s heart when He washed the disciples’ feet. Note what enabled Him to do this. It was a strong sense of security in His identity. Leaders who are not secure in their identity in Christ will eventually sabotage their leadership. Insecure leaders become their own worst enemy. They cannot share victories or sorrows. The Law of Empowerment reminds us: Only secure leaders give their power to others. Here is the difference between secure leaders and insecure leaders:

SECURE LEADERS

- a. The secure focus on towels.
- b. The secure draw strength from identity.
- c. The secure pursue service to others.
- d. The secure want to add value to others.

INSECURE LEADERS

- a. The insecure focus on titles.
- b. The insecure draw strength from image.
- c. The insecure pursue status with others.
- d. The insecure want to gain value from others.

11. Lives under the _____ of the Holy Spirit.

“And do not be drunk with wine, in which is dissipation; but be filled with the Spirit, speaking to one another in psalms and hymns and spiritual songs, singing and making melody in your heart to the Lord, giving thanks always for all things to God the Father in the name of our Lord Jesus Christ.” (Ephesians 5:18-20)

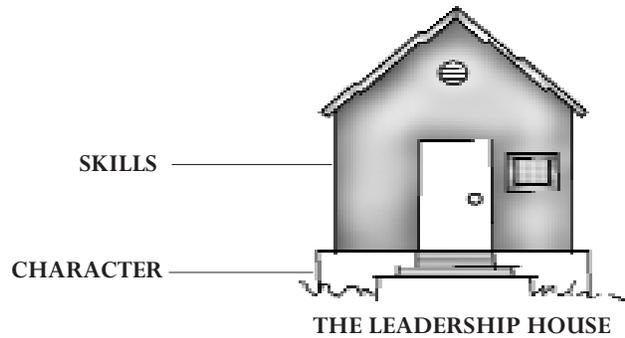
- a. Anointed leaders possess spiritual authority with others.
- b. Anointed leaders consistently see God move in their ministries.
- c. Anointed leaders’ lives demand a supernatural explanation.

12. Has chosen to be an _____ before he leads others.

“Do you not know that those who run in a race all run, but one receives the prize? Run in such a way that you may obtain it. And everyone who competes for the prize is temperate in all things. Now they do it to obtain a perishable crown, but we for an imperishable crown. Therefore, I run thus: not with uncertainty. Thus I fight: not as one who beats the air. But I discipline my body and bring it into subjection, lest, when I have preached to others, I myself should become disqualified.” (1 Corinthians 9:24-27)

TRUTH IN A
PICTURE

DIAGRAM



Reasons Why a Heart of Integrity Is so Important to Leaders:

Leadership functions on the basis of TRUST.

Integrity has high influence VALUE.

Our tendency is to work harder on our IMAGE than on our integrity.

Integrity means LIVING the truth myself, before leading others.

A charismatic personality may draw people, but only INTEGRITY will keep them.

Integrity is a VICTORY, not a gift.

You will only BECOME what you are becoming – right now.

Leaders are to live by a higher STANDARD than followers.

ASSESSMENT: *If you were to evaluate yourself, how do you feel you would rank in the area of character? How is your leader's heart?*

ACTION PLAN

APPLICATION: *What are some activities and/or disciplines you could apply in your life in order to develop a stronger character?*

I Have a Dream!

(Capturing and Implementing a God-Given Vision)

“All these people died in faith, not having received the tangible fulfillment of the promises, but having seen them, and welcomed them by faith.” (Hebrews 11:13)

BIBLICAL
BASIS

WHAT IS VISION?

It would be difficult to separate leadership from vision. All good leaders are driven by vision. They are not satisfied with maintaining the status quo. They long to take their ministry somewhere. But just what is vision? Some have attempted to define it below...

“Vision is seeing the future, in the present, built on the past.”

“Vision is seeing the invisible and making it visible.”

“Vision is an informed bridge from the present to a better future.”

For our purposes, let me suggest the following definition for you to consider:

Robert Greenleaf, in his book, *The Servant as Leader*, says, “Foresight is the ‘lead’ that the leader has. Once he loses this lead and events start to force him to act, he is a leader in name only. He is not leading; he is reacting to immediate events and he probably will not remain the leader.” People long for leaders to give them hope – a picture of where they should go.

Vision is a picture held in your mind’s eye of the way things could or should be in the days ahead. Vision is a portrait of a preferred future. The picture is internal and personal. Eventually, you will have to paint this mental portrait inside others if you wish the vision to materialize in your ministry. Just as God has used your imagination to create this view of the future, you will have to help others catch the same vision inside of them – so that they can share in its implementation.

Note the Ingredients of a Divine Vision:

- a. **A clear picture.** (It serves as a sort of map on the inside.)
- b. **A positive change.** (It improves present conditions by introducing God’s Kingdom.)
- c. **A future focus.** (It furnishes direction to the unseen future.)
- d. **A gift from God.** (It is divinely inspired, not humanly manipulated.)
- e. **A Chosen People and time.** (It is for a select leader and group at a given time.)

Question: Have you ever been a part of catching and implementing a vision?

The Birth of a Vision

For many leaders, their vision begins as an idea, without much detail or clarity. As time passes, the idea turns into a major area of interest and soon becomes a passion. It takes shape and forms inside of their minds and hearts. In many ways, the birth of a VISION is

KEY POINTS

much like the birth of a CHILD. There are various stages it goes through as it matures. Notice these stages below.

1. _____
In the same way that a husband and wife must join together to give birth to a son or daughter, a leader must experience intimacy with God, in order to conceive a vision. People who catch a vision from God have spent time with Him in worship, quietness, solitude and reflection. This union provides God the opportunity to speak and reveal what He wants the leader to do. He plants the vision-seed inside you.
2. _____
God may not communicate a vision every time you meet with Him. Conception doesn't occur every time a husband and wife come together. However, when God does reveal a vision to you, it comes in seed form and must grow inside of you. He plants the vision in you, and in the beginning it may still seem unclear, not fully formed. Remember this: God is the Husband, you are the bride of Christ. Just as a baby looks like both mom and dad, as the vision grows, it will look like God (it will be big and center around His priorities) and it will look like you (it will match your interests and gifts).
3. _____
This is the longest period of time in the process. It takes nine months for a child to be born. A vision from God may take even longer. During this time, the leader identifies with the problem, intercedes for the people, and intervenes in the process. The vision is forming inside the leader. When a baby is forming inside his mother, it changes the mother dramatically. So it is with a vision. God's vision will stretch you, and you will never be satisfied again with a man-made idea.
4. _____
This stage is often the most painful. Just prior to the birth of a vision, the labor becomes hard. Similar to the birth of a child, the labor pains become more frequent and more intense. This is a sign the birth is near. So it is with a God-given vision. The Enemy often comes to steal the vision just before it comes to pass – bringing pain and struggle. The fight intensifies. He wants us to abort the vision. Don't give up. Labor is a good sign that something is about to happen!
5. _____
Finally, the vision is born. All that has been occurring inside the leader is ultimately realized. Everyone can see the fruit of the prayer, planning, and work. In fact, often many come to celebrate with you at this point, and you may wonder where they were when you were struggling to keep the vision alive! Don't get angry. Let them celebrate with you, and invite them to help you parent the vision. The vision must now grow up and eventually stand on its own.

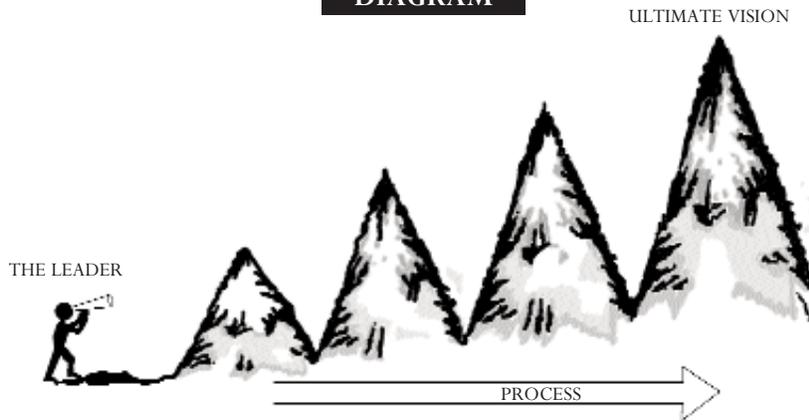
Question: What stage are you experiencing now?

Man-Made Vision

- a. You create it based on your gifts and skills.
- b. Its fulfillment rests on staying ahead of others.
- c. Other similar organizations are seen as competitors.
- d. Its goal is to build your organization and generate revenue.

God-Given Vision

- a. You receive it as a revelation from God.
- b. Its fulfillment rests on the leader's obedience.
- c. Other similar ministries are seen as complementary.
- d. Its goal is to serve people, advance God's rule and to honor God.

DIAGRAM

TRUTH IN A
PICTURE

Steps to Fulfilling God's Vision: Matthew 9:35-10:8

Matthew 9:35-10:8 marks a pivotal point in Jesus' ministry. Until this point, Jesus was doing the ministry while the disciples watched. Read this passage and observe the process and strategy Jesus adopts as He fulfills His God-given vision. Christ models some steps for us to take today.

1. GET ACTIVE IN _____ AND INITIATE OBEDIENCE.

"Jesus went through all the towns and villages" (9:35a).

Jesus did not sit around by the Sea of Galilee waiting for ministry opportunities to come to Him. He was out, talking to people, entering their lives. He actively served people where they were. We must remember God usually shares His vision with those who are obeying what they already know to do.

EXAMINE THE
WORD

2. COMMUNICATE THE _____ YOU HAVE ALREADY.

"Teaching in their synagogues, preaching the good news of the kingdom" (9:35).

Do you realize that you already know 95% of God's will? "How?" you may ask. Open your Bible. God revealed 95% of His will for our lives there, yet we constantly badger Him for the other 5%, like who will be our mate, what career we will have or what is our future? God simply says: Obey what you already know, and then I will show you more.

3. _____ AND UNDERSTAND THE REALITY OF HUMAN CONDITIONS.

"When He saw the crowds" (9:36a).

Jesus was there among the people watching them. He saw the pained expressions on their faces and the physical ailments that afflicted them as they came to Him for healing. He stopped long enough to observe and understand their condition.

4. ALLOW GOD TO _____ YOU WITH A SPECIFIC NEED.

“He had compassion on them, because they were harassed and helpless, like sheep without a shepherd” (9:36b).

Jesus’ heart was moved. He felt pity for them and the condition they were in. This is how every vision begins: with a burden. You see something wrong, something that is not being done that should be done. From this a vision is born. When a heart is stirred by a need, that is when God imparts a vision to meet the need.

5. SEEK A DIVINE DIAGNOSIS: WHAT IS THE _____?

“The harvest is plentiful, but the workers are few” (9:37).

Jesus saw the need: the people needed physical, emotional and spiritual healing. And then He identified the problem: there were not enough people to bring them the message of hope and healing. Jesus had been doing the work of healing by Himself up until this point. But there were more people with needs than He was able to touch. His diagnosis: big harvest, few workers.

6. _____ TO DETERMINE WHAT ACTION COULD MEET THAT NEED.

“Ask the Lord of the harvest, therefore, to send out workers into His harvest field” (9:38).

So what did Jesus determine would meet the need? More workers! And that’s what He prayed for. Notice that He didn’t pray for bigger buildings or more money. The one action He prayed for was that God would send out more workers.

7. CHOOSE A TEAM AND _____ THEM FOR PARTNERSHIP.

“He called His twelve disciples to Him and gave them authority” (10:1).

Without a vision, the people perish. However, there is another truth we must grasp. Without people, a vision perishes. Jesus was not able to care for the needs of the people on His own. That was the problem. He needed more workers to join Him, to help Him fulfill His vision. So He formed a team and empowered them to help Him.

8. _____ TOWARD THE FULFILLMENT OF THE VISION.

“These twelve Jesus sent out” (10:5).

Jesus doesn’t hesitate a bit. He chooses a team and immediately sends them out with instructions on how to carry out His work. He imparts the vision and equips them with the tools to fulfill it. They become the answer to His prayer request for more workers.

**CHECK YOUR
HEART**

What Voice Inspires Your Vision?

As you think about the vision you might pursue, remember that God uses a variety of “voices” to communicate with us. Consider how He has motivated you in the past. What methods has He used?

1. *The Inner Voice:* Does your vision come from life goals, mission statements or your personal desires? You won’t accomplish something you don’t believe in.
2. *The Angry Voice:* Does your vision come from dislike of a certain injustice or problem? Do you complain about the darkness or light a match?
3. *The Successful Voice:* Do you find your vision from people who have already gone through the same situation? Find someone who can be a mentor figure in your life.
4. *The Higher Voice:* A truly valuable vision is given from God. Look from the past to guide your present and future. Are you a big picture person or do you live life looking through a keyhole?

Tools to Cast Your Vision . . .

Once you've captured the vision, you must find ways to communicate it to your people. More than fifty years ago, Winston Churchill was a master at communicating vision to the British people during World War II. As Prime Minister, he developed a pattern that he used each time he communicated vision to his people. Here are the five tools he used:

TOOL ONE: _____ **Strong Beginning** _____

Notes . . .

TOOL TWO: _____ **One Theme** _____

Notes . . .

TOOL THREE: _____ **Simple Language** _____

Notes . . .

TOOL FOUR: _____ **Pictures** _____

Notes . . .

TOOL FIVE: _____ **Emotional Ending** _____

Notes . . .

Conclusion: How We Must Handle Vision

1. See it _____.
2. Show it _____.
3. Say it _____.

ASSESSMENT: *What has been your most difficult step as you've attempted to implement vision?*

APPLICATION: *How can you communicate your vision more effectively and biblically? What are some ways that you can create an environment where you can effectively capture and implement a God-given vision?*

ACTION PLAN

BIBLICAL
BASIS

Priorities and Decision Making

(Making the Most of Your Time)

“You blind guides! You strain out a gnat but swallow a camel.” (Matthew 23:24)

Mistaken priorities lie at the heart of ineffective leadership. In Matthew 23:24 Jesus scolded the Pharisees for confusing what was and wasn't important. Their priorities were enforcing laws and rules. Christ's priorities were the spiritual needs of others. Great leaders know the heart of their people, and act with the end in mind.

As spiritual leaders we know that Jesus died for us and that our ultimate mission is the Great Commission. We also know that the Bible rarely gives us step-by-step instructions for a given task. Consequently, we must ask God for wisdom, keep the big picture in mind, lead from God's priorities, and make the most of our time since the days are evil (Ephesians 5:15-17).

How Can I Get More Out of a Day?

Test yourself and see. The following quiz is based on the concepts of Jimmy Calano and Jeff Salzman, founders of Career/Track, a national training organization in the U.S.

Check yes or no:

1. Do you plan tomorrow's work today? Yes No
2. Do you perform routine chores at your daily "low energy" times and creative tasks at your "high" peak? Yes No
3. Do you get unpleasant duties out of the way as soon as possible? Yes No
4. Do you mentally "preview" the day's work at the beginning of the day? Yes No
5. Are you able to deal with people who waste your time? Yes No
6. Do you know how to log your time – that is, occasionally write down just how long it takes to accomplish each day's tasks? Yes No
7. When you promise that you'll get something done on time, do you always try to keep your word? Yes No
8. Do you set aside a portion of each day to think, create, and plan? Yes No
9. Is your workplace tidy? Can you find what you need without wasting time? Yes No
10. Do you have an efficient filing or organization system? Yes No
11. Do you know how to choose your most productive tasks? Yes No
12. Do you know exactly what your top priorities are? Yes No

Evaluate Your Score

- If "Yes" to 10-12 questions above, you handle your time excellently.
- If "Yes" to 7-9 questions above, you are good, but still need to grow.
- If "Yes" to 6 or below, you are wasting valuable time and may not even know it.

CHECK YOUR
HEART

Question: What are some areas in your day where you can improve?

Biblical Answers on Priorities...

EXAMINE
THE WORD

What Was Jesus' Priority? — Mark 1:35-38

“Very early in the morning, while it was still dark, Jesus got up, left the house and went off to a solitary place, where He prayed. Simon and his companions went to look for Him, and when they found Him they exclaimed: ‘Everyone is looking for You!’ Jesus replied, ‘Let us go somewhere else – to the nearby villages – so I can preach there also. That is why I have come.’”

What Is the Christian's Priority? — Luke 10:39-42

“As Jesus and His disciples were on their way, He came to a village where a woman named Martha opened her home to Him. She had a sister called Mary, who sat at the Lord's feet listening to what He said. But Martha was distracted by all the preparations that had to be made. She came to Him and asked, ‘Lord, don't You care that my sister has left me to do the work by myself? Tell her to help me!’ ‘Martha, Martha,’ the Lord answered, ‘you are worried and upset about many things, but only one thing is needed. Mary has chosen what is better, and it will not be taken away from her.’”

What Is the Priority of Church Leaders? — Acts 6:2-4

“So the Twelve gathered all the disciples together and said, ‘It would not be right for us to neglect the ministry of the word of God in order to wait on tables. Brothers, choose seven men from among you who are known to be full of the Spirit and wisdom. We will turn this responsibility over to them and will give our attention to prayer and the ministry of the word.’”

What About Distractions and Hindrances? — Hebrews 12:1

“Let us throw off everything that hinders, and the sin that so easily entangles us, and let us run with endurance the particular race that is set before us, fixing our eyes on Jesus...”

How Does Our Purpose Help Us with Our Priorities? — I Corinthians 9:24-27

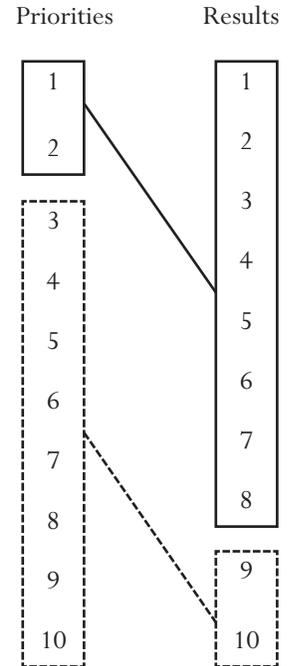
“Do you not know that in a race all the runners run, but only one gets the prize? Run in such a way as to get the prize. Everyone who competes in the games goes into strict training. They do it to get a crown that will not last; but we do it to get a crown that will last forever. Therefore I do not run like a man running aimlessly; I do not fight like a man beating the air. No, I beat my body and make it my slave so that after I have preached to others, I myself will not be disqualified for the prize.”

The 80/20 Principle

The 80/20 Principle teaches us that if we focus our attention on our most important activities, we gain the highest return on our effort. In fact, if we tend to the top 20% of the most important priorities, we will accomplish 80% of the results we desire. The principle can be applied to your everyday life to enable you to lead more effectively. Take a look at this diagram on the right. The column on the left represents your “to do” list. Accomplishing your first two priorities will give you 80% of your desired results. This occurs because you have made the list in the order of priority. Many of the lower ones are much less fruitful for the Kingdom. They’re not priorities you should focus on.

If you embrace the wrong priorities, this principle will work against you – 80% of your effort will gain you 20% of the results and fruit you desire.

“Teach us to number our days aright, that we may gain a heart of wisdom.” (Psalm 90:12)



Examples of the 80/20 Principle

- Time:** 20% of our time produces 80% of the results.
- Counseling:** 20% of the people take up 80% of our time.
- Work:** 20% of our effort gives us 80% of our satisfaction.
- Ministries:** 20% of the ministries provide 80% of the fruit.
- Leadership:** 20% of the people make 80% of the decisions.
- Workers:** 20% of the members do 80% of the ministry.
- Mentoring:** 20% of the influencers are where you should invest your time.

Lessons Learned from the 80/20 Principle

1. _____ **DOES NOT EQUAL ACCOMPLISHMENT.**
Your goal should not be simply to stay busy. Look for the wisest people and places to invest your time.
2. **WORK** _____, **NOT** _____.
Working smarter means working on what you can do, and delegating things others can do. What good is it to work extremely hard when it accomplishes little?
3. _____ **OR AGONIZE.**
If you can learn to organize then you can become more efficient in getting things done. This in turn will save you a lot of time and frustration.
4. _____ **OR STAGNATE.**
Determining where you stand in relation to your goal is very important. To move to the next level of leadership you must evaluate your current situation.
5. _____ **YOUR PRIORITIES.**
Control your day or your day will control you! Don't fill your day filling the requests of others. The issue is not prioritizing your schedule, but scheduling your priorities.

KEY POINTS

6. _____ IS NOT LEADING.

When you lose control you are no longer acting as a leader, but instead reacting to the urgent. If you forget the ultimate, you will become a slave to the immediate.

7. SAY _____ TO LITTLE THINGS.

Leaders must say “no” to the little things so they can say “yes” to the big things. If someone else can do it, delegate it!

How To Say “No” Gracefully...

When we know who we are, what our gifts are, and what our calling is, it’s much easier to determine the “yes’s” and “no’s” of life. When a task would not further your goal, you need to just say no. The way you say no is just as important as deciding to say it.

1. SAY “NO” TO THE _____ – NOT TO THE _____.

Make sure the person understands that you are not rejecting them. You’re simply saying no to what they want you to do. Give their idea affirmation, but explain that it doesn’t fit in with the things that you need to accomplish.

2. RESPOND IN TERMS OF THE _____ OF THE PERSON ASKING.

Make sure the person knows that you’re not just choosing the easy response, but that you want to genuinely help them. Communicate that your time constraints would actually prevent you from doing the kind of work they deserve.

3. DEFER _____. COME UP WITH AN _____.

Think of a way that helps them complete their task. Give them confidence that they can do it, or maybe help them find someone who will. This will aid them in solving their problem.

On Making the Most of Your Time . . .**1. Make _____ lists.**

Write out what you want to accomplish.

2. Set your _____.

Put the most important items at the top of the list.

3. Avoid _____.

Do things with excellence, but perfectionism may be an extreme that you need to avoid if it takes too much time.

4. _____ everything.

Don’t allow habits or emotion to keep you from eliminating items from your calendar and “to do” lists. If it doesn’t work get rid of it.

5. Welcome _____.

Don’t let stress paralyze you. Let it move you to your goal. Many times tension can help improve your focus and enable you to do the job more effectively.

6. Avoid _____.

Clutter will get in the way of what you are doing. By putting everything in its proper place, you won’t waste time searching for things.

7. Avoid _____.

First things are first. Easy things and fun things come afterwards.

8. Control _____ and _____.

Minimize the amount of time that people take away from your main objective.

ACTION PLAN

- 9. Staff your _____.
Know your strengths, as a leader, and employ staff members or volunteers who are gifted in the areas of your weaknesses. This is the beauty of the Body of Christ.
- 10. Use a _____.
Organizing your days will help save time and prioritize tasks.

Self Evaluation: Three Wise Questions...

Requirement: WHAT IS _____ OF ME?

When you feel overwhelmed by obligations, stop and sort out your “must do’s” from your “choose to do’s.” Our obligations in life are the biggest priorities we have, but more often than not, you will find that you really do not have to do many things; you choose to do them. Simply ask: What must I do? What is truly required of me?

Results: WHAT GIVES THE GREATEST _____?

When sorting out priorities, ask the question: What gives me the greatest results? You should spend most of your time working in the area of your greatest strength. A wise man wastes no energy on pursuits for which he is not fitted. Find your gift and capitalize your time using it. What activities achieve the most results when you do them?

Reward: WHAT GIVES ME THE GREATEST _____?

Finally, as you sort through personal priorities, look for the element of personal fulfillment. God provides deep satisfaction when you do what He has gifted and called you to do. Nothing is easier than neglecting the things you don’t want to do. As you draw closer to your God-given mission, you will experience deeper fulfillment. Where do you find your greatest rewards?

Write Down Your Top 20%.

Think back to the 80/20 Rule. Remember: activity does not equal accomplishment. Answer the following questions based on your own leadership strengths and priorities:

Who are the top 20% influential people into whom you should pour your life?

What activities result in the greatest amount of fruit for you as a leader?

Which of your leadership roles produce the deepest amount of personal fulfillment?

Who are the potential leaders around you that you can equip for ministry or leadership?

What are other priorities you should pursue as you endeavor to lead people?

Cultivating People Skills in Your Leadership

(The Vital Role of Relationships in Leadership)

“For I have given you an example, that you should do as I have done to you.” (John 13:15)

BIBLICAL
BASIS

Clearly, no one exemplified people skills better than Jesus, Himself. Everywhere He went people followed Him. Why? Because it was obvious that people were His passion. He met their needs wherever He encountered them. Jesus touched people physically, spiritually and emotionally.

The basis of leadership is people. An old Proverb states, “He who thinks he leads, but has no followers, is only taking a walk.” If you can’t relate with people, they won’t follow you. Relationships will make or break a leader over time. Effective leaders don’t focus on themselves and their own success. They are others-minded. To them, success means developing people.

Four Truths about Leadership and People

1. People are a church’s most appreciable _____.
2. A leader’s most important asset is _____.
3. A good leader can lead various groups because leadership is about _____.
4. You can have people skills and not be a good _____, but you cannot be a good leader without people skills.

LUKE 10:30-37

Jesus told this story in response to a man who asked, “Who is my neighbor?” He spoke of a man who was robbed and beaten alongside a road and left for dead. Soon, a couple of religious leaders walked by, but never stopped. It is likely they were on their way to some religious activity. Then, a Samaritan came by and helped the man, caring for him until he was well again. Jesus then asked: Who was the neighbor in this story? He taught that relationships and ministry are not confined to your immediate circle of friends (Luke 10:36-37). He taught that relationships are more important than many spiritual activities we practice (Matthew 5:23-24). He also taught the truth below.

EXAMINE THE
WORD

The Way You See Yourself Is the Way You Serve Your People

The story of the “Good Samaritan” illustrates how we treat others based upon how we see ourselves. Notice the different ways the victimized man was treated in this story...

1. **THE ROBBERS:**
They used people.
They manipulated others.
They saw the man as a _____.
2. **THE PRIESTS:**
They were law keepers.
They were pure.
They saw the man as a _____.

3. THE SAMARITAN:

He was despised.

He knew how it felt to be ignored.

He saw the man as a _____.

As a leader, you will be tempted to do all three of these in your ministry: exploit, avoid, and love people. The goal is to look past their faults and see their needs.

Leadership Is Relationships

Years ago, several Christian leaders met together in a summit. Their goal was to summarize the Christian faith into a single sentence. They actually took the goal a step further. They summarized Christianity into a single word. The one word they chose...

Christianity is _____

What separates us from all the religions in the world is the centrality of relationships. Our faith is built around relationships, not creeds or disciplines. Consider this. When Jesus was asked about the greatest commandment, He said we're to "love the Lord with all of our heart, mind, soul and strength" (a vertical relationship), and "to love our neighbor as ourselves" (a horizontal relationship). Jesus did not say: By this will all men know that you are my disciples – that you have memorized fifty verses of Scripture. Instead, He said that the way the world would know we are His disciples is how we handle our relationships. How well do we love people?

Question: Think of the people in your life who are the most difficult to love. Why are they difficult to love? How do you view them?

Question: How can you begin to see people the way the Samaritan saw the man?

"People don't care how much you know, until they know how much you care."

-Dr. John C. Maxwell

A Definition for Spiritual Leadership

Four Word Pictures:

1. THE ANALOGY OF THE _____

(Good hosts take initiative and make others feel comfortable.)

As a leader, you must "host" the relationships and conversations of your life. Leaders are not guests in relationships. Knowing what a good host does in his home, we ought to be able to do it with people everywhere.

2. THE ANALOGY OF THE _____

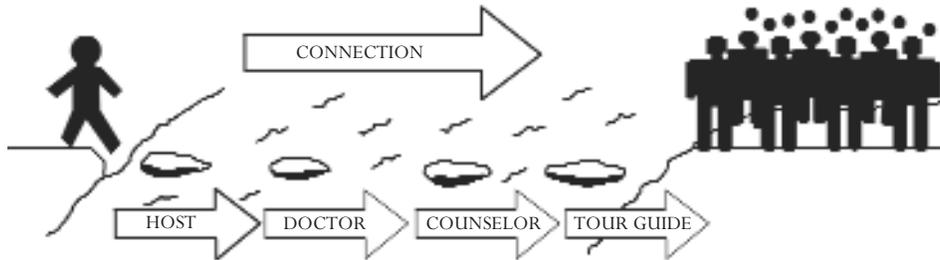
(Good doctors ask questions. They probe until they see the need.)

As you attempt to discern people's needs, ask questions until you discern their condition. Only then do you try to address their needs. Don't give a prescription before a diagnosis.

CHECK YOUR HEART

3. THE ANALOGY OF THE _____
 (Good counselors are active listeners and interpret what they hear.)
 As a leader with solid people skills, you must become an active listener. You should non-verbally communicate that you understand the person and identify with him. We earn our right to speak by listening.
4. THE ANALOGY OF THE _____
 (Guides don't merely fellowship with others; they get them to the destination.)
 A leader's people skills must result in his ability to take people to a destination. Our purpose is not to be liked by people, but to take them on a journey and to reach a goal they might not have reached alone.

A leader should take the appropriate role according to the needs of the person they are leading. Our job is to "connect" with people, so that we can take them on the journey.



What Every Leader Should Know about People...

1. PEOPLE ARE _____. GIVE THEM CONFIDENCE.
***Key Principle:** Hurting people hurt people. Secure people offer security to people.
 - a. Most people are insecure, in some area of their life.
 - b. Most insecure people are looking for security.
 - c. A secure environment is provided only by secure and confident people.

"Think of ways to encourage one another, do outbursts of love and good deeds." (Hebrews 10:24)

2. PEOPLE LIKE TO FEEL _____. HONOR THEM.
***Key Principle:** To deal with yourself, use your head. To deal with others, use your heart.

When You Affirm and Honor Someone with Your Words...

- a. Make them *sincere*. Be genuine about what you say.
- b. Make them *specific*. Be pointed and specific about what you say.
- c. Make them *public*. Share the honoring word in front of others.
- d. Make them *personal*. Get beyond general gratitude; speak personally to them.

"Be kindly affectionate to one another with brotherly love, in honor giving preference to one another." (Romans 12:10)

3. PEOPLE LOOK FOR A BETTER _____. GIVE THEM HOPE.
***Key Principle:** The key to today is a belief in tomorrow.

Everyone lives for something better to come. Where there is no hope in the future, there is no power in the present. Years ago a study was done to see what effective pastors had in common. They had one common characteristic. Each of them said that their main goal every Sunday was to offer hope to their people.

"Yet I still dare to hope when I remember this: The unfailing love of the Lord never ends! Great is His faithfulness; His mercies begin afresh each day." (Lamentations 3:21-23)

Many leaders make the mistake of separating leadership from relationships. This happens when a person steps into a position of leadership and assumes that everyone will follow them because of their position.

TRUTH IN A PICTURE

KEY POINTS

4. PEOPLE NEED TO BE _____ . LISTEN TO THEM.

***Key Principle:** To connect with others, understand the “keys” to their heart.

Knowing the key to someone’s heart:

- a. What do they *talk* about?
- b. What do they *cry* about?
- c. What do they *dream* about?
- d. What do they *laugh* about?
- e. What do they *plan* about?

“*Rejoice with those who rejoice, and weep with those who weep.*” (Romans 12:15)

5. PEOPLE LACK _____ . NAVIGATE FOR THEM.

***Key Principle:** Most people can steer the ship; a leader helps chart the course.

- a. Leaders must *know* the way.
- b. Leaders must *go* the way.
- c. Leaders must *show* the way.

“*The elders who are among you I exhort, I who am a fellow elder and a witness of the sufferings of Christ, and also a partaker of the glory that will be revealed: Shepherd the flock of God which is among you, serving as overseers, not by compulsion but willingly, not for dishonest gain but eagerly.*” (1Peter 5:1-2)

6. PEOPLE ARE _____ . SPEAK TO THEIR NEEDS FIRST.

***Key Principle:** People must be ministered to before they can minister.

MOST PEOPLE THINK . . .

- Their situation is unique.
- Their problems are the biggest.
- Their faults should be overlooked.
- Their time is most precious.

LEADERS MUST . . .

- Put their people first.
- Know their people’s needs.
- See the total picture.
- Love people to help them grow.

“*Let each of you look out not only for his own interests, but also for the interests of others.*” (Philippians 2:4)

7. PEOPLE GET _____ . ENCOURAGE THEM.

***Key Principle:** What gets rewarded, gets done.

An Experiment...

Years ago, an experiment was conducted to measure people’s capacity to endure pain. How long could a bare-footed person stand in a bucket of ice water? It was discovered that when there was someone else present offering encouragement and support, the person standing in the ice water could tolerate the pain twice as long as when there was no one present.

“*...put on tender mercies, kindness, humility, meekness, longsuffering; bearing with one another.*” (Colossians 3:12-13)

8. PEOPLE WANT TO _____ . HELP THEM WIN.

***Key Principle:** Reach out and help others achieve their goals. Victory has a thousand fathers, defeat is an orphan.

Question: What do these words have in common?

- * High morale
- * Enthusiasm
- * Momentum
- * Optimism
- * Energy
- * Excitement

Answer: Victory. Everyone wants to be on a team that experiences victories and reaches the goal they are pursuing. Leaders provide this for others.

“Two are better than one, because they have a good reward for their labor. For if they fall, one will lift up his companion.” (Ecclesiastes 4:9-10a)

9. PEOPLE DESIRE _____ . PROVIDE COMMUNITY.

***Key Principle:** Practice the 101% Principle with people: Find the 1% you have in common with someone, and give it 100% of your attention.

God’s Word is all about community – from the Garden of Eden in the beginning, to the city of God in the end. We were never intended to take the Christian journey alone. The New Testament teaches us “we are members of one another.” The word “saint” (in the singular form) does not appear once, in the New Testament. The word “saints” (in the plural form) appears many times.

“And if one member suffers, all the members suffer with it; or if one member is honored, all the members rejoice with it.” (I Corinthians 12:26)

10. PEOPLE SEEK _____ TO FOLLOW. BE AN EXAMPLE.

***Key Principle:** People do what people see.

A Life Example:

The early followers of St. Francis of Assisi wanted to know what to do when they went out into the streets to minister. “Preach the Gospel at all times,” St. Francis advised. “If necessary, use words.”

“And you should follow my example, just as I follow the example of Christ.” (I Corinthians 11:1)

ASSESSMENT: *What do you struggle with most in relationships? Now, list some people whom you believe God is challenging you to host and lead more effectively.*

APPLICATION: *How can you begin to overcome these struggles, and connect with these people?*

You can be a people person!

ACTION PLAN

Strategic Planning

(Failing to Plan Is a Plan to Fail)

*“Give me wisdom and knowledge, that I may lead this people,
for who is able to govern this great people of yours? (King Solomon, II Chronicles 1:10)*

CHECK YOUR
HEART

The key to great planning is *focus*. Solomon did not ask for great riches or fame for himself, but rather he asked for wisdom so that he could lead God’s people. Solomon demonstrates a key aspect of leadership – knowing where you want to go before asking others to follow you. Once your personal and organizational mission is defined, the methods become easier to clarify as well. All great human endeavors have included a God-factor and a leadership factor. God has given us a mission that requires planning on our part as leaders.

Accomplishing the Mission

- | | | | |
|---|------------------------------|--------------------------------|-----------------------------|
| Do I have complete knowledge of my mission? | <input type="checkbox"/> Yes | <input type="checkbox"/> Maybe | <input type="checkbox"/> No |
| Do I have complete knowledge of my capabilities? | <input type="checkbox"/> Yes | <input type="checkbox"/> Maybe | <input type="checkbox"/> No |
| Do I have complete knowledge of my team’s capabilities? | <input type="checkbox"/> Yes | <input type="checkbox"/> Maybe | <input type="checkbox"/> No |
| Do I receive constant feedback and open communications? | <input type="checkbox"/> Yes | <input type="checkbox"/> Maybe | <input type="checkbox"/> No |
| Do I use this information to adapt and change when necessary? | <input type="checkbox"/> Yes | <input type="checkbox"/> Maybe | <input type="checkbox"/> No |

EXAMINE THE
WORD

Question: What is my mission?

Question: What has hindered me from accomplishing this mission?

Biblical Examples of Planning

God Did It...

“Have you not heard? Long ago I did it, from ancient times I planned it. Now I have brought it to pass.” (Isaiah 37:26)

Noah Did It...

Noah received explicit instructions from God to build the ark. God gave detailed measurements to Noah, and he was faithful to carry out the long-range plan. He finished construction of the ark, exactly as God told him – in 120 years. The ark was built so well that it withstood 40 days of torrential rain, and then it floated a solid year as the floods subsided. (Genesis 7-9)

Nehemiah Did It...

The long-range plan of Nehemiah was to see the wall of Jerusalem rebuilt. He visualized the completion of the wall and then began plans for its construction. The work was completed in 52 days because each family was assigned a certain portion of the wall to build. He planned and organized the project with excellence. (Nehemiah 1-5)

David Did It...

The long-range plan of David was to build a temple (II Samuel 7). God did not allow David to build it because of his associations with wars (I Kings 5:2-3). However, when Solomon was chosen to succeed him, David handed Solomon the completed plan for the temple and a list of materials on hand. After seven years of construction, the temple was completed, and the long-range plan of David was fulfilled.

Jesus Told Parables about It...

We often fail to notice that Jesus spoke about the necessity of planning and strategy frequently. In two of His parables, He explained how foolish it is to neglect planning:

The Wise and Foolish Builder: Matthew 7:24-27

The Builder Counting the Cost: Luke 14:28-30

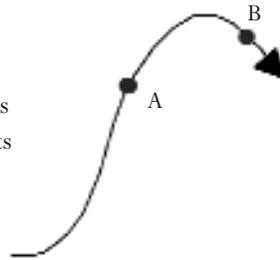
The King Planning for Battle: Luke 14:31-32

The Unjust Steward: Luke 16:1-8

The Changing Future

The Growth Curve...

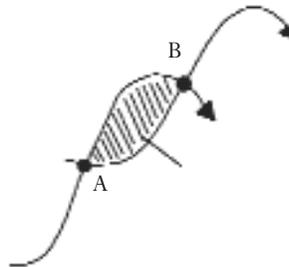
Charles Handy writes that most organizational growth occurs as the diagram illustrates to the right. Growth comes quickly (point A) but eventually peaks, and then decline sets in (point B). A leader must understand this, and make changes before the decline sets in. This means that a leader must begin change at point A.



TRUTH IN A
PICTURE

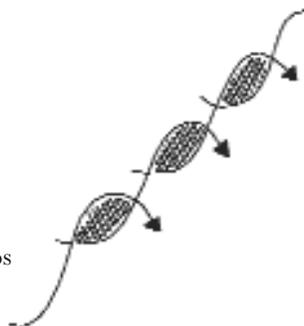
Anticipating Change and the Period of Chaos...

When change is initiated at point A, the followers will misunderstand what the leader is doing. When the change is made they often feel upset, resentful and in a state of flux. This is the "period of chaos" (the shaded area).



Thriving on Chaos...

Because of the rapid change of pace in an organization, the leader must constantly be evaluating, planning and making healthy changes. This means followers may feel unsettled like they're in a constant state of chaos. Great leaders and organizations must learn to thrive on this.



Application...

Leaders must prepare their followers for the period of chaos early in the long-term planning process. Followers must be continually informed of what is going on *in advance* of the implementation of any plans. Gain the trust of followers by including them in the plans, giving them ownership of their part, and encouraging them through periods of chaos.

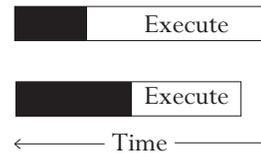
KEY POINTS

Steps to Effective Strategic Planning

1. PLAN TO _____.

A frequent mistake churches make is the failure to follow this step. A certain amount of time and energy must be allotted in the weekly agenda for the planning process. Everyone agrees strategic planning is important, but we often feel we're wasting time when we take long hours to do it. The opposite is usually true. Look at the diagram below. When very little planning happens it takes more time for execution due to changes and unexpected events. When a good deal of time is spent planning, we may feel unproductive, but in the long run we will actually save time on the overall task. The graph below is not a scientific formula, but rather a picture of what can happen when we spend time planning our actions.

– *A Plan to Work Ratio* –



2. DETERMINE YOUR _____.

This involves big picture perspective. Before you can decide on daily agendas, you must determine what goal you want to reach. Strategic planning (long term) and operational planning (short term) both flow out of the answers to these questions:

Why Do We Exist?

What Are We Trying To Accomplish?

3. _____ THE SITUATION.

A plan for the future based on an unrealistic view of the present will lead to disaster. One way to verify that we are seeing the situation clearly is to look at it from different angles. Take our eyes for example. Two eyes give depth perception because each eye sees the picture from a different angle. In the same way we can have a clearer idea of our present situation when we look at it from more than one angle. Listed below are four angles to consider when assessing your situation.

– *Angles of Assessment* –

- | | |
|--|---|
| a. _____ the Organization
What are you doing from the perspective of those with whom you work? | c. _____ Point of View
What does your situation look like from where you are now? |
| b. _____ the Organization
What are you doing from the perspective of someone who does not know your strategy? | d. _____ Point of View
How does your situation look months or years from now?
What TRENDS are developing? |

4. _____ THE NEEDS.

List team goals in the order of importance and priority. Results are left to chance when needs are not prioritized. More often than not, the easy things will get done, but the important things will not. We tend to do the urgent things, but not the important. When the ultimate mission is neglected we become a slave to the immediate.

5. ASK THE RIGHT _____.

Target: Whom are we trying to serve and what needs are we meeting?

Leadership: Do we have the right people at the top to accomplish our goals?

Counsel: Whose advice do we need in order to succeed?

Direction: Exactly what are we going to do short-range, mid-range and long-range?

Organization: Who's responsible for what? Who will supervise whom?

Funding: What are our expected expenses and income?

Reporting: Are we on target with our progress?

Communication: How can we effectively make known what we're doing?

Evaluating: Are we seeking the quality we expect or demand from ourselves?

Refining: How can we keep improving in the critical aspects of this ministry?

6. SET SPECIFIC _____.

Written

Write out on paper what you want to accomplish. It will serve as a daily reminder of what should be completed next.

Realistic

Set goals you can reach. Though it may be exhilarating at first when you set lofty goals, we need to remember that a goal is only worthwhile if it is completed.

Personal

Personal goals inspire and motivate you. They need to connect at the heart level and move you to act.

Specific

A general plan may be easy to formulate, but objectives are easier to define when the goal is specific.

Measurable

A measurable goal is important because it allows you to evaluate how well you are doing.

Convictional

You must be convinced of the worthiness of your goals. Only then will you invest in them.

7. _____ AND CLARIFY.

Communication is sharing a vision of the objective that is to be accomplished.

Clarification is showing the steps that need to be followed. This does not mean specifically telling someone what to do. Instead, it means giving him or her guidelines for completing the goal. Every planning meeting should include the items below.

- | | |
|-----------------------|-------------------------------------|
| a. Written conclusion | d. Resource list |
| b. Project list | e. Next steps (action items) |
| c. Time-line | f. Responsibility (project leaders) |

8. IDENTIFY POSSIBLE _____.

The next step is identifying possible challenges. Think of obstacles that might occur so you can develop ways to overcome them. Imagine a "worst case scenario" and how you would respond. With planning and forethought, you can avoid many of the obstacles that would normally take up your time. When you take the time to plan, it will take less time to execute.

- "The Mental Walk Through." Mentally walk through the entire goal or event you are planning and note anything you might have forgotten.
- "The Next Steps." Determine the immediate action you must take to accomplish your goal. This is the most important result of any meeting.

9. HAVE AN _____ OF PLANNING.

Leaders must have an open system approach to planning that is aware of external influences. The decision-making and planning can adapt to these realities. A closed system attempts to exist with no regard to these outside factors.

10. _____ AND _____ YOUR RESOURCES.

Other than people, your most valuable assets are time (schedule) and money (budget). Invest in both wisely and specifically.

Schedule

Put your items on a schedule that is responsible yet productive. Without a schedule you can't keep on track.

Budget

Determine the cost of the project, and at what point costs will be incurred. Attempt to remove any surprises you possibly can!

11. _____ AND _____.

A river constantly changes and is never the same as it was before. Organizations are the same way. Regardless of how conscientiously plans are made, there is a constant need for monitoring and correction if the final destination is to be reached. Always have a plan, but have the understanding that the minute you stop adjusting and making changes your course will be altered and you will get off track.

12. _____ THE RESULTS.

“Keeping score” is the only way to know if you’re winning or losing. Develop vehicles to keep score. If you’re making a change, you ought to do it based on current information.

ASSESSMENT: *What ministry idea is foremost in your priorities right now?*

ACTION: *Use the space below to begin the planning process for this project.*

ACTION PLAN

ANSWER KEY: – MLM Book 1

ANSWER KEY

Lesson 1: God's Call for Us to Lead

Born to Lead

1. Lead
2. Authority
3. Ability

The Basics of Effective Leaders:

1. They perceive a need
2. They possess a gift
 - a. Gift
 - b. Develop
 - c. Service
 - d. Influence
 - e. Gift
3. They parade a passion
 - a. Burdens
 - b. Convictions
 - c. Gifts
 - d. Needs
 - e. Opportunities
4. They persuade a people
5. They pursue a purpose

Lesson 2: The Heart of a Leader

The Leader God Uses...

- | | |
|---------------|---------------|
| 1. Purpose | 7. Faith |
| 2. Hindrance | 8. Serve |
| 3. Disposal | 9. Gifts |
| 4. Prayer | 10. Secure |
| 5. God's Word | 11. Anointing |
| 6. Message | 12. Example |

Lesson 3: I Have a Dream!

What Is Vision?

A clear mental picture of a better tomorrow, given by God, which moves a person to believe that it not only could be done, but it should be done.

The Birth of a Vision

- | | |
|---------------|----------|
| 1. Intimacy | 4. Labor |
| 2. Conception | 5. Birth |
| 3. Gestation | |

Steps to Fulfilling God's Vision

- | | |
|---------------|--------------------------|
| 1. Service | 5. Issue to be resolved |
| 2. Revelation | 6. Pray |
| 3. Observe | 7. Empower |
| 4. Burden | 8. Take immediate action |

How We Must Handle Vision

1. Clearly
2. Creatively
3. Constantly

Lesson 4: Priorities and Decision Making

Lessons Learned from the 80/20 Principle

- | | |
|--------------------|-------------|
| 1. Activity | 5. Schedule |
| 2. Smarter, Harder | 6. Reacting |
| 3. Organize | 7. No |
| 4. Evaluate | |

How to Say "No" Gracefully

1. Idea, Person
2. Best Interest
3. Creatively, Alternative

Lesson 4: *cont'd*

On Making the Most of Your Time

- | | |
|------------------|--------------------------------|
| 1. To do | 6. Clutter |
| 2. Priorities | 7. Procrastination |
| 3. Perfectionism | 8. Interruptions, Distractions |
| 4. Question | 9. Weaknesses |
| 5. Tension | 10. Calendar |

Self Evaluation: Three Wise Questions...

1. Required
2. Return
3. Reward

Lesson 5: Cultivating People Skills in Your Leadership

Four Truths about Leadership and People

1. Asset
2. People skills
3. People
4. Leader

The Way You See Yourself...

1. Victim to exploit
2. Problem to avoid
3. Person to be loved

Christianity is Relationships

A Definition for Spiritual Leadership...

One who assumes responsibility for the health and development of his relationships.

Four Word Pictures

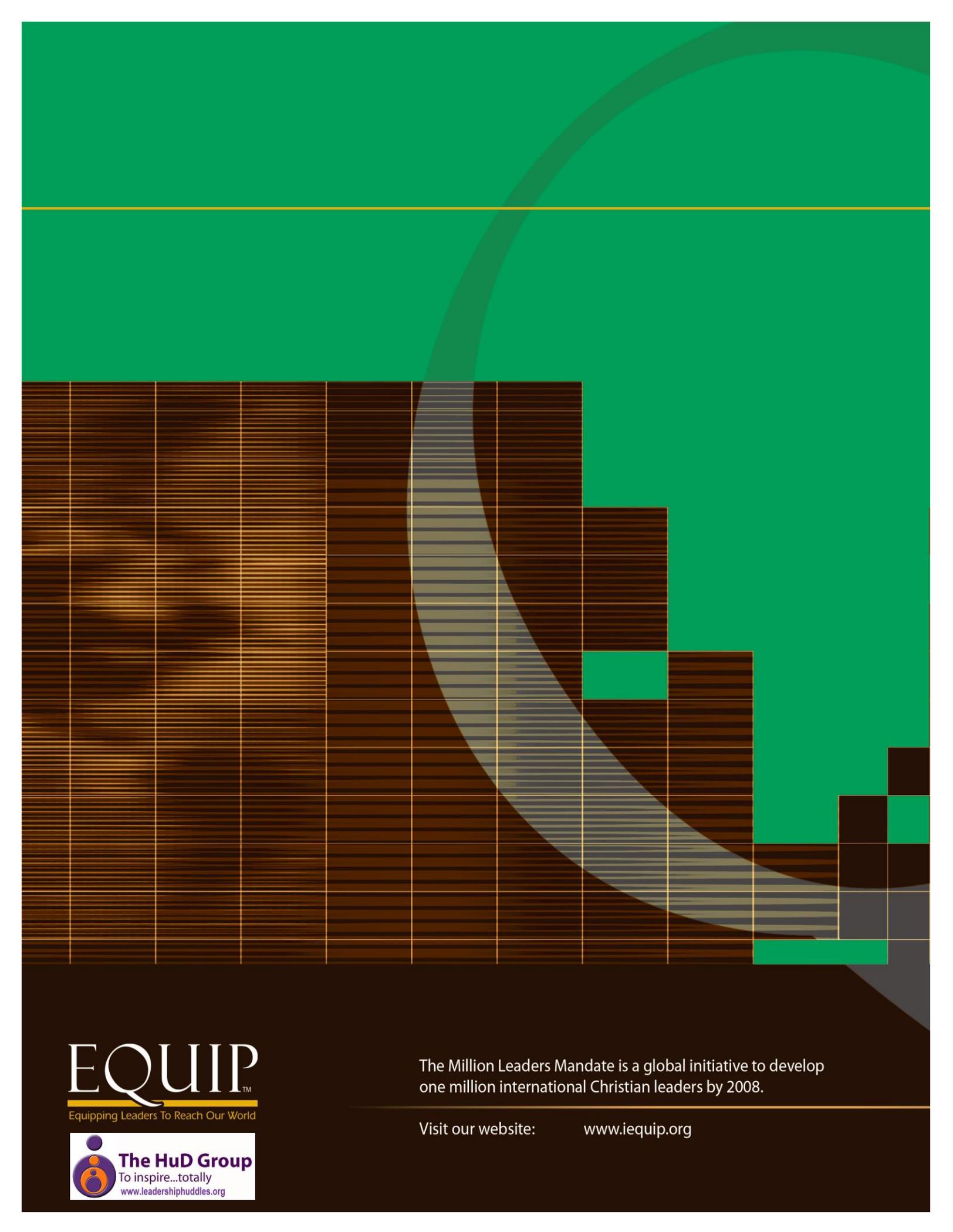
1. Host
2. Doctor
3. Counselor
4. Tour guide

What Every Leader Should Know about People...

- | | |
|---------------|--------------------|
| 1. Insecure | 6. Needy |
| 2. Special | 7. Emotionally low |
| 3. Tomorrow | 8. Succeed |
| 4. Understood | 9. Relationships |
| 5. Direction | 10. Models |

Lesson 6: Steps to Effective Strategic Planning

1. Plan
2. Primary Purpose
3. Assess
 - a. Inside
 - b. Outside
 - c. Current
 - d. Future
4. Prioritize
5. Questions
6. Goals
7. Communicate
8. Obstacles
9. Open System
10. Manage, Direct
11. Monitor, Correct
12. Study



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