

LESSON 1**INTRODUCTORY LEADERSHIP THOUGHTS/CONCEPTS**

Welcome to this vital course in leadership. Much has been written about leadership and it is my prayer and desire that the concepts and principles you learn via this course will be a huge step in the ongoing process of developing your leadership skills.

The resources used in the compilation of this course have mostly been written from a Christian perspective, so you need to keep it in the forefront of your mind that this course is about Christian Leadership, a selfless style of leadership that will also take one far in the secular world.

At the commencement of this course I wish to touch on some key understandings that I believe are vital to a successful leadership legacy.

LEADERSHIP IS NOT MANAGEMENT

In theory as well as in practice, there is a profound difference between management and leadership. To manage means to bring about, to accomplish, to have responsibility for, and to conduct. To lead means to influence, to guide in direction, course, action, or opinion. The distinction is crucial. The difference may be summarized as activities of communication and coordination among people, which facilitate effectiveness as a leader, versus *activities of controlling resources, and mastering procedures and routines, which facilitate efficiency as a manager*.

One clear distinction could provide the following definition:

Management involves power by position.

Leadership involves power by influence.

Abraham Zaleznik (1977), for example, delineated differences between leadership and management. He saw leaders as inspiring visionaries, concerned about substance; while managers he views as planners who have concerns with process. Warren Bennis (1989) further explicated a dichotomy between managers and leaders. He drew twelve distinctions between the two groups:

- Managers administer, leaders innovate
- Managers ask how and when, leaders ask what and why
- Managers focus on systems, leaders focus on people
- Managers do things right, leaders do the right things
- Managers maintain, leaders develop
- Managers rely on control, leaders inspire trust
- Managers have a short-term perspective, leaders have a longer-term perspective
- Managers accept the status-quo, leaders challenge the status-quo
- Managers have an eye on the bottom line, leaders have an eye on the horizon
- Managers imitate, leaders originate
- Managers emulate the classic good soldier, leaders are their own person
- Managers copy, leaders show originality

Paul Birch (1999) also sees a distinction between leadership and management. He observed that, as a broad generalization, managers concerned themselves with tasks while leaders concerned themselves with people.

In today's business and organizational operations, people want to be led - not managed! To be successful, managers must therefore also develop and nurture leadership

skills that are congruent with the perspective of organizations as human-based systems that are fundamentally unpredictable, interactive, living systems, rather than stable, mechanistic-like operations.

Leadership Defined

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills. Although your position as a manager, supervisor, lead, etc. gives you the authority to accomplish certain tasks and objectives in the organization, this *power* does not make you a leader, it simply makes you the *boss*. Leadership differs in that it makes the followers *want* to achieve high goals, rather than simply *bossing people around*.

Five facts about leadership in the church

1. The church is the most leadership intensive enterprise in society.
 - Every life needs to be custom molded
 - The church is utterly voluntary
 - The church is utterly altruistic (selfless)
2. There is a spiritual gift of leadership (Rom. 12:8)
 - Spiritual leaders cast a God-honoring vision
 - They gather and align people for the achievement of the vision
 - They can motivate their co-workers
 - They sense the need for positive change and then constructively bring it about
 - They establish core values
 - They allocate resources effectively
 - They identify entropy (internal disorder)
 - They create a leadership culture in their organization.
3. Most churches unintentionally undermine the expression of the leadership gift by failing to teach on it and by implementing church governance systems that frustrate gifted leaders into oblivion.
4. Almost everybody wants to be led.
5. The church is the hope of the world and its renewal rests in the hands of its leaders.

Important facts regarding the *uniqueness of leadership* (LJ 54)

- Good News: There is no one leadership personality
- Leadership must and can be learned
- Leadership personality, style and traits do not exist
- Four things all true leaders know:
 - a. The only definition of a leader is someone who has followers
 - b. Popularity is not leadership, results are.
 - c. Leaders are highly visible and set examples
 - d. Leadership is not rank, privileges, titles or money, it is responsibility.
- Six important things leaders do:
 - a. They ask what needs to be done?

- b. They ask what can and should I do to make a difference?
- c. They ask what are the organizations mission and goals and what constitutes performance and results in this organization
- d. They are extremely tolerant of diversity in people.
- e. They are not afraid of strength in their associates.
- f. They submit themselves to the mirror test.

Ten things about leadership from the book of Nehemiah (Blue)

You are a leader. This means the primary responsibility (under God) for the church rests with you. So often, we make the mistake of thinking that the more spiritual we are, the more we will be able to lead the church to growth. This is not true. Some of the most mature, deeply spiritual Christians are not the best leaders. No doubt we want them to be both spiritually mature and effective leaders. But, we must recognize spirituality has little to do with leading.

The following list contains principles for leadership from Nehemiah. In this world of constant change, these principles are time-tested, proven and universal. Let's begin our journey into leadership training with this simple, but profound list of truths on leadership.

1. Leadership is influence (Neh. 2:5-8, 16-18/Acts 27)
2. Everything rises and falls on leadership (Neh. 4:9-15/2 Sam 24:10-17)
3. Leadership should be in the hands of the few (Neh. 5:1-7/Acts 6:1-4/James 3:1)
4. Leadership takes responsibility for every area of the task (Neh. 6:1-14/2 Cor. 11:24-28)
5. The most important ingredient to good leadership is integrity (Neh. 5:14-19/1 Cor. 11:1-2)
6. Leaders possess tremendous faith in people (Neh. 3:1-32/Phil. 1:3-8)
7. Leadership can be taught (Neh. 4:21-23/2 Tim. 2:2)
8. Great leaders are effective communicators of vision (Neh. 2:17-18/Acts 26:26-28)
9. Problem solving is the quickest way to gain leadership (Neh. 4:7-23/Acts 27:21-32)
10. Great leadership is always assisted by other people (Neh. 3:1-32/1 The. 1:2-8/ Titus 1:5)

LESSON 2

FIVE LEVELS OF LEADERSHIP

Many people often confuse position and title with leadership. While this does constitute a position of leadership in a formal hierarchical system, the reality of leadership practice is that position is the lowest level of leadership. Once a person has a position or title, it becomes their responsibility to get the "followers" to follow. Let's take a brief look at the five levels of leadership and why people follow leaders.

People follow leaders for a variety of reasons. As leaders increase their influence with people, they expand the reasons for others to follow them. The leader's effectiveness must increase with time if new people are to be attracted and present followers retained. The goal of this lesson is to help you understand what level you're on with your people and to deepen your influence.

PERSONSHOOD

Respect

People follow because of who you are and what you represent.

Note: This step is reserved for leaders who have spent years growing people and organizations. Few make it. Those who do are bigger than life.

PEOPLE DEVELOPMENT

Reproduction

People follow because of what you have done for them.

Note: this is where long-range growth occurs. Your commitment to developing leaders will ensure ongoing growth to the organization and to people. Do whatever you can to achieve and stay on this level.

PRODUCTION

Results

People follow because of what you have done for the organization.

Note: This is where success is sensed by most people. They like you and what you are doing. Problems are fixed with little effort because of momentum.

PERMISSION

Relationships

People follow because they want to.

Note: People follow you beyond your stated authority. This level allows work to be fun. Caution: staying too long on this level without rising to the third level will cause highly motivated people to become restless.

POSITION

"Rights"

People follow because they have to.

Note: Your influence will not extend beyond the lines of your job description. The longer you stay here, the higher the turnover and the lower the morale.

LEVEL #1 – POSITION – (You have certain rights because of your position)

The following are successful characteristics of this level that will help you improve your leadership influence.

- Know your job description thoroughly.
- Relate it to the organization.
- Relate it to the people of the organization.
- Do it with consistent excellence.
- Accept responsibility.
- Do more than is expected.

LEVEL #2 – PERMISSION – (This is because of the relationships established)

Successful characteristics of this level:

- Be positive.
- Possess a genuine love for people.
- See through other people's eyes.
- Make those who work around you more successful.
- Do win-win or don't do it. (Find ways to make solutions acceptable to all parties)
- Include others in your journey.

15% of your success is product knowledge and 85% of your success is people knowledge

LEVEL #3 – PRODUCTION – (This is because of the results you've achieved)

Successful characteristics of this level:

- Develop a Statement of Purpose that calls for growth through rapid multiplication (CPM).
- Place the organization's resources under that Statement of Purpose.
- Develop accountability for results...begin with yourself.
- Know and do the things that give a high return.
- Become a change-agent...understand timing.
- Change from a shepherd to a rancher.

LEVEL #4 – PERSONNEL DEVELOPMENT – (This is because you reproduce yourself in others).

Successful characteristics of this level:

- Place top priority on developing people - the most valuable asset you have.
- Be a model for others to follow.

- Pour your leadership efforts into the top 20%.
- Expose your leaders to growth opportunities.
- Equip leaders to equip others.
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Five-Step Equipping Process:

I do it.

I do it and they are with me.

They do it and I am with them.

They do it.

They do it and someone is with them.

- Surround yourself with those who compliment your leadership.

LEVEL #5 – PERSONHOOD – (This is because of who you are.)

Successful characteristics of this level:

- Live as a faithful servant of the Lord
- Be an example of a life lived with integrity
- Be a consistent producer of leaders over the years.

Observations about the levels of leadership: The following truths will help you better understand the “Steps of leadership”.

The higher the levels are...

- The longer it takes to get there
- The higher the level of commitment (both yours and theirs).
- The greater the growth
- The easier to lead (others help you because they believe in you).
- The wider the level of influence you will have.
- The larger the reservoir of reserves.

Four questions need to be asked to determine the health of a leader’s influence.

- What level am I on at this time?
- Are the leaders (influencers) on the same level with me?
- Am I going upward toward the next level?
- Is the number growing at the level I am on?

How do we climb the leadership steps?

- Consistently ask God to build you into a more effective leader.
- Develop confidence in your people skills.
- See every relationship you have as a chance to develop that person.
- Walk slowly through the crowd.
- Constantly keep a list of potential leaders you can invest in.
- Prioritize discipleship: find systematic ways to train people.
- Select and develop (mentor) key leaders.
- Live a model life that others want to imitate.
- Recognize that people are your most valuable asset.

ASSESSMENT: As you consider these principles, think about what level you are on with the people you lead. List what it will take to move to the next level.

APPLICATION: What do you struggle with most in climbing the leadership steps? How can you begin to implement these steps?

LESSON 3 **VITAL CONCEPTS FOR THE 21ST CENTURY LEADER**

The Leader's Credo

I believe in VISION
 "Only he who can see the invisible can do the impossible."
 I believe in INTEGRITY
 "Integrity is the cornerstone of a free society"
 I believe in ENTHUSIASM
 "Enthusiasm is a catalyst that produces miracles."
 I believe in TIMING
 "Timing is the art of knowing when to say WHEN."
 I believe in PEOPLE
 Mutual respect—Caring—Genuine appreciation
 I believe in SUCCESS
 Dreams with a deadline + Dedication + Determination = Success

Prerequisites for Leadership

LEADERS ARE MADE, NOT BORN.

Leaders come in many forms, with many styles and diverse qualities. Every leader must believe in himself/herself, for without that he/she will not be able to persuade others to follow the leadership offered.

Effective leaders have the ability to:

Think Big – Believe Big- Act Big – Love Big – Be Big – Big All The Way.

The three prerequisites of leadership are: Vision, Values, and Vitality.

1. VISION

- It is the ability to see clearly.
- It is the ability to think creatively.
- It is the ability to visualize ideas.
- It is the ability to imagine.
- It is the ability to dream.
- If you can dream it – YOU CAN DO IT. There is no limit to your ability to create, to visualize ideas, to imagine. Yet, always remembering that you will need a ladder to reach those dreams with some of the steps being:
 - a. DISCIPLINE
 - b. DETERMINATION
 - c. DEDICATION
- VISION and GOALS are inseparable twins; they go hand-in-hand. This is the process through which our dreams come true. VISION alone is not enough. There must be GOALS to implement that vision and make it live. There must be short-term GOALS – long-range GOALS, and there must be GOALS beyond the current GOALS. "The – PRESENT – must never catch up with the - PAST."
- "LEADERSHIP IS THE TRANSFERENCE AND IMPLEMENTATION OF VISION."

2. VALUES

- a. Leaders of the 21st Century must be imbued with a strong sense of VALUES.
- b. CONSCIENCE and ETHICS are not optional; they are required. VISION must ever be supported by VALUES. LEADERSHIP must ever have VALUES as its CORNERSTONE.

3. VITALITY

We may think of this third prerequisite for leadership as:

- a. **DRIVE** and **ENDURANCE** or
 - b. **ENTHUSIASM** and **VIBRANCE** or
 - c. **RESILIANCY** and **OPTIMISM**.
- VITALITY is the ability to –“Hang-In there” until the VISION is implemented.
 - It is the ability to – “Pick Yourself Up” – “Dust Yourself Off” – and “Keep-On moving forward.” It is the ability to – *See the Opportunities in the Difficulties*, rather than, the Difficulties in the Opportunities.
 - Every leader must learn that ENTHUSIASM begins within – and when you are consumed with enthusiasm, those around you cannot help but respond in kind. ENTHUSIASM is not only contagious – it spreads like wildfire. Nothing great is ever achieved without it.
 - The Leader must be ever alert and VITALLY ALIVE.
 - VITALITY is the support that sustains VISION. It is basic to achievement in Leadership.

THE TASK OF THE LEADER IS TO GET FOLLOWERS FROM WHERE THEY ARE TO WHERE THEY HAVE NOT BEEN. The power of persuasion is a trait always noticeable in a successful leader. When people can be persuaded rather than ordered – when they can be made to feel that they have participated in developing the plan – they approach their tasks with understanding and enthusiasm. Change is inevitable, yet, some try to bring about change by coercion. It was the late Dwight D. Eisenhower who proclaimed that a true leader *never leads* by hitting people over the head. He said, “That is called assault.” The true leader when advocating change will remember that it must ever be person oriented – rather than function centered.

It is not enough to hold out a lofty vision; the leader must be able to take that dream and make it a reality. Leaders who are not able to do this are ultimately judged failures, even though they may be popular at the moment.

A great leader is great ONLY because he possesses qualities which make him CAPABLE of SERVING BEST.

KEY COMPONENTS in the MAKING of A LEADER

1. COMMITMENT

Without this Key Component, all our goals, dreams, hopes, and ideals will fade away. If you are committed to a cause, a dream, a goal, and you are dedicated to its ultimate realization, something amazing happens. Suddenly, you have a consuming desire for its attainment.

The difference between good and great can be attributed to their leaders. It depends to a large extent on the degree to which their leaders are committed to excellence. Nothing great ever happens at the mediocre level. Excellence begins with how much we demand of ourselves – how high we set our standards. It is the unyielding determination, or commitment to surpass the standards of others that can produce excellence in all our endeavors.

The following are some of an endless list to which leaders should commit:

- Commitment to Excellence!
- Commitment to an Idea!
- Commitment to a Cause!
- Commitment to Integrity!
- Commitment to true Faith

2. COMPASSION

Every true and noble leader must possess a heart of compassion and caring. Real compassion cannot be faked for long. You cannot give to anybody in this world what you do not have. Therefore, it is imperative that every leader possesses a heart filled with compassion.

- Compassion for Family!
- Compassion for Friends!
- Compassion for Foes!
- Compassion for ALL humanity!
- Compassion! Compassion!

3. COURAGE

Courage is Guts with Reason. Courage is struggling – striving – stumbling – rising – NEVER GIVING UP. Are problems stumbling blocks or stepping stones? At the center of effort is COURAGE.

In the dark days of World War II, when Britain stood alone – and most people, despaired of England's life – Winston Churchill mobilized the English language and sent the country into battle.

"We shall not flag or fail. We shall go on to the end, we shall fight in France, we shall fight on the seas and oceans, and we shall fight with growing confidence and growing strength in the air. We shall defend our island, whatever the cost may be. We shall fight on the beaches. We shall fight on the landing grounds. We shall fight in the fields and in the streets. We shall fight in the hills. WE SHALL NEVER SURRENDER!"

These were the incandescent words that illuminated the courage of his Countrymen. Sir Winston Churchill – Committed – Compassionate – Courageous.

- Courage Means Rising to the Occasion!
- Courage Means Taking the High Road!
- Courage Means Charting the Unknown!

4. CONSISTENCY

Who is there among us that at sometime like Shakespeare has not cried out in despair, "Consistency, where art thou? Where can I find this Gem?"

The Psalmist puts it this way: "Upright is that man, who sweareth to his own hurt and changeth not." Another translation seems to state it even more forcefully: "Firm forever is the man who keeps a promise even if it ruins him."

EVERY LEADER is inherently a Decision Maker. To stand by a decision once it is made, is IMPERATIVE! To be always unsure as to which side of the fence a leader is on is DISASTROUS! Consistency in the matter of rewards and punishment is equally important. CONSISTENCY IS A JEWEL!

- ***Consistency in our Policies!***
- Consistency in our Promises!
- Consistency in our Performance!

5. CHARISMA

The term "charisma" or "charismatic" evokes an intriguing subject. Just what is CHARISMA? This multifaceted word is not easily defined.

It is: Charm – Appeal – Sparkle – Enchantment – Glow –

- It is Enthusiasm –
- It is Power –
- It is Passion –
- It is the ability to Electrify!

To be *committed*: to have *compassion*; to be *courageous*; to be *stable* and *dependable*, is not enough. THERE MUST BE ELECTRICITY. However, a flame within the heart must set off this sparkling effect. This Component is vital to the success of the leader, whether the task be great or small. It is imperative for excellence. Being committed, and having compassion, does not of itself save us from being dull. The leader may possess all of the prime qualities that we have discussed, up to this point, but there must be the ability to inspire, to appeal, to enthuse, to set aflame.

- You have to put a SHINE on your job!
- You have to give it some SPARKLE!
- You have to get some ENTHUSIASM going - some ADRENALIN flowing!
- It takes Charisma to put a GLOW on our GOALS!
- It takes Charisma to Inspire others to Help!
- It takes Charisma to Electrify our Cause!

6. CONQUEST

Born within us is a compelling urge to explore; to conquer; to attain; to accomplish the difficult; to achieve the impossible; to reach the "unreachable." *Every Leader* should be in "QUEST OF THE BEST." The most difficult goals are often the ones most worthy of our conquest.

- Conquest demands Purpose.
- Conquest demands Passion.
- Conquest demands Perseverance.

Vital Component Factors in the Anatomy of Leadership

1. THE ART OF COMMUNICATING. "Ears to Hear – A Tongue to Speak."

Listening – Hearing – Conversing – Persuading.

John H. Rhoades addresses this vital factor of leadership in five clear and forceful statements:

Do more than HEAR – LISTEN!

Do more than LISTEN – UNDERSTAND!

Do more than TALK – SAY SOMETHING!

Do more than say something – UNDERSTAND WHAT YOU ARE TALKING ABOUT!

Do not strive to SILENCE or VEX – GIVE SOFT ANSWERS and HARD ARGUMENTS.

EVERY LEADER MUST MASTER THE ART OF COMMUNICATING – the subtle art of persuading.

2. THE ART OF SEEING. "Eyes to See"

Vision – Observing – Perceiving – Planning

It has been said: "ONLY HE WHO CAN SEE THE INVISIBLE – CAN DO THE IMPOSSIBLE." A leader must be able to see at great distance. He must be able to take both the LONG VIEW and the COMPLEX VIEW. This requires the necessity of CLEAR STRATEGY and the ability TO SEE the relationship of one decision to others.

Here is where so many leaders miss it. We move so rapidly that our vision is blurred. We must take time if we are to see clearly. We are often so feverish in action that we have no leisure for vision. We are more concerned about movement, more ambitious to have the wheels going around, than we are about direction.

SEEING IS NOT ENOUGH – WE MUST COMPREHEND!

COMPREHENDING IS NOT ENOUGH – WE MUST ACT!

3. THE ART OF CREATING. "A brain to Think – Hands to Perform"

Imagination- Innovation – Ideas – Implementation

"Imagination is the ability to reach out beyond convention, to explore solutions not yet thought of, to increase the territory in which we think."

GREAT IDEAS CAN CHANGE HISTORY – BUT ONLY –

IF GREAT LEADERSHIP IS PROVIDED TO GIVE THOSE IDEAS FORCE.

4. THE ART OF FEELING. "A heart that cares"

Sensing – Understanding – Believing – Inspiring – Achieving

A SOUND HEART IS USUALLY IMPORTANT FOR THE BEST IN LEADERSHIP. A leader whose arteries are corroded with a lust for power and position does not have a heart that "feels" or "cares."

Our greatest need today is for STOUTHEARTED, BIG-HEARTED, WARMHEARTED LEADERS. Our world needs men and women whose hearts "will not shrink, though pressed many a foe that will not tremble on the brink of any earthly woe! Leaders who "shine more bright and clear when tempests rage without; that when in danger know NO FEAR, in darkness feel NO DOUBT."

THE HEART OF LEADERSHIP MUST BE A CARING HEART -- A heart of concern and compassion. A heart that cares deeply may often suffer hurt and pain. As we put our hand

out to someone, we run the risk of being slapped. But we also run the risk – or opportunity – of that someone reaching out and touching us in love. A caring heart is love and compassion in action.

THE HEART OF LEADERSHIP MUST BE AN UNDERSTANDING HEART -- A heart that seeks to comprehend and then extend a helping hand.

THE HEART OF LEADERSHIP MUST BE AN ENTHUSIASTIC HEART. An enthusiasm so strong, that when an idea takes the imagination by storm, it can be put into action, and sustain, an intelligible plan to accomplish it. An enthusiasm that will keep you excited about your task and about PEOPLE. This heartfelt enthusiasm NEVER RUNS DOWN. It is a mysterious current that flows from Leader to Follower and sparks commitment. An enthusiastic heart is an inspired heart.

THE HEART OF LEADERSHIP MUST BE A BELIEVING HEART -- A heart that has a will to win. A will to win means perseverance, even in the face of adversity and determination to succeed even when the odds are stacked against you, remembering that SUCCESS BREEDS SUCCESS. "Most people can stay motivated for two or three months. A few people can stay motivated for two or three years. BUT – a winner will stay motivated for as long as it takes to win." There is no winning without believing. A will to win must be sustained by a believing heart.

THE HEART OF LEADERSHIP MUST BE AN ACHIEVING HEART. An achieving heart does not hesitate to take the high road, nor the hard road.

THE HEART OF LEADERSHIP MUST BE A BURNING HEART -- A heart that is aflame to reach the height that beckons. A leader must continually grow and develop, and if leadership is to be successful, it must be able to use the powerful tool of organization. In addition to this, the great leader must be possessed with a dynamic drive. The leader with a burning heart will be able to ignite the fires of accomplishment in the hearts of followers. The burning heart is one that feels and cares.

LESSON 4 VISIONARY LEADERSHIP

Insights regarding vision and leadership

"Leaders exist so that there may be better organization, better adaptation, or greater individuals. They are viewed as essential in that they formulate theories, policies, and ideals that give direction and character to an age; and their presence and character help to define the character of society. *The quality of their contribution is such that history is substantially changed.*"

LEADERSHIP IS THE ACT OF LEADING. The leader must stay in front, but not so far in front that contact with followers is lost.

The successful leader *must plan the work, and work the plan*. A leader who moves by guesswork, without a practical, definite plan, is like the proverbial ship without a rudder. Sooner or later the ship will be found on the rocks.

We will do well to consider what Dr. Eugene Jennings has to say in his book, *The Anatomy of Leadership*. "Leadership may well emanate from an executive position, but it thrives largely on the personal resources that the individual himself brings to bear upon the event."

Many persons have failed to become leaders, not because they did not have dreams or bright ideas, but because they did not have enough willpower to provide the necessary energy and determination – and to make the necessary sacrifices.

"Visionary leadership is..." **the ability to get people to do what you want done- when you want it done-** in a way you want it done- because they want to do it."

Five Key Lessons for Visionary Leaders

1. **Focus the majority of your efforts on the future.** Followers are concerned about the present, but a leader's primary responsibility is to find, recognize and secure the future. **KEY:** Build on the foundations of our history, but focus on your future.
2. **Understand the nature of fundamental change.** Change is given in today's world. "What works today won't work tomorrow." Today's culture is a "change-or-be-changed" world. **KEY:** Reinvent yourself for the 21st century or die.
3. **Appreciate the complex systems and how they work.** Don't take for granted the systems or procedures you now use. How can the system be altered or tweaked for more effectiveness.
4. **Examine your leadership style to see how it affects productivity.** Your leadership style has a dramatic effect on those around you. **KEY:** followers of positive leaders are up to twenty times more effective.
5. **Create shared vision to build bridges to the future.** People expect to have a voice in their future and leaders build bridges and encourage followers to join them on the journey across. A leader is someone you choose to follow to a place you

wouldn't go by yourself. This is the capacity to create a compelling picture of what could be.

"One of the greatest tragedies in Christian leadership
is when those in leadership have no vision of the future.
And if vision is not in the heart of the leaders, it certainly won't be in the followers.
Effective Christian leaders will never be satisfied with the status quo
for either themselves or their church."

Ten Commitments of Visionary Leadership

If you are to be a visionary leader, you must develop a lifestyle that will:

Challenge the Process

1. *Search out* challenging opportunities to change, grow, innovate and improve.
2. *Experiment, take risks, and learn* from the inevitable accompanying mistakes.

Inspire a Shared Vision

3. *Envision* an uplifting and exciting (ennobling) future.
4. *Enlist* others in a common vision by appealing to their values, interests, hopes and dreams.

Enable Others to Act

5. *Foster collaboration* by promoting cooperative goals and building trust.
6. *Strengthen people* by giving power away, by providing choice, developing competence, assigning critical tasks, and offering visible support.

Model the Way

7. *Set the example* by behaving in ways that are consistent with shared values.
8. *Achieve* small wins that promote consistent progress and build commitment.

Encourage the Heart

9. *Recognize* individual contributions to the success of every project.
10. *Celebrate* team accomplishments regularly

Vision and Mission

In a nutshell, vision leads to a Mission Statement and Action Plans that provide direction and strategy for your followers. While some may consider these items to be unnecessary, the truth is that without them you will flounder and your people will perceive you to be directionless. A mission statement tells us what the organization is all about and what it intends to be. The mission always leads us to the discussion of the vision of the organization. The vision should complete the mission statement. Basically, the vision is the blueprint for a successful mission statement

The following are the benefits of a good mission statement.

- a. It clarifies focus (what you do and why you do it)
- b. It fosters a sense of unity
- c. It enhances creativity
- d. It streamlines your effort and energy
- e. It simplifies decision-making
- f. It serves as a solid promotional platform
- g. It bolsters team spirit

A good mission statement is:

- a. Short and to the point (one sentence is best)
- b. Easy to understand
- c. Easy to memorize
- d. Printed and referred to often
- e. Something that matters to people.

Seven tests of a great mission statement:

- a. Does the Bible affirm it?
- b. Does your budget reveal it?
- c. Does your staff reflect it?
- d. Do your ministries match it?
- e. Does your congregation live it?
- f. Does your pastor stick to it?
- g. Are your plans to build in alignment with it?

Four "Invitational" Questions Visionary/Missional Leaders Live:

- 1. Where are we headed?** The WRONG question is, "Where have we been?" PTL we can head toward the future that God has promised and prepared.
- 2. What kind of future are we building** for our families, community, world and church? Note: The church that puts itself first is already dead. We need a "Theology of Service and Ministry to Others," not a "Theology of Survival."
- 3. What are our strengths, gifts and competencies?**
- 4. What is God inviting us to accomplish in mission?**
(What about spending some time with your leadership team and other leaders wrestling with these vital questions?)

MISSIONAL LEADERS keep these four questions before them and their leaders!

NEVER, NEVER, NEVER give in to maintenance, self-preservation, or survival mentality. Spend a good portion of your leadership (board) meetings with questions like these, dealing with the future, planning, strategy, vision casting, dreaming, etc.

What Effective Leaders Do to Motivate People

If you are going to get people to buy into your vision and mission statements and follow you into the unknown, you need to motivate your people. There will always be those who fight change or are hesitant to start the process of transformation. To do this, leaders need to inspire and motivate their people in the following ways:

1. Captivate their hearts and minds by addressing things that matter to them.
2. Earn their respect by demonstrating godly character.
3. Win their trust by delivering on your promises.
4. Clearly and convincingly communicate your purpose: ***to serve them.***
5. Facilitate their enduring focus on a compelling vision.
6. Offer them a concise, significant, and challenging ROLE in the fulfillment of the vision.
7. Support them with resources, guidance, encouragement, and rewards.
8. Describe your reasonable performance expectations of them.
9. Lead by offering captivating ideas, persuasive words, and an inspiring example.
10. Always place the needs of the people above the needs of the program.

11. Provide generous praise; selflessly and genuinely deflect credit to the entire team.
12. Celebrate each small win along the path to ultimate victory.

For the vision to become reality, leaders need to:

1. Prioritize their people (Equip the top 20% for 80% of the time...minister to everyone 20% of the time)
2. Prioritize their development
 - Spend 70% of your time developing your strengths
 - Spend 25% of your time learning new things
 - Spend 5% of your time working on your weaknesses
3. Prioritize their life (Know what is most important)
4. Prioritize their thinking
 - Spend 80% of your time thinking about tomorrow
 - Spend 20% of your time thinking about today
5. Prioritize their resources

VISION AND VALUE CASTING

Sharing the vision and marshalling action are essential for making the organizational vision stick in an organization.

Leaders must teach and coach followers to both accept and apply the vision and values of the organization into the work they do.

In a leadership context, teaching and coaching are focused on a very few goals:

help followers understand the vision and its values context;
accept as their own these values and the implications of the vision; and
apply the principles inherent in the vision as they perform their organizational work.

In this way, the inherent field of the organization becomes more explicit and the order, productivity, and unity that emerge from the attractor become a practical extension of a shared values context.

If a leader does not teach his or her values and vision, other values and a different vision will guide the organization and may work against the leader's purposes.

Teaching and coaching both help strengthen the attraction power of the vision and values. Teaching and coaching activities reinforce the power of trusting relationships and the power of vision as the basis for organizational action (Fairholm, 2004).

LESSON 5

LEADERSHIP DEVELOPMENT

Leadership Development

The true leader is not only focused on where the organization is going, but is also concerned about who will take it there and beyond. One of the key responsibilities of a leader is the development of the leaders around him. The following are key considerations for a leader:

The Leader's key question: AM I RAISING UP POTENTIAL LEADERS?

The Leader's toughest challenge: CREATING A CLIMATE FOR POTENTIAL LEADERS

The Leader's primary responsibility: IDENTIFYING POTENTIAL LEADERS

The Leader's crucial task: NURTURING POTENTIAL LEADERS

The Leader's daily requirement: EQUIPPING POTENTIAL LEADERS

The Leader's lifelong commitment: DEVELOPING POTENTIAL LEADERS

The Leader's highest return: FORMING A DREAM TEAM OF LEADERS

The Leader's greatest joy: COACHING A DREAM TEAM OF LEADERS

The Leader's finest hour: REALIZING VALUE TO AND FROM LEADERS

The Leader's lasting contribution: REPRODUCING GENERATIONS OF LEADERS

Turning followers into leaders

1. Leaders are hard to find, they don't flock.
2. They are hard to gather, to come around you
3. They are hard to keep as they will only stay with you if you are better than they are.
4. You find leaders on purpose.

Ten ways to identify a promising new leader

1. Leadership in the past
2. The capacity to create or catch vision
3. A constructive spirit of discontent
4. Practical ideas
5. A willingness to take responsibility
6. A completion factor – finishing the given task
7. Mental toughness
8. Peer respect
9. Family respect
10. A quality that makes people listen to them

What an leader looks like

1. Leaders make things happen
2. Leaders have influence
3. Leaders see and seize opportunity
4. Leaders add value to people

Mentoring of Leaders.

1. Knowledge combined with experience is the best mentoring process.

"What you heard from me, keep as the pattern of sound teaching, with faith and love in Christ Jesus" (2 Timothy 1:13). An effective mentor encourages potential leaders by

patiently leading them through ongoing, on-the-job learning experiences. Jesus learned in the Temple by listening to the Jewish teachers and in the carpenter shop by watching his skilled adopted father, Joseph. The most effective mix is a combination of formal training and informal learning experiences.

2. A leader's personal life is the greatest lesson. The development of exemplary leaders comes by modeling exemplary leadership. The *how* is best taught by a trusted *who*! Paul reminded Timothy, "I thank God, whom I serve, as my forefathers did" (2 Timothy 1:3). Someone modeled the lifestyle that Paul fleshed out in the lives of others.

3. Mentors are lifters. Great leaders make everyone feel worthwhile. Timothy learned about encouragement from Paul while on the job. "We sent Timothy, who is our brother and God's fellow worker in spreading the gospel of Christ, to strengthen and encourage you in your faith" (1 Thessalonians 3:2). Encouragement is a vital ingredient in the mentoring process. Send a note or E-mail. Make a quick phone call. Stop in. Let your student know "out loud" that you appreciate his or her efforts.

4. Mentors need strong shoulders and listening ears. Paul reminded the church at Corinth about his constant and compassionate concern for them. "I face daily the pressure of my concern for all the churches," he wrote (2 Corinthians 11:28).

5. The inspiring examples of other leaders inspire leadership. In his invitation to Rome, Paul taught Timothy the importance of good resources. "When you come, bring the cloak that I left with Carpus at Troas, and my scrolls, especially the parchments" (2 Timothy 4:13). Paul the teacher understood that the wisdom of God's Word is exemplified through the writings of its students. Now, mentors have the advantage of audio, video, print, and internet resources that can, and must, be readily shared.

6. Mentors are transparent. Paul wasn't afraid to share his tragedies as well as his triumphs. "You, however, know all about my teaching, my way of life, my purpose, faith, patience, love, endurance, persecutions, sufferings.... Yet the Lord rescued me from all of them" (2 Timothy 3:10, 11). Rose-colored glasses won't help leader-recruits see better. They need to understand that the fields "white unto harvest" have some weeds!

7. Mentors are guardians. "Timothy guard what has been entrusted to your care" (1 Timothy 6:20). Even as Paul taught that truth he understood the weight of his own guardianship. Mentors will do their share of groaning under the weight of possibilities for their charges. They also delight in understanding the faithfulness of their Lord. They seek to combine intercession with instruction in the power of the Holy Spirit.

Mentors influence those they are forming.

I- Inspirational in Style

N- Never-failing in its promises

F- Forgives quickly

L- Loves God

U- Understands people

E- Encourages others with praise

N- Never quits

C- Communicates the vision

E- Enthusiastic about the future

LESSON 6

Biblical Leadership

The following are leadership characteristics as viewed by the world and Christ:

By the World	By Christ
Self-confidence	Confidence in God
Political savvy	Spiritual savvy
Ambitious	Humble
Originates methods	Finds God's methods
Commands others	Serves others
Independent	God-dependent
Aggressive	Meek
Puts self first	Puts others first
Acting in self-interest	Acting in love
Trust in self	Trust in God

Biblical principles of leadership to consider leadership in a church:

Principle # 1: Jesus Christ is the leader of His Church (Eph. 1:22-23)

Question: How is the leadership of Christ played out practically in your church?

Principle # 2: Earthly leaders serve under Christ's authority (1 Pet. 5:1-4)

Question: How do the leaders in your church demonstrate their submission to the authority of Christ?

Principle # 3: Leaders are servants of the people (Matt. 20:25-28)

Question: How do your leaders model a servant attitude in their exercise of leadership authority?

Principle # 4: There are various degrees of leadership (Ex. 18:25)

Question: Are there numerous opportunities for people to serve (lead) in your church that offer different levels of responsibility and oversight?

Principle # 5: There are different styles of leadership (Barnabas and Paul in Acts 15:36-41)

Question: Is there an expectation that people all use a similar style of leadership in your church or are people allowed to lead in their God-given styles?

Principle # 6: Leaders are to be obeyed (Heb. 13:17)

Question: How well do members of your church obey and submit to Christ's leadership through their godly leaders?

Principle # 7: The potential for faithful ministry depends on leaders leading and followers following (Jn. 10:27)

Question: How well are your leaders communicating the will of Christ to your members and are your people listening?

Principle # 8: Every leader is to develop other leaders (Eph. 4:12)

Question: Are new leaders being developed in your church?

The Qualities and Traits of Grace-Full Leadership (GFL)

Mark 10: 42-44, is a biblical leadership paradox. Explain the paradox and contrasts found in this passage of scripture that spells out the leadership philosophy of Christ.

The qualities of Grace-Full Leaders:

Grace-full leaders . . .

- Are more concerned with spirit than style (Phil. 2:5)

Grace-full leaders are more concerned with spirit than with style. Leading from the inside out is an expression of grace-full leadership. A grace-full leader has the right combination of confidence and humility to recognize strengths and weaknesses and to consciously seek to build character, competency, and the confidence of those who are led. This formula is a key component of leadership. Leadership is the tapestry of integrity of heart and life, words and deeds, thoughts and actions.
- Are covenantal rather than contractual (2 Cor. 3:6)

Grace-full leaders are more concerned with covenantal rather than contractual relationships. Contracts take the place of trust; covenants express it, for trust is at the heart of a covenantal relationship. While most relationships have some elements of both, at some point all relationships become essentially one or the other. Contractual relationships exist because of what people *do* for each other. Covenantal relationships exist because of what people *are* or *mean* to each other.
- View people as ends-not means (Mark 10:45)

Grace-full leaders view people as ends—not means. While occasionally within organizational life things do change and people are displaced, nonetheless, the grace-full leader seeks to foster an environment where people can flourish. Leadership that does not promote the overall welfare of the people involved might appear to be efficient and powerful, but it is not Christian. Grace-full leaders recognize the dignity of others and affirm the diversity of their gifts. Everyone comes with certain gifts—but not the same gifts. A polar bear is as unique as a stingray, but don't ask a polar bear to survive under water or a stingray on polar ice. The challenge is to match the person to the position and need at any given time.
- Recognize the changeable from the changeless (Isa 43: 18-19)

Grace-full leaders recognize the changeable from the changeless. Change can be a genuine opportunity for renewal, but the problem is the "change has no constituency." That is to say, most people do not like change. Change often means letting go of things that are familiar and moving into unknown territory. Even when a person does not like things as they are, he or she may still find it hard to venture into the unknown. In order to successfully determine what should change and what should not, and then to effectively manage those things, you must first be comfortable with the realities of change in your own life. If the followers are to respond positively, the leader must first accept the pace and necessity of change.
- Seek significance, not just success (Col 3:23)

Grace-full leaders seek significance, not just success. In the New Testament it becomes clear that although we must work, our primary calling (vocation) is to repentance, faith, fellowship, and service. Men and women are called to be new creations in Christ. This call *to be* precedes the call *to do*. The Bible doesn't indicate that God calls us to an earthly profession or trade. Paul, for example, is called by God to be an apostle; he is not "called" to be a tentmaker as shared by Elton Trueblood in *Your Other Vocation*.¹ So faith makes a difference in how one views

work and how one works. Bringing the gospel to all of life can flood a person's working hours with new meaning and new potential. The hours spent at work can become "Kingdom hours" that provide a powerful witness to the world of the grace and glory of God. It is vital to the church, the individual, and the world at large that a true integration of faith and work take place in the life of every believer. As this happens, success gives way to significance.

- Are responsive as well as responsible (1 Chron. 29:9)

Grace-full leaders are responsive as well as responsible. Being responsive allows an organization to discontinue practices no longer effective. Most good ideas and effective methods run their course in time and need to be replaced with other good ideas and effective methods. The "we've always done it that way" attitude is often hard to overcome because the weight of tradition and organizational history supports the tried-and-true ways of the past. The responsive leader has the ability to recognize when new outcomes are needed and when old methods may not be sufficient.
- Are high-touch (Matt. 28:20)

Grace-full leadership is "high-touch" in at least four dimensions. You must stay in touch with

 1. yourself,
 2. the internal and external environment in which you must function,
 3. those whom you lead, and
 4. God.
- Maximize influence and minimize authority (1 Cor. 11:1)

Grace-full leaders maximize influence and minimize authority. Whenever possible, grace-full leaders seek to lead through influence rather than authority. The difference between the two approaches strikes at the heart of why and how employees/ members/followers choose to respond to leadership initiatives. If the only method of motivation is the authority of the leaders, the response of the follower will no doubt be a minimal commitment. The follower may comply with his hands, but not his head or heart.
- Are passionate (Rom. 12:11)

Grace-full leaders are passionate. We would like for all our work to be exciting and immediately rewarding, but it isn't always that way; much of life and labor is tough and boring and routine, and therein lies the challenge to excellence. For grace-full leaders merely to repeat Jesus' words is not to continue His work; they must be intent on reproducing His life and passion. Such leaders are not building their kingdoms, but His; grace-full leaders are passionate people, set aflame by the Spirit.
- Focus primarily on the body (organization), not the head. (Luke 22:27)

Grace-full leaders focus primarily on the body, not the head. A spirit of community doesn't just happen; it must be fashioned and fostered, nourished and maintained. Community can be a fragile thing in many ways. Relationships can be broken; isolation can set in; and communication can dissipate. Employees and coworkers can drift apart, living in their own little worlds, almost untouched by the others.

The Traits of Grace-Full Leaders:

Grace-Full leaders . . .

- Understand accountability (Luke 16: 1-2)

Grace-full leaders understand accountability. Accountability means that leaders take responsibility for their words and actions. And just as one is accountable *to* others, the grace-full leader is also accountable *for* others. Leaders must bear a sense of responsibility for the individuals with whom and for whom they work. Leaders often are called upon to balance the needs of people and of the institution.
- Interact rather than react (Prov. 27:12)

Grace-full leaders interact rather than react. Interactive leadership is a recognition that we may legitimately act in different ways at different times, depending on the interaction we have with the circumstances confronting us. Management is both a science and an art. This is the art part. It is a way to maximize our timing and to learn from the environment as we plan our proactive and reactive responses.
- Follow their “knows” (Eccles. 9:17)

Grace-full leaders get the right information, talk with the right people, and balance that input with their instincts and inner compass—but there is more. Ultimately, for the Christian leader, knowing must also include the spiritual dimension. God has promised wisdom and guidance, protection and empowerment. The grace-full leader knows he or she must stay in tune with God and follow His leadership. Of all the things there is to know, knowing God is most important.
- Are willing to follow as well as lead (Matt. 16:24)

Grace-full leaders are willing to follow as well as lead. I suppose that “a leader who follows” might, at first glance, appear to be an oxymoron as well. However, the grace-full leader knows that learning to follow is one of the first great lessons of leadership. This idea of leaders as followers may take some getting used to for some. It seems just the opposite of the normal role of leadership, which is commonly understood as being out front, pointing the way, and giving the orders.
- Maintain their balance (Prov. 3:6)

Grace-full leaders maintain their balance. Balance in life prevents becoming an extremist or being eccentric in beliefs, attitudes, and actions. It keeps the pressures of success and failure in proper balance. Dealing with adversity and prosperity are two extreme tests. Both challenge your ability to remain steady and focused and to keep spiritual equilibrium. And of the two, perhaps success is the hardest.
- Have double vision (Prov. 29: 1) ****

Grace-full leaders have double vision. Leadership demands that you see both what is and what can be. This “double-vision” helps enable us to keep our sights set on the future as we deal with the daily demands of leadership.

- “Go deep” (Luke 5:4)
Grace-full leaders “go deep.” Grace-full leaders know that having wet feet rather than cold feet means they must start—must be willing to take those first steps of leadership. No matter how unlikely the timing or difficult the circumstances or impossible the task, it falls to the leader to lead.
- Are skilled meteorologists/climate readers (Isa 32:2)
Grace-full leaders are skilled meteorologists. Every organization has a “climate.” A skilled leader knows how to react to various organizational weather patterns—storms, calm, high pressure, thunder, and lightning. Leadership is, in many ways, a foul-weather job because that’s when a leader is most severely tested. One cannot always avoid the winds, the snow, and the sleet, but a leader can prepare for them. Anticipating the storm is one key responsibility of a leader.
- Anticipate through planning, path finding, planting, and prospecting (Ps 18: 36)
Grace-full leaders anticipate through planning, path finding, planting, and prospecting. Good leaders create positive energy that helps people overcome obstacles, break free from inertia, and rise to new challenges and levels of performance. They act in the present with the future in mind—they anticipate.
- Take care (Matt 9:36)
Grace-full leaders take care. Grace-full leaders learn to take care of their organizations, themselves, and their relationship to God. Unless care is consistently given to each aspect of life, a person’s leadership can be eroded. Grace-full leaders are aware that an organization is held together by shared values, beliefs, and commitments. This is what gives it fiber, integrity, and the capacity to endure cyclical hardships. Since organizations are people, the first way to care for the organization is to hire the right people—individuals who are committed to the core values of the organization. One of leadership’s classic axioms is to “hire for attitude and train for skills.”

Learning to lead is a lifelong process. It doesn’t happen by reading a book or taking a course or wishing it were so. We all learn to lead by leading. And learning to lead is also a part of learning to live with purpose and meaning beyond our own interests and abilities. The world is waiting for a new generation of leaders—men and women whose mission is more than profit, whose morality is not contextual, and whose very life is an expression of grace; leaders who will manage themselves, inspire others, and forge the future.

LESSON 7

SMALL GROUP ACTIVITY

Review Questions for *Grace-full Leadership*

As a group, discuss and prepare answers for 5 of the 15 questions below. At the end of the discussion period, one of you will report your group answers to the class.

1. If an individual is to be a grace-full leader, God must be rightly placed at the center of his or her life, work, and relationships. How does one measure or know that God is in the center of every aspect of an individual's life? Is He at the center of your life, work, and relationships?
2. Trust is foundational to covenantal relationships. What are three characteristics of trust and how can they be manifested in who we are?
3. How does an environment where individuals accept one another's weaknesses as well as strengths allow an individual to change, grow, and develop?
4. What are the factors that shape and mold us? Some of those forces are outside our control, but there are also forces at work within us. What are the forces within us from which character flows? How can we develop these forces?
5. What is the primary response of the responsive leader?
6. Explain at least four dimensions of grace-full leaders being "high-touch."
7. What does "walk softly and carry a big heart and a generous spirit" mean in terms of grace-full leadership?
8. How do we overcome the routine of our work and our mission?
9. What type of an environment will a grace-full leader create and why?
10. Give four parallels between sailing and leadership and why they are important to remember.
11. Explain the statement, "We can lead only as we follow."
12. What transforms our visions and brings them into spiritual focus?
13. The life of every leader is filled with moments when he or she must trust. What are you going to do when the water gets deep and the going gets tough?
14. Explain why an effective leader is both a weather forecaster and a weather factor.
15. How does a leader find time to take care of his or her organization, himself or herself, and his or her relationship with God with all the other items to do?

LESSON 8

CRITICAL ISSUES LEADERS NEED TO RECOGNIZE

Leadership's Limitations

A. People Limitations

Leaders cannot lead people:

- Longer than they're willing to follow
- Farther than they're willing to go
- Faster than they're willing to change
- Higher than they're able to climb

B. Personal Limitations

Leaders cannot lead people:

Beyond his leadership skills
 Above their level of trust
 Past his level of commitment
 Around his undisciplined lifestyle
 Without his willingness to serve.

Steps Toward a Leadership Breakdown

1. Comparison

No matter what you've experienced, remember this: there are people who've had it better than you and done worse; and there are people who've had it worse than you and done better. I've watched some very talented people miss opportunities because they were worried about what someone else was receiving or achieving. If you prepare yourself to the best of your abilities and give your all in every situation, you will be successful. You may not always win, but you will always be a winner.

2. Rationalization

In this day and age it seems that people can rationalize any situation. A cartoon, which appeared a few years ago in the *New Yorker*, showed two clean-shaven middle-aged men sitting together in a jail cell. One inmate turned to the other and said, "All along, I thought our level of corruption fell well within community standards." Taking responsibility instead of rationalizing is a matter of integrity. And integrity is the foundation of leadership.

3. Isolation

You can't be a leader if you're all alone. Leadership requires teamwork, and teamwork requires people. Trying to avoid a challenge or problem by isolating yourself from everyone always results in a larger problem. You may need to separate yourself from most of the group to solve a problem; however, you should always have contact with at least one other person who can mentor you and help you through the situation. Your mentor may not be able to help you find a solution quicker, but a mentor serves as an encourager, which is sometimes just as valuable.

4. Regret

Yesterday ended last night. As much as we would like to, we can't go back and change what has already happened. We can only move forward and do the best we can today. Regret merely drains our energy and makes it harder to move on.

5. Bitterness

Past hurts can make you bitter or better. If you hold onto disappointment you become bitter. If you learn from disappointment you have a better chance of not facing the same disappointment later on. I have found that grudges hurt me more than they will the other person; therefore, clinging to bitterness wastes time and energy.

A crash course in failure

1. Everyone fails
2. Nobody enjoys failure, so they cover up and never learn from their failure. Lesson: stay down long enough to learn why you failed.
3. Nobody teaches you how to fail correctly.

Steps to failing forward:

1. Remove the "you" from failure, not responsibility. You fail, but you are not a failure
2. Don't let failure or success outside of you get inside you. Leaders are dealers of hope. If you want to impact people, tell them of your failures. Learn to not take yourself too seriously.
3. Say good-bye to yesterday. You have to close that door and live in the present.
4. Get over yourself and start giving yourself.
5. Find the benefits of every bad experience

LESSON 9 CONFLICT MANAGEMENT

A crash course in conflict

Three basic principles

1. There is a difference between concerned disagreement and conflict
2. There is a difference between reconciliation and resolution
3. There is a difference between being peaceful and being a peacemaker

Know these principles and you will be well on your way to dealing with conflict.

Handling Criticism

It doesn't take long to realize that leadership at any level and in any organization is subject to both second-guessing and outright criticism. It just goes with the territory. Whether the venue is a non-profit business, a church or civic organization, your actions as a leader will be examined, analyzed, reviewed and critiqued. The only way to avoid this scrutiny is to "...say nothing, do nothing, and be nothing." Stay out of the fight and maintain the status quo and you'll be left alone. But if you are willing to be an agent for change and desire to accomplish something worthwhile, don't be surprised if you have to withstand a barrage of criticism throughout your leadership pilgrimage.

Criticism can either be just or unjust, objective or unfounded. But whether the motivation is envy or a deep loving concern, the irritation is the same. The motive behind the criticism is almost immaterial, as your response is limited to that which you can control – your reaction.

How are you going to manage criticism? Let me suggest three principles:

1. Consider the Source – The first step in handling criticism is to wisely consider the source. Oftentimes criticisms are motivated by jealousy, anger, complacency or hostility. There is a marked difference between genuine, constructive criticism prompted by a loving concern and habitual complaining. Experience will help you discern the difference. Chronic critics are those individuals who go out of their way to find fault with fresh ideas, new procedures or original thinking. They tear down rather than build up and in the process often attack the individual rather than the issue at hand. You're familiar with the rhetoric, "It'll never work," "We've never done it that way before," "It's not our responsibility," "We're doing just fine without it," or "We can't afford it."

Some people who criticize may simply be expressing a negative attitude or outlook on life, but remember that out of the overflow of one's heart the mouth speaks (Matthew 12:34). People who hurt the most often hurt the most! The sting of unexpected criticism from an unexpected source may reveal deep personal struggles. Take the time to investigate.

2. Consider the Observation – It's hard to see reproof as anything other than a threat. But we need to see beyond that and consider the truth behind the criticism. Can the criticism be used to develop my leadership style or sharpen my effectiveness as a leader? The only worthless mistakes are those from which we do not learn. Proverbs 12:1 speaks plainly: "...he who hates correction is stupid."

3. Practice Forgiveness – Our initial natural reaction to criticism is to get back at that person by either defending ourselves or by reciprocating with even harsher criticism. Relinquish your right to revenge. Don't seek retaliation. Practice "grace living."

The twenty-sixth U.S. president, Theodore Roosevelt, wisely evaluated criticism when he wrote, "It is not the critic who counts, not the man who points out how the strong man stumbles or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly...Far better is it to dare mighty things, to win glorious triumphs even though checkered by failure, than to rank with those poor spirits who neither enjoy nor suffer much because they live in the gray twilight that knows neither victory nor defeat."

Mark it well – if you are trying to accomplish anything great for God, those that are doing nothing will criticize you. Your motives will be questioned; your character may be assaulted. But as leaders we need to develop the self-confidence and thick skin to handle criticism constructively. If you are overly sensitive to the opinions and criticisms of others, you'll end up carrying a burden of guilt, an inadequacy that will manifest itself in ineffectiveness. Keep in mind that God's love for us is based on His faithfulness, not our ability to be perfect. And a purpose derived from a sense of calling from God will help provide you with the courage to confront criticism. Ignore the empty faultfinding; refuse to be swayed by others' chiding but never disregard the dream the Lord had given you!

LESSON 10 THE SEVEN DEADLY SINS OF LEADERSHIP

The Seven Deadly Sins of Leadership

True leadership is not about impressing people, but about serving others. It is not about manipulating those around you but about motivating them. Authentic leadership is not about controlling those under your supervision, but about communicating to them a vision for God-designed excellence.

God has entrusted leaders with the privilege of influence and to develop others for eternity's sake. But while we most often focus on the positives, what are those aspects of your leadership that can derail your influence and impact. Here are seven deadly leadership sins that can shatter your effectiveness as a leader:

1. **Haughtiness**

Haughtiness is when you're high on yourself and low on others. It displays an attitude of superiority, which looks with condescension on others and their accomplishments. It is an attitude of insolence that thinks no one else has the ideas or insights that you do.

2. **Arrogance**

Arrogance is a sense of self-importance and smugness that claims much for you and gives little to others. It displays an attitude that others are there to serve you. D.L. Moody observed, "God sends no one away empty except those who are full of themselves."

3. **Pride**

This is not the healthy self-respect for your work or ministry but an unhealthy, egotistical pride. Pride exhibits itself as being absorbed with you while ignoring others and their needs. It has been said that pride is the only disease that makes everyone sick but the one who has it!

4. **Disdain**

Disdain compares yourself with others in a derogatory way. It looks down its noses with scorn on those around you and belittles the accomplishments of others.

5. **Presumption**

Presumption claims privileges beyond our rights. It's a "me-first" attitude concerned more with the "perks" and "privileges" of power than the responsibility of true leadership.

6. **Assumption**

Assumption takes for granted what others say is truth without objectivity or investigating it for yourself. The result is going way out on all too thin limb.

7. **Vanity**

Perhaps the most destructive of the seven is vanity. Vanity is an intense craving for admiration and applause. This leads you to misunderstand the situation as you follow a personal agenda rather than a servant's heart.

All of these leadership snares center on a self-motivated ego. Conceit and arrogance will quickly kill effective leadership. If we allow it to take hold, we end up focusing on ourselves, not on others, and that's manipulation, not leadership.

Jose Cubero was one of Spain's most brilliant matadors. He enjoyed a spectacular career before he died at the age of 21 after a tragic mistake. Cubero thrust his sword a final time into a bleeding, delirious bull, which then collapsed. Considering the struggle finished, Jose turned to acknowledge the crowd's applause. The bull, however, was not dead. It rose and lunged at the unsuspecting matador, its horn piercing his back and puncturing his heart.

We should never consider pride or vanity dead before we are. For the Christian leader, people must come first. People aren't the means to an end; they are the end!

Just when we think we've won the battle, just as we turn to accept the congratulations of the crowd, pride stabs us in the back.

To be a Christian leader means you operate under the guidance and control of the Savior. We need to ask ourselves often, "Am I building people or am I building my own dreams and using people?"

LESSON 11

COMMUNICATION: MOTIVATION

To be an effective leader, you have to become a master at motivating people. Those you work with can testify that you need a special understanding and a special kind of leadership. Volunteers don't receive a paycheck, so they need to be motivated in other ways.

We can find many good motivational ideas in secular bookstores and workshops. We can learn a lot from these tools about recognizing and appreciating people, plus finding out what turns them on.

Followers of Jesus have an additional edge. We have the privilege of motivating people from a spiritual basis. *Here are seven tips on motivating church workers:*

1. Rely on the Holy Spirit

Jesus taught that the Holy Spirit is the great Teacher and motivator. "How much more will the ministry of the Spirit come in glory?" (2 Cor. 3:8). When leaders preach and teach about the Holy Spirit, people respond and begin to experience the Spirit personally. They become filled with the Spirit, they learn to fellowship with the Spirit in their prayer life, and they learn how to flow with the Spirit. This walk with the Holy Spirit becomes a continuing motivation to do God's will, to serve others in love, to reach out to people different from them, and to take risks of faith. The person of the Holy Spirit in our lives is the most positive, compelling, powerful motivation in existence.

I once heard a little girl who prays, "O God, if you're really there and hearing me, would you please touch me?" She feels touch and becomes excited. When she says "Amen" and opens her eyes, she notices her sister in the room and becomes suspicious. "Did you just touch me?" she asks.

"Yes," replies the sister.

"Why?"

"Because God told me to!"

Many times I've heard people say they were motivated by the Holy Spirit to phone someone or go to the hospital to see someone, and their action was exactly what the other person needed. The timing was just right because the Holy Spirit brought the two together. How important it is to have the Holy Spirit to do God's ministry!

2. Cast the Vision

Most people volunteer for ministry only after they catch a vision for it. They drop out when they lose vision. As leaders, we must not only have a clear vision ourselves but also communicate the vision so the people we're working with catch it.

Vision motivates people to go above and beyond the mediocre and routine. It lifts their sight to new places. It helps them see that they're living life for something greater than themselves. This is a strong motivation!

A good leader continually casts vision as while painting a picture of what God wants to do next through the congregation. People want to be part of something that's going somewhere and making a difference, so they're ready to say "yes" when asked.

3. Always Use Love Motivation, Not Guilt

I've experienced the benefits of motivating people with things that are *positive* and avoiding fear, negativity, and guilt. Positive motivation is durable, but a sense of duty/shame starts dying off as soon as your words fade from memory.

Positive motivations include, "Do you want to do something great for God? Do you want to make your life count? Do you want to find significance?"

4. Dramatize the Need

As pastor I often emphasized the importance of giving ministry workers the "Triple A" treatment: Affirmation, Appreciation, and Attention. For example, each year we gave an appreciation dinner for those doing significant things in ministry. We designated each November an "Attitude of Gratitude" month so that unsung heroes could be recognized. They'd come forward in the service and share what they did. Then everyone would applaud. When you recognize people in public and appreciate them, the impact is multiplied many times over. That motivates existing workers, and it spurs new people to get involved.

5. Explain How You Help Yourself by Helping Others

After Jimmy Carter served as U.S. President, he made a priority of going back to his Plains, Georgia, church to teach his Sunday school class. He would unashamedly tell reporters that no matter where he was in the world, he'd try to get back Saturday night so he could get up Sunday to study his outline and teach his class.

What reason did he give? He said he got more out of teaching the class than the participants received from what he taught.

Likewise, at one conference a lady told me about her daughter's death six months previously. She said she'd never have made it through that experience without her small group standing by, loving and praying for her.

Then she became a trainer of small-group leaders. "I never would have believed it, but I've received even more help by teaching others about what was done for me," she said.

People enjoy discovering that they can't out give God. When they reach out to others, they receive a greater blessing themselves.

6. Invite People to Be on the Inside

Jesus spent two-thirds of his time with the disciples. They knew they were inside their master's mind and heart. That's a strong motivation.

If I had something to get across to the church, I'd communicate it to the lay pastors, and they'd "sell it" to others because they had ownership.

7. Remember the Call of God

When times get tough, pastors always look back to that call. It becomes an anchor and a lifetime motivation.

Pastors aren't the only ones who minister out of a sense of calling. All God's people can have a sense of his leading. You can create a climate where people experience the call of God in ministry, both to full-time service and as volunteers. Once people connect with God's call for ministry in their lives, it becomes motivation for them. Their "daytime" jobs pay the bills while their real passion is ministry. As they discover and work out of their spiritual gifts, they come to develop a delightful sense of spiritual vocation.

These seven motivators all tap into the spiritual resources available to each follower of Christ. It is one thing to rise to the stature of a great philanthropist like Andrew Carnegie, whose tombstone is said to read: "Here lies a man who knew how to enlist the service of better men than himself." Christ-motivations can take someone even further; they can provide the transference of an enlarged heart. If you let people see your heart for God, then God will use that to enlarge their heartfelt motivation for ministry.

LESSON 12

COMMUNICATION - PASSION

The Word of God says, "And whatever you do, do it heartily, as to the Lord and not to men" (Col. 3:23). That is, do it with **passion!**

Have you ever thought about why some people succeed where others have failed? Why are some able to accomplish more with less resources than others? Why do some accomplish more in a single year than others do in a lifetime? I don't believe it is because of intelligence or education or giftedness or training. We all know that those that have been blessed with tremendous intellect or vast opportunities but have not lived up to their potential. Could the deciding difference be **passion?**

PASSION is the fire in the belly that separates mere contestants from winners. Passion not only gets you doing but also keeps you motivated. It is often the deciding factor between average and outstanding. Unfortunately, it is all too common for pastors to lose their passion after a few years in the ministry – that passion that so excited and challenged them when they took that first assignment.

Why do many lose the "passion" that makes all the difference?

- 1. ROUTINE-** In the predictable routine of life they have allowed something precious to become familiar, adopted a "been there, done that" attitude regarding their ministry and leadership. Walter Chrysler once commented, "I feel sorry for the person who can't get genuinely excited about his work. Not only will he never be satisfied, but he will never achieve anything worthwhile."
- 2. ACCEPTANCE AND APPROVAL-** Passion both draws and repels people. Some are attracted to the laser-like, single-mindedness while others are threatened by it. Sometimes, in our desire to be liked, we turn down the "heat" to an acceptable level.
- 3. APATHY INCREASES WITH AGE-** We cannot prevent the march of time, but we can prevent hardening of the spiritual and leadership arteries. Apathy is not a matter of the mind as much as it is an issue of the heart.
- 4. NO PURPOSE BEYOND OURSELVES-** Many have lost sight of their vision and failed to see the big picture as it relates to God's Kingdom.

What burns on the inside ultimately determines what is accomplished on the outside. A passion for those things you hold is the first step to the achievement of your leadership goals.

From all outward appearances, the church at Ephesus was a very solid church. They were relentless in their defense of the truth, their endurance and perseverance. But all the accolades were negated by one small complaint in Revelation 2:4: "You have left your first love." The passion of their relationship with the Savior has been replaced with the mechanics of ministry. Don't allow that to happen to you.

Peter Marshall said, "Enthusiasm is not contrary to reason. It is reason – ON FIRE."

Edward Butler said, "Every man is enthusiastic at times. One man has enthusiasm for 30 minutes, another man has it for 30 days, but it is the man who has it for 30 years who makes a success in life."

James Mark Baldwin: "Fire can't be made with dead embers, nor can enthusiasm be stirred by spiritless men."

Josh Billings: "Be like a postage stamp. Stick to something until you get there."

Many God fill us all anew with incredible **PASSION** for the task to which he has called us. I'm praying that I will keep passionate about ministry to my last day.

LESSON 13

LESSON 13
INTRODUCTION TO THE 21 LAWS OF LEADERSHIP

The 21 Irrefutable Laws of Leadership

Follow Them and People Will Follow You

Prov. 28:2

When there is moral rot within a nation, its government topples easily. But with wise and knowledgeable leaders, there is stability. (NLT)

The Qualifying Tests to Become Leadership Laws:

1. Not based on culture, gender or age
2. Relate and apply to all communities
3. Recognized by other leaders as Leadership Laws
4. Stand the test of time

Observations:

1. These Laws can be learned.
2. These Laws stand alone.
3. These Laws carry consequences.
4. These Laws are the foundation of Leadership.

LESSON 14**LAW 1 - THE LAW OF THE LID****Leadership ability determines a person's level of effectiveness*****EXAMPLE: SAUL & DAVID*****TEXT: II SAMUEL 5:6-23, 8:15-18**

King Saul had a lid on his leadership that David did not have. Saul never moved the monarchy beyond a charisma-based judgeship. He was a general but had no real standing army. He had no organized form of government and no means for preserving the gains of his leadership. David on the other hand was very decisive when he became king. Quite methodically David chose a strategic center for a new capital (Jerusalem-which had not yet been occupied by any tribe in Israel. It was controlled by the Jebusites, II Samuel 5:6-16). He took on Israel's rival, the Philistines, (II Samuel 5:17-23), brought the ark of the covenant to the new capital city (II Samuel 6) and set up his team of government officials, (II Samuel 8:15-18). Saul was inferior to David in both character and leadership ability. While Saul was limited by numerous "lids" in his life, David lifted "lids" off of himself and others around him. Clearly David was successful because of this law, and Saul failed because of this law.

OBSERVATIONS ON THIS LAW...**The Lids that Limited Saul:**

- **Saul was limited by the lid of fear. (I Samuel 10:21-22)**

He began his reign by hiding among baggage. His fear later led to the fear of his army.

"And Saul, the son of Kish, was taken; but when they looked for him, he could not be found... So the Lord said, 'He is hiding himself by the baggage.'"

- **Saul was limited by the lid of impatience. (I Samuel 13:8-10)**

He refused to wait on Samuel, took matters into his own hands and presumed upon God.

"Now he waited seven days... but when Samuel did not come, the people were scattering from him. So Saul said, 'Bring to me the burnt offering and the peace offerings.' And he offered the burnt offering."

- **Saul was limited by the lid of influence. (I Samuel 13:11-12)**

He was unable to encourage or inspire his troops to hold on until Samuel arrived.

"...but when Samuel did not come, the people were scattering from him (Saul)."

- **Saul was limited by the lid of resources. (I Samuel 13:22)**

Saul's army literally ran out of weapons for war. He had failed to enlist craftsmen.

"So it came about on the day of battle that neither sword nor spear was found in the hands of any of the people who were with Saul and Jonathan..."

- **Saul was limited by the lid of denial. (I Samuel 13:13-14)**

Samuel told Saul that he'd been rejected as king, but he continued as though all was well.

"And Samuel said to Saul, 'You have acted foolishly; you have not kept the commandment of the Lord your God... But now your kingdom shall not endure.

The Lord has sought out for Himself a man after His own heart, and the Lord has appointed him as ruler over His people..."

- **Saul was limited by the lid of impulsiveness. (I Samuel 14:43-44)**

He impulsively made an oath that almost cost his son's life. He was verbally reckless.

"Then Saul said to Jonathan, 'Tell me what you have done.' Then Jonathan told him, 'I, indeed, did taste a little honey with the end of my staff... And Saul said,

'My God do this to me and more also, for you shall surely die, Jonathan.'"

- **Saul was limited by the lid of pride. (I Samuel 15:12)**

He set up a monument in his own honor. He began to think far too highly of himself.

"Saul came to Carmel, and behold, he set up a monument for himself..."

- **Saul was limited by the lid of disobedience. (I Samuel 15:17-19)**

He disobeyed instructions to completely destroy the Amalekites. He then justified it all.

"'Why then did you not obey the voice of the Lord, but rushed upon the spoil, and did what was evil in the sight of the Lord?' Then Saul said to Samuel, 'I did obey the voice of the Lord...'"

- **Saul was limited by the lid of jealousy. (I Samuel 18:8-9)**

He was enraged when people compared him to David, and kept his jealous eye on David.

"Then Saul became very angry, for this saying displeased him; and he said, 'They have ascribed to David ten thousands, but to me they have ascribed thousands...'"

- **Saul was limited by the lid of anger. (I Samuel 18:10-11)**

He attempted to kill David with his spear, as David played the harp for him in the palace.

"And Saul hurled the spear for he thought, 'I will pin David to the wall...'"

- **Saul was limited by the lid of deceit. (I Samuel 18:21-29)**

He offered David his own daughter in a bribe, in hopes that David would die in a battle.

"And Saul thought, 'I will give her to him that she may become a snare to him, and that the hand of the Philistines may be against him...'"

Eventually, the law of the lid became Saul's downfall. When he did nothing about becoming a healthy, more effective leader—Saul was driven to compensate for his deficiency. He was volatile, emotional, reckless, subjective and irrational.

Lids that David Lifted...

- **David lifted the lid for himself, first. (I Samuel 17:34-37)**
(He prepared for Goliath by lifting his own leadership lid when he faced a lion & bear.)
"...The Lord who delivered me from the paw of the lion and from the paw of the bear, He will deliver me from the hand of this Philistine."
- **David lifted the lid for others. (I Samuel 17:51-53)**
(He enabled the Israeli army to experience an "impossible" victory over the Philistines.)
"Then David ran and stood over the Philistine and cut off his head... And the men of Israel and Judah arose and shouted and pursued the Philistines as far as the valley..."
- **David lifted the lid of the whole nation. (I Samuel 18:5-7)**
(He ended up raising the faith of the whole nation to believe they could do anything.)

"So David went out wherever Saul sent him, and prospered; and Saul set him over the men of war. And it was pleasing in the sight of the people..."

- **David lifted the lid before he had an official position. (I Samuel 17:37)**
(He didn't wait to become king to grow and practice leadership; he began as a shepherd.)
"The Lord who delivered me from the paw of the lion and the paw of the bear, He will deliver me from the hand of this Philistine..."
- **David felt others tried to put their lid on him. (I Samuel 16:11, 17:28, 17:33-39)**
(Saul and his own brothers discouraged him; his father didn't even show him to Samuel.)
"Then Saul said to David, 'You are not able to go against this Philistine to fight with him; for you are but a youth...'"
- **David had a lid-lifter in Jonathan. (I Samuel 18:1-3)**

(The only lid-lifter he had to begin with was Jonathan—who believed in him completely).

"...the soul of Jonathan was knit to the soul of David, and Jonathan loved him as himself... Then Jonathan made a covenant with David because he loved him..."

- **People recognized the difference between Saul's lid and David's. (I Samuel 18:7)**

(David was recognized as a superior leader and warrior to Saul—it was obvious to all.)

"And the women sang as they played and said, 'Saul has slain his thousands, and David his ten thousands.'"

THE LAW IN SCRIPTURE...

"Moses chose capable men from all Israel and made them leaders of the people, officials over thousands, hundreds, fifties and tens. They served as judges for the people at all times. The difficult cases they brought to Moses, but the simple ones they decided for themselves." (Exodus 18:25-26)

LIVING THE LAW... Greater success is possible when leadership skills are enhanced.

SELF-EVALUATION:

- a) What are the leadership lids in my life?
- b) How will I lift those lids? What do I need to do?
- c) Who are the lid-lifters in my life?
- d) What have been the lid-lifting experiences of my life?
- e) How do I lift the lid for others?

The Law of the LID

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 15
LAW 2 - THE LAW OF INFLUENCE

**The true measure of leadership is influence
 —nothing more, nothing less.**

EXAMPLE: JOSHUA

TEXT: NUMBERS 13-14

Joshua and Caleb were the only men of the twelve spies returning from the Promised Land who believed that the Israelites could, indeed, take the land. Joshua began to call the people to go forward, but alas, he wasn't able to influence them. At this junction of his life—Joshua had not matured into a place of influence. Even though he was right, he couldn't persuade the people to follow. They didn't look to him—they followed the other ten spies. His success would later grow in proportion to his leadership. Time was needed to deepen his influence. He was mentored by Moses, and eventually, (after Moses died), he became the natural leader to take the Israelites into the Promised Land. They later followed him and every instruction he gave them (Joshua 1:16-18).

OBSERVATIONS ON THIS LAW...

- **Joshua's influence grew because of his relationship with Moses. (Deut. 31:1-8, 23)**

After Moses mentored him, he was not only polished in his skills—but Joshua was commended to the people as a leader. Moses imparted authority to Joshua.

"Then Moses called to Joshua and said to him in the sight of all Israel, 'Be strong and courageous, for you shall go with this people into the land which the Lord has sworn to their fathers to give them, and you shall give it to them as an inheritance.'" (31:7)

- **Joshua's influence grew because of time and maturity. (Numbers 14, Joshua 18)**

Joshua shared the same words in Numbers 14 that he did in Joshua 18. The difference was that those words were spoken later to a new generation—from a mature Joshua.

"So Joshua said to the sons of Israel, 'How long will you put off entering to take possession of the land which the Lord God of your fathers has given you?'" (18:3)

- **Joshua's influence grew because of timing. (Joshua 1:16-18)**

Sometimes a leader has little influence until their followers want to go somewhere. Only when the Jews tired of circling the desert did they heed the words of Joshua.

"And they answered Joshua, saying, 'All that you have commanded us we will do, and wherever you send us we will go...'"

- **Joshua's influence grew because he possessed patience and integrity. (Joshua 1:5-9)**

Joshua continued to grow patiently even after the people rejected his words in Numbers 13. He displayed great consistency and credibility until they finally were ready to follow.

"No man will be able to stand before you all the days of your life. Just as I have been with Moses, I will be with you... Only be strong and very courageous; be careful to do according to all the law which Moses my servant commanded you; do not turn to the right or to the left, so that you may have success wherever you go." (1:5-7)

- **Joshua's influence grew because he was right. (Joshua 23:1-11)**

Joshua's words stood the test of time. His message never changed and eventually everyone saw that he was right.

"Now it came about after many days, when the Lord had given rest to Israel from all their enemies on every side, and Joshua was old and advanced in years, that Joshua called for all Israel...and said to them, 'I am old and advanced in years. And you have seen all that the Lord your God has done to these nations because of you...'" (23:1-3)

Myths About Leadership and Influence...

1. Joshua and the Management Myth

Leaders may manage, but managers aren't leaders.

Even as one of the spies that went into the Promised Land, Joshua was not merely a manager, but a leader. A manager would have merely supervised the Jews' present real estate, and distributed the manna in a fair manner. Joshua was ready to take new territory. He and Caleb were ready to lay out a strategy and cast the vision for progress.

2. Joshua and the Entrepreneurial Myth

Leaders may be entrepreneurial, but entrepreneurs aren't necessarily leaders.

Joshua was not a free-wheeling entrepreneur, but a leader. He would not move forward without the people, despite his and Moses' frustration with them. While he certainly could have moved more swiftly alone, he patiently waited forty years for the new generation to arise, then he entered the land with them.

3. Joshua and the Pioneer Myth

Leaders may be pioneers, but pioneers often are not leaders.

Joshua wasn't Israel's first leader. He grew up with a pioneer, having been mentored by Moses. He, however, was the second-generation leader who followed the pioneer—and understood the difference. Being first may not mean you take others with you. Joshua wasn't the first to lead people through the desert, but he was the one who finished the job.

4. Joshua and the Knowledge Myth

Leaders are knowledgeable, but knowledge doesn't make a leader.

Joshua undoubtedly possessed great intelligence, but his leadership was driven by his heart not his mind. The courage of his heart led him to attempt military exploits that defied logic. The compassion of his heart allowed him to remain with an obstinate people until they were convinced they could take each segment of the promised land.

5. Joshua and the Position Myth

Leaders may hold important positions, but a position doesn't make a leader.

Although he eventually received the authority from Moses to be Israel's next leader, he was leading long before he got the position. He was chosen to be a spy because of the leadership he displayed in his tribe. He was chosen to be commander of Israel's military because of the leadership he displayed as a soldier. And he was chosen to be leader of the nation—because of the qualities he displayed as a protégé under Moses.

THE LAW IN SCRIPTURE...

"You are the salt of the earth... You are the light of the world. A city set on a hill cannot be hidden... 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." (Matthew 5:13-16)

"Follow me as I follow Christ." (I Corinthians 11:1)

"Therefore, knowing the fear of God, we persuade men..." (II Corinthians 5:11)

LIVING THE LAW... Review the "The 5 Levels of Leadership" in Lesson 2

SELF-EVALUATION:

1. What is the level of my influence with the leaders of my organization?
2. What is the level of my influence with the followers of my organization?
3. Who are the top 10 influencers in my organization?
4. Do I influence the influencers?

The Law of Influence

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. How will I contextualize this law for my culture?
3. What actions should my leaders take as a result of this law?

LESSON 16

LAW 3 - THE LAW OF PROCESS

Leadership develops daily, not in a day.***EXAMPLE: JOSEPH***

TEXT: GENESIS 37-45

As a teenager, young Joseph had a divine dream. God revealed to him that he would one day be in a significant leadership role. Even his older brothers would submit to him. However, years of preparation were required to get him ready. His early pride and immaturity had to be chiseled away—as he became a man worthy to live out those dreams. Joseph progressed from the pit to the prison to the palace—every location representing a growth step for him in the process. He was becoming the leader God intended for him to be. He was thirty years old when he became Pharaoh’s assistant. At least **twenty-three years** passed between the “pit” and the “palace” when his brothers visited Egypt to get food from him. He was a changed man. The preparation was not an event, but a process. He was prepared in a simmering pot not a microwave.” It was a marathon not a sprint.

OBSERVATIONS ABOUT THIS LAW...

- **Joseph needed time to mature.**

When God first revealed His dream to Joseph, young Joseph was only a teenager. No doubt he had leadership gifts, but they were in a premature state. He needed time and experience to ripen and season as a leader.

- **Joseph needed to be tested and broken to resolve his pride issues.**

Joseph decided to share the dream God gave him with his brothers—a move that proved costly to his own health. It appears that he needed to be tested and broken of pride. God did it by taking “favored status” from him and placing him in the role of a slave in Egypt.

- **Joseph knew that self-promotion can never replace divine promotion.**

Joseph eventually learned that true progress only occurs when God is behind it. He decided to faithfully labor for Potiphar until it was evident that “God was with him.” Each time he did, favored status returned to him. Joseph looked to God for promotion.

- **Joseph determined to value difficult people and treat them as divine instruments.**

Joseph had plenty of opportunities to become bitter against people: his brothers, the slave traders, Potiphar’s wife, the liberated inmates who forgot him in prison. Each time, he overcame by seeing God in the struggle and viewing the offenders as instruments.

- **Joseph knew that God could never use him until he was tested and proven.**

One of the reasons Joseph became a leader in Egypt was he that passed each test that life threw at him. His leadership had been proven by the time he took charge under Pharaoh. He had endured stress and calamity and his experience gave him the wisdom he needed.

- **Joseph could see his role in the plan of God (in Egypt) because of the law of process.**

Joseph knew that God was directing his journey into leadership. When he revealed his identity to his brothers, he said: "What you meant for evil, God meant for good." He saw the big picture and recognized the process was necessary to become an effective leader.

JOSEPH ILLUSTRATES THE FOUR PHASES OF LEADERSHIP GROWTH:

1. PHASE ONE: I don't know what I don't know. (Genesis 37:1-11)

When Joseph was just seventeen, he began to receive messages that he was special, and that God was going to use him in an unusual way. His father favored him and gave him a coat, then he had a dream about his future leadership. He mistakenly shared it with his jealous brothers. They didn't like it and began to grumble against him. But did he understand what was happening? He had no clue. He had a second dream, and shared it with his whole family. All of them struggled with it, including his dad. Joseph was on the road of leadership preparation, but was unaware of what he didn't know. He was doing and saying things without understanding the human issues he was facing.

2. PHASE TWO: I know what I don't know. (Genesis 39-40)

Joseph later found himself in Egypt as a slave. It was during the first few years that he moved to the second phase of leadership growth. He began to be aware of what he didn't know. God was with him and all that he did was successful. It was in this season, however, that he was betrayed by his colleagues. Potiphar's wife, the king's cup bearer and his baker all revealed their true colors and Joseph got a lesson in human nature, relationships and leadership. He couldn't understand their deceit or apathy. He questioned how his fellow inmates could forget what they had promised. Nevertheless, he committed it all to the Lord and trusted that God would use it all for His glory. He matured during his time in prison.

3. PHASE THREE: I know and grow and it starts to show. (Genesis 41:14-37)

Joseph entered the third stage of leadership growth at about thirty years old. He was called upon by Pharaoh to interpret the king's dream—and Joseph did so with precision. The dream was about seven years of abundance and seven years of famine. Joseph even understood the application and timing of the dream. He told Pharaoh what to do during the seven years of abundance and that he ought to put a wise and discerning leader in charge of the reserve food. Joseph

understood that people from all over the earth would come to Egypt to buy food from them (41:57). It was during this season that Pharaoh put Joseph in charge of all the food, and he began to flourish in his leadership role.

4. PHASE FOUR: I simply go because of what I know. (Genesis 50:18-21)

By this final phase, Joseph was in mid-life. He operated out of years of leadership wisdom and experience. He was intimate with God and possessed a divine perspective on life. His leadership flowed and was second nature to him. In fact, as he distributed the food to people groups from all over the earth, his own family came to see him—not knowing he was in charge. The dream he had told them about as a teenager had come to pass. Now, the ones who had doubted him, physically beat him and sold him into slavery were in need of his help. This was his chance to take revenge. Everyone in Egypt would have understood. But Joseph chose to forgive them and meet their need for food. Why? Because this was no longer simply Joseph: the little brother—but Joseph: the leader. His actions flowed out of character and he did what was right even when it was difficult. His perspective was divine: “And as for you, you meant evil against me, but God meant it for good in order to bring about this present result and preserve many people alive.”

THE LAW IN SCRIPTURE...

“Trust in the Lord, and do good; dwell in the land and cultivate faithfulness...rest in the Lord and wait patiently for Him. Do not fret...for evildoers will be cut off, but those who wait for the Lord, they will inherit the land...The steps of a man are established by the Lord; and He delights in his way.” (Psalm 37:3-9, 23)

“While the earth remains—seedtime and harvest, and cold and heat, and summer and winter, and day and night shall not cease.” (Genesis 8:22)

“Behold, the farmer waits for the precious produce of the soil, being patient about it, until it gets the early and late rains. You, too, be patient; strengthen your hearts, for the coming of the Lord is at hand... as an example, brethren, of suffering and patience, take the prophets who spoke in the name of the Lord. Behold, we count those blessed who endured. You have heard of the endurance of Job and have seen the outcome of the Lord’s dealings that the Lord is full of compassion and is merciful.” (James 5:7-11)

LIVING THE LAW...

We overestimate the event and underestimate the process.

Leadership is Many-Faceted

1. Skills
2. Experience
3. Maturity
4. Relationships
5. Timing
6. Culture
7. Training
8. Attitude

The secret of our success is found in our daily agenda.

What can be discovered in our Daily Agenda?

1. Priorities
2. Passion
3. Abilities
4. Relationships
5. Attitude
6. Personal Discipline
7. Emotional Qualities
8. Influence Level
9. Vision

SELF-EVALUATION:

- a) What events have you experienced that helped you settle leadership issues? List some events and the issues with which you dealt. How did you grow?
- b) In my growth as a leader, what process items (lessons) does God continue to speak to me about, and drill into me? What have I had to relearn?
- c) How am I like Joseph? How am I different?

The Law of Process

1. What are the cultural barriers or areas of resistance I will face as I teach this law?
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 17

LAW 4 – THE LAW OF NAVIGATION

Anyone can steer the ship, but it takes a leader to chart the course.

EXAMPLE: NEHEMIAH

TEXT: NEHEMIAH 1-6

Nehemiah, the cup bearer for a foreign king, somehow understood the law of navigation. The walls surrounding Jerusalem had been broken down for years—but with the right leader in charge, they could be (and were!) rebuilt in 52 days. Once Nehemiah stationed the workers in appropriate positions, they all labored successfully until the work was done. It took a “navigator”, however, for them to work as a team successfully. There had always been plenty of workers. What they needed was a leader to chart the course. Zerubbabel led the way to restore Jerusalem’s temple. Ezra led the way to restore Jerusalem’s worship. Now—a new navigator was needed to restore Jerusalem’s wall. Nehemiah did what any great leader would do. He saw the need (which others could do as well), but then laid out a strategy and recruited a team to implement it. In record time, he got the job done.

OBSERVATIONS ABOUT THIS LAW...

NEHEMIAH’S NAVIGATION PROGRESSED THROUGH THESE STAGES:

1. Identification with the problem (1:4)

Nehemiah’s first step was inquiring about the status of the Jews and the wall around Jerusalem. When he got the news that the wall was rubble and that God’s name was being mocked—he wept. This cup bearer was identifying with the far away problem.

“Now it came about when I heard these words, I sat down and wept and mourned for days; and I was fasting and praying before the God of heaven.

2. Intercession for the people (1:5-11)

His next step was to go to his knees and pray. He interceded for the people and the need that remained unmet. He would not move forward with a plan until he first got connected with God and appealed to him for His wisdom and intervention. In this step, he got a plan.

“And I said, ‘I beseech Thee, O Lord God of heaven... let Thine ear now be attentive and Thine eyes open to hear the prayer of Thy servant which I am praying before Thee now, day and night on behalf of the sons of Israel...”

3. Interaction with the powers (2:1-6)

Next, Nehemiah met with the key players that could make something happen. He met with the king and got a commitment from him to finance the building of the wall. He also secured a passage to Jerusalem as well as the resources he would need to get there.

“And I said to the king, ‘Let the king live forever. Why should my face not be sad when the city, the place of my fathers’ tombs lies desolate... If it please the king,

and if your servant has found favor in your sight, send me to Judah to rebuild it..."

4. Investigation of the property (2:11-16)

In his next step, he surveyed the challenge he was facing, and got a handle on its size and scope. At this point, he determined the volume of workers he would need, the gifts they would need to possess and how he might station them to finish the task efficiently.

"So I came to Jerusalem and was there for three days... So I went out at night by the Valley Gate...and on to the Refuse Gate, inspecting the walls..."

5. Impartation of the purpose (2:17-18)

Then, Nehemiah gathered the potential workers and cast the vision to them. He imparted a sense of mission and shared why it was so important to restore the walls to Jerusalem. They caught glimpse of the spiritual ramifications of the project and bought in to it.

"Then I said to them, 'You see the bad situation we are in... and I told them how the hand of God had been favorable to me, and also about the king's words...' Then they said to me, 'Let us arise and build.'"

6. Implementation of the plan (3:1-32)

Finally, he divided up the men and the tasks appropriately, stationing men to work in front of their own homes—where their incentive for quality work would be high. He implemented the very plan he had put together two months earlier. "Then Eliashib the high priest arose with his brothers the priests and built the Sheep Gate... and next to him the men of Jericho built, and next to them Zaccur The son of Imri built..."

• NEHEMIAH UTILIZED THESE PRINCIPLES AS HE NAVIGATED:

1. **The Principle of Simplification.**
He organized the men in natural groups: families.
2. **The Principle of Participation.**
He identified and moved with those who were ready.
3. **The Principle of Delegation.**
He matched tasks with workers appropriately.
4. **The Principle of Motivation.**
He stationed the workers in front of their own house.
5. **The Principle of Cooperation.**
He encouraged teamwork and synergy among them.
6. **The Principle of Affirmation.**
He exercised the power of appreciation and recognition.

THE LAW IN SCRIPTURE...

"Where there is no vision, the people are unrestrained..." (Proverbs 29:18)

"For which one of you, when he wants to build a tower, does not first sit down and calculate the cost, to see if he has enough to complete it? Otherwise, when he has laid a foundation, and is not able to finish, all who observe it begin to ridicule him, saying, 'This man began to build and was not able to finish.'" (Luke 14:28-30)

LIVING THE LAW...

A leader is one who sees more than others see.

A leader is one who sees farther than others see.

A leader is one who sees before others see.

- ***Nine Steps to PLAN AHEAD:***

1. Predetermine a course of action
2. Lay out your goals
3. Adjust your priorities
4. Notify your key personnel
5. Allow time for acceptance
6. Head into action
7. Expect problems (Motion causes friction)
8. Always point to the successes
9. Daily review your planning

The secret of the Law of Navigation: PREPARATION.

SELF-EVALUATION:

- a) Am I more of a navigator or an implementer? Do others naturally look to me for a plan, or do they more often look to others for a plan to implement?
- b) Consider a current project in your ministry? What can I learn from Nehemiah regarding a plan of attack? Am I in one of those stages?
- c) Which of the principles above do I do well? Which do I do poorly?
- d) What prevents me from charting the course for my church or ministry?

The Law of Navigation

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 18
LAW 5 - THE LAW OF PERSONHOOD

When the real leader speaks, people listen.

EXAMPLE: DANIEL

TEXT: DANIEL 5 (PAUL-ACTS 27:9-11, 21-25, 30-44)

All through Daniel's young adult years, he was an outsider—a Jew living in the Babylon. However, each of three kings invited him to come and speak to them regarding future issues. Each time, they listened intently as Daniel spoke. Finally, when Daniel was brought before King Belshazzar, he was totally out of the power loop. In fact, he no longer served as a "wise man" or counselor in the palace. (Belshazzar had to be reminded by the Queen that Daniel even existed!) The king spoke to Daniel as a powerful man in the story (v.13-16). The king was so hungry to hear him that he offered Daniel a reward. Daniel was disinterested. His motives were not to please men. Like the Apostle Paul in Acts 27, Daniel was a man whose words meant something even when he was an outsider. (Paul was an inmate on board a ship when he took control of its course.) When Daniel spoke everyone listened.

OBSERVATIONS ABOUT THIS LAW...

What Makes People Listen to Us? The Qualities that Gave Weight to Daniel's Words:

1. **Relationships: People listen to us because of who we know.**
 Daniel's reputation was that he knew the God of Israel. This led to favored status with kings. (Example: This relationship is why people listened to Dwight Moody.)
2. **Sacrifice: People listen to us because of what we have suffered.**
 He gave up rights to eat the king's rich food. He lived a model life through what he suffered and sacrificed. (Example: Sacrifice is why people listened to Mother Teresa.)
3. **Character: People listen to us because of our integrity.**
 He was blameless and trustworthy even when he had to rebuke kings. "Trustworthy" means unimpeachable. (Example: Integrity is why people listen to Billy Graham.)
4. **Relevance: People listen to us because we identify with their needs.**
 He lived with the Babylonian people and identified with their struggles. He understood their lifestyle. (Example: Identification is why people listened to Martin Luther King, Jr.)
5. **Insight: People listen to us because of what we know.**

He possessed superior wisdom with dreams and visions. He was the one kings called on in their confusion. (Example: Knowledge is why people listened to Albert Einstein)

6. **Vulnerability: People listen to us because we are genuinely transparent.**

His life was an open book; he hid nothing—from his faith to his longings. What you saw was what you got. (Example: Vulnerability is why people listened to Princess Diana)

7. **Experience: People listen to us because we've succeeded in the past.**

His credibility came from years of living in a foreign land—and doing well in hardship. (Example: Experience and credibility is why people listen to successful military leaders.)

8. **Humility: People listen to us when we incarnate meekness.**

He was humble and submissive toward authorities. He connected because he never spoke with pretension. (Example: Genuine humility is why people listened to Mahatma Gandhi)

9. **Competence: People listen to us because of our abilities and expertise.**

He was able to do some things better than anyone else. He had abilities that were in demand. (Example: Ability is why people listen to Michael Jordan)

10. **Courage: People listen to us when we demonstrate conviction.**

He was a puppet for no one. He possessed convictions he was willing to die for. (Example: Conviction is why people listened to Winston Churchill)

THE LAW IN SCRIPTURE...

"The lips of the righteous feed many, but fools die for lack of understanding."
(Proverbs 10:21)

LIVING THE LAW...

- Positional leaders have a title but not always a following.
- Real leaders have a following but not always a title.
- Positional leaders influence positional people.
- Real leaders influence everyone.

Characteristics of a Real Leader:

Real Leaders become Real Leaders because of character- Who they are

Real Leaders become Real Leaders because of relationships- Who they know

Real Leaders become Real Leaders because of knowledge- What they know

Real Leaders become Real Leaders because of intuition- What they feel

Real Leaders become Real Leaders because of experience- Where they've been

Real Leaders become Real Leaders because of successes- What they've done

Real Leaders become Real Leaders because of ability- What they can do

SELF-EVALUATION:

- a) Why do people listen to me? What reasons so I give them to do so?
- b) People still listened to Daniel even when he was an outsider. Do others listen to me outside of my ministry? Why or why not?
- c) What gives me credibility with others?
- d) How might I increase that credibility?

The Law of Personhood

1. What are the cultural barriers or areas of resistance I will face as I teach this law?

2. How will I contextualize this law for my culture?

3. What actions should my leaders take as a result of this law?

LESSON 19
LAW 6 - THE LAW OF SOLID GROUND

Trust is the foundation of leadership.

EXAMPLE: SAMSON

TEXT: JUDGES 15:1-20

Samson learned the hard way that trust is the foundation for all genuine leadership. He is a good example of a bad leader. He was impetuous, volatile, lustful, moody, emotional and very unpredictable. His biceps were strong but his backbone was weak. He demonstrated the importance of this law by violating it. In this passage, Samson's intentions are doubted by the Philistines, by his father in law, and even by the men of Judah. No one is sure if they can trust him. His own people bind him up and deliver him to the Philistines to save their own necks. At this point in his leadership, he couldn't control his own power. He had slept with several women. He had deceived people. He had slaughtered others in fits of anger. Consequently, he became a man without a country. Not surprisingly, his downfall came through a woman named Delilah. She seduced him in the area of his weakness and got him to reveal the secret of his physical strength—a secret between he and God. He deceived her a few times, toying with her, but she eventually beat him at his own game of deception. He proved that renegades make poor coaches. No one could trust him so none were following his leadership.

OBSERVATIONS ON THIS LAW...

Judges 14-16: Samson Provides Signs for Us of a Leader Who is in Trouble...

1. They have not addressed glaring weaknesses in their character (Judges 16:1)

For what may have been years, Samson struggled with sexual impurity. He was known to sleep with prostitutes. His failure to control his lust led to his demise with Delilah.

"Now Samson went to Gaza and saw a harlot there, and went in to her."

2. They count on deception to safeguard themselves (Judges 16:6-10)

Samson was known to use riddles to see if he could outwit others. He wasn't completely forthright (he was often ambiguous) which later led to distrust and betrayal from the Jews

"So Delilah said to Samson, 'Please tell me where your great strength is and how you may be bound to afflict you.' And Samson said to her, 'If they bind me with seven fresh cords that have not been dried, then I shall become weak...'"

3. They are impetuous and act on a whim or impulse (Judges 15:7-8)

Samson had a record of anger and volatile behavior. His impulsive spirit could be used for the good (he could tear apart an entire army) or for bad (he married prematurely).

"And Samson said, 'Since you act like this, I will take revenge on you, but after that I will quit.' And he struck them ruthlessly with a great slaughter..."

4. They play games with their place of influence (Judges 14:12-13)

Again, Samson would wager on his possessions, using riddles. This later backfired when he played games with Delilah—regarding the source of his strength.

"Then Samson told them, 'Let me now propound a riddle to you; if you will indeed tell it to me within seven days of the feast, and find it out, then I will give you thirty linen wraps and thirty changes of clothes..."

5. They can be deceived, especially in their blind spots (Judges 16:15-17)

Samson finally met his match. Ironically, the master of deception and toying with others got deceived himself by a woman. Women were his Achilles heel.

"Then she said to him, 'How can you say you love me when your heart is not with me? You have deceived me these three times and have not told me where your great strength is.' And it came about when she pressed him daily... that his soul was annoyed to death. So he told her all that was in his heart..."

6. They are prone to misuse their God-given gifts (Judges 15:1-8)

Samson took his God-given strength for granted. When his wife was given to someone else, he took revenge, which led to the death of his father in law and sister in law.

"And his father in law said, 'I really thought you hated her so I gave her to your companion... And Samson went and caught three hundred foxes and took torches and turned the foxes tail to tail and put one torch in the middle between two tails... and he released the foxes into the standing grain of the Philistines... Then the Philistines said, 'Who did this?' And they said, 'Samson.' So the Philistines came up and burned her (Samson's wife) and her father with fire."

7. They are more concerned with how they look than who they are (Judges 15:9-12)

Much of Samson's leadership was reactionary. When the Israelites apprehended him, he preferred to be given to the Philistines than killed by them because of how it might look.

"Then 3,000 men of Judah went down... to Samson and said, 'What then is this you have done to us?' And he said to them, 'As they did to me, so I have done to them.'

And they said, 'We have come down to bind you so that we may give you into the hands of the Philistines. And Samson said to them, 'Swear to me the you will not kill me.'"

8. They can be bought (Judges 16:17-18)

Eventually, Delilah found out what his price was, and bought him. She seduced him into telling her "all that was in her heart" even though she was working for the enemy.

"So he told her all that was in his heart..."

WHAT FOLLOWERS WANT IN A LEADER:

1. They want to see **CHARACTER** in their leader.
2. They want to see **COMPETENCE** in their leader.
3. They want to sense **COMPASSION** from their leader.
4. They want to see **COMMITMENT** in their leader.
5. They want to feel a **CONNECTION** to their leader.
6. They want to make a **CONTRIBUTION** with their leader.
7. They want to see **CONTRITION** from their leader.
8. They want to spot **CONVICTIONS** in their leader.
9. They want to join a **CAUSE** with their leader.
10. They want to see **CONSISTENCY** in their leader.
11. They want to see **CONFIDENCE** in their leader.
12. They want to sense **COURAGE** from their leader.

THE LAW IN SCRIPTURE...

Discretion will protect you, and understanding will guard you. (Proverbs 2:11)

I have been your leader from my youth until this day. Here I stand. Testify against me in the presence of the Lord and his anointed. Whose ox or donkey have I taken?

Whom have I cheated? Whom have I oppressed? From whose hand have I accepted a bribe to make me shut my eyes? If I have done any of these, I will make it right. (I Samuel 12:2-3)

Make room for us in your hearts; we have wronged no one, we have corrupted no one, we have taken advantage of no one. (II Corinthians 7:2)

LIVING THE LAW...

Two requirements to build trust:

1. Consistent CHARACTER
2. Consistent COMPETENCE

SELF-EVALUATION:

- a) Samson had some glaring weaknesses in his character that he never addressed. What are mine? Have I addressed them?
- b) Am I concerned with image? Have I compromised my integrity to save my image?
- c) Samson is a negative illustration of this leadership law. Can I name a positive illustration?
- d) Do people trust me without hesitation? How do I measure this?

THE LAW OF SOLID GROUND

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 20
LAW 7 - THE LAW OF RESPECT

People naturally follow leaders stronger than themselves.

EXAMPLE: DEBORAH

TEXT: JUDGES 4:4-16

Deborah is a classic example of the law of respect because so few women were given leadership positions during her day. Men did not naturally follow women. However, she commanded the respect of both men and women because of her leadership gifts. Even Barak, the military commander of the northern tribes of Israel sought her help when she challenged him to attack Canaan. In fact, he accepted the challenge on the condition that she would join him. Even though Barak's need for a woman would eclipse any honor due him if he defeated Canaan—he still wanted her next to him. Together they defeated the enemy. In Judges 5:7 she is described as a "mother" to the people of Israel. She combined both care and courage which won her the respect of everyone. Clearly, Deborah illustrated the law of respect—she was the strongest leader of her day. Even the other recognized leaders in Israel followed her.

OBSERVATIONS ON THIS LAW...

Deborah put this law to work for her because she provided...

- **Relationship with her followers (Judges 4:6-8)**

Deborah summoned Barak to her side and personally commissioned him to work with her. She furnished relationship to Barak who needed her in time of battle. She didn't just send him off to war—but she went with him.

"And she said, 'I will surely go with you...'"

- **Roadmaps for her followers (Judges 4:6-7)**

She didn't simply tell Barak to go fight, but she furnished a game plan for the attack. Along with the commissioning, she arranged when the battle should happen, where it should happen and who should do it.

"And she summoned Barak...and said to him, 'Behold the Lord, the God of Israel, has commanded, 'Go and march to Mount Tabor... and I will draw out to you Sisera the commander of Jabin's army... and I will give him into your hand.'"

- **Responsiveness to her followers (Judges 4:8-10)**

She was very responsive to those she was investing in. She understood their needs. When Barak told her what he needed to be willing to implement the plan—she furnished it for him. She didn't simply lay out goals, she responded to what others needed to meet them.

"Then Barak said to her, 'If you will go with me, then I will go; but if you will not go with me, I will not go.' ...Then Deborah arose and went with Barak to Kedesh."

- **Respect for her followers (Judges 4:14)**

She demonstrated respect for those under her first. Respect always goes two ways. On the day of the scheduled attack she said confidently: "This is the day the Lord has given Sisera into *your* hands." She gave credit and confidence to those who worked for her.

"And Deborah said to Barak, 'Arise! For this is the day in which the Lord has given Sisera into your hands. Behold, the Lord has gone out before you.'"

- **Resources for her followers (Judges 4:6-7)**

She provided the tools necessary to do the job she was calling others to do. Just after she requested that Barak lead the charge—she quickly added that she was giving him 10,000 troops from two of the tribes of Israel. Barak had every resource he needed to win.

"...and take with you ten thousand men from the sons of Naphtali and from the sons of Zebulun... and (God) will give him (Sisera) into your hand."

- **Resolve toward her followers (Judges 4:9, 14)**

She was courageous and possessed conviction regarding God's call on their lives. One way she gained respect was to speak so candidly with Barak, and tell it like it was. She was the one who said he would share the honor if he got help in the battle.

"And she said, 'Surely I will go with you; nevertheless, the honor shall not be yours on the journey that you are about to take, for the Lord will sell Sisera into the hands of a woman.'"

THE LAW IN SCRIPTURE...

Make it your ambition to lead a quiet life... so that you will win the respect of outsiders and so that you will not be dependent on anybody.

(I Thessalonians 4:11-12)

And if it is disagreeable in your sight to serve the Lord, choose for yourselves today whom you will serve: whether the gods which your fathers served which were beyond the river, or the gods of the Amorites in whose land you are living; but as for me and my house, we will serve the Lord.
(Joshua 24:15)

LIVING THE LAW...

How a Leader Gains Respect:

1. Respect for Others
2. Courage
3. Success
4. Faithfulness
5. Value Added to Others
6. Leadership Ability

The Test of Respect:

1. The response of the people when the leader asks for commitment.
2. The response of the people when the leader asks for change.

SELF-EVALUATION:

- a) What do people who follow me teach me about my leadership?
- b) When a strong leader chooses not to become part of my ministry, is there a pattern in their decision making?
- c) What are my leadership strengths? Why do people choose to follow me?
- d) What experiences have made me a stronger leader?

THE LAW OF RESPECT

- 1. What are the cultural barriers or areas of resistance I will face as I teach this law?*
- 2. How will I contextualize this law for my culture?*
- 3. What actions should my leaders take as a result of this law?*

LESSON 21
LAW 8 - THE LAW OF INTUITION

Leaders evaluate everything with a leadership bias.

EXAMPLE: JETHRO

TEXT: EXODUS 18:17-27

Moses was the undisputed leader of Israel in his day, but he wasn't exercising the law of intuition when his father in law, Jethro approached him about his methods. Jethro saw the situation through the lens of a leader and rearranged the way Moses cared for the needs of the people. He could see burnout on the horizon for Moses and frustration on the horizon for the people—if Moses continued trying to do it all himself. Jethro instructed Moses to select and prepare "elders" to lead alongside of him. He could then delegate the smaller matters to them, which left Moses with more time and energy to give to the larger matters. Jethro intuitively saw that Moses could never get the job done the way he was doing it. He had to change. Jethro's leadership bias enabled everyone to win.

OBSERVATIONS ON THIS LAW...

Leaders who practice this law have the ability to "read" what is going on around them:

1. Jethro was a reader of SITUATIONS.

Moses was rejoined with his wife, children and father-in-law, Jethro after crossing the Red Sea. According to the text, **the next day**—Jethro was sizing up the situation, observing how Moses was going about leading the Israelites. He recognized that Moses was not working efficiently, and said: "Why do you sit as judge and all the people stand about you from morning until evening? The thing you are doing is not good."

2. Jethro was a reader of TRENDS.

Jethro could see that even if Moses was able to get by with his present leadership method, it would not last forever. The population would grow—and so would their frustration. Jethro read the trends, and saw it was going to get worse before it got better. He said, "You will wear out, both yourself and these people who are with you, for the task is too heavy..."

3. Jethro was a reader of RESOURCES.

As Jethro confronted Moses, he looked out onto the vast population of Israeli men. He must have observed that there were tremendous untapped gifts within those people, because he told Moses to choose leaders from among them—and they could handle the majority of the disputes to be settled. He saw the talent and resources available, and utilized it.

4. Jethro was a reader of PEOPLE.

Jethro also read the abilities of people. He seemed to see their gifts and their leadership level, because he told Moses to put the chosen leaders over groups of thousands, hundreds, fifties and tens. Obviously, this distribution was

based upon those leaders' gifts and skills. The plan worked because the task wasn't divided evenly, but based on what each person could do.

5. Jethro was a reader of the LEADER.

In most cases, this means being able to read yourself. In Jethro's case, it meant being able to read the leadership ability and style of Moses. He issued the plan based upon Moses' need for help. He even proposed the characteristics of the leaders Moses ought to recruit as well as their job description. Then, knowing Moses, he said: "If you do this thing, and God so commands you, then you will be able to endure, and all these people also will go to their place in peace."

A SUMMARY OF THIS LAW IN JETHRO'S LIFE...

1. Jethro provided CORRECTION because he saw DIFFERENTLY than Moses did. (Exodus 18:17-18)

"And Moses' father in law said to him, 'The thing that you are doing is not good. You will surely wear out, both yourself and these people who are with you, for the task is too heavy for you; you cannot do it alone.'"

2. Jethro provided DIRECTION because he saw FURTHER than Moses did. (Exodus 18:19-20)

"Now listen to me: I shall give you counsel, and God be with you. You be the peoples' representative before God, and you bring the disputes to God, then teach them the statutes and the laws, and make known to them the way in which they are to walk, and the work they are to do."

3. Jethro provided STRUCTURE because he saw CLEARER than Moses did. (Exodus 18:21-22)

"Furthermore, you shall select out of all the people able men who fear God, men of truth, those who hate dishonest gain; and you shall place these over them, as leaders of thousands, of hundreds, of fifties and of tens... and let it be that every major dispute they will bring to you, but every minor dispute they themselves will judge."

4. Jethro provided SUPPORT because he saw DEEPER than Moses did. (Exodus 18:23)

"So it will be easier for you and they will bear the burden with you. If you do this thing and God so commands you, then you will be able to endure, and all these people also will go to their place in peace."

5. Jethro provided CONFIDENCE because he saw MORE than Moses did. (Exodus 18:24-27)

"So Moses listened to his father in law, and did all that he said. And Moses chose able men out of all of Israel, and made them heads over people... Then Moses bade his father in law farewell, and he went his way into his own land."

THIS LAW REQUIRES THE LEADER TO BECOME...

1. AN ARTIST - They must paint pictures inside of their followers.
2. A FUTURIST - They must see the future more clearly than their followers.
3. A LOBBYIST - They must speak for a cause they want others to join.

THE LAW IN SCRIPTURE...

"And the sons of Issachar were men who understood the times, with knowledge of what Israel should do... and all their kinsmen were at their command." (I Chron. 12:32)

LIVING THE LAW...

- **Leaders are readers...They Read and Respond**
- **They Read and Sense...**
 1. People
 2. Opportunities
 3. Environment
 4. Timing
 5. Motives
 6. Future
 7. Placement of People
 8. Process

THREE LEVELS OF LEADERSHIP INTUITION:

1. Those who naturally see it.
2. Those who are nurtured to see it.
3. Those who will never see it.

SELF-EVALUTATION:

- a) In what areas of my ministry do I exhibit a leadership bias or intuition?
- b) How have I become a "reader" of situations, people trends and resources?
- c) Where do I lack leadership intuition in my ministry?
- d) Do I have any Jethros around who can help me work more effectively?

THE LAW OF INTUITION

1. What are the cultural barriers or areas of resistance I will face as I teach this law?
2. How will I contextualize this law for my culture?
3. What actions should my leaders take as a result of this law?

LESSON 22
LAW 9 - THE LAW OF MAGNETISM

Who you are is who you attract.

EXAMPLE: ELIJAH

TEXT: II KINGS 2:1-14

Elijah was the most visible prophet of his day. He was loved and hated deeply because of his passion. It was appropriate that he would be swept away by a chariot of fire—for his whole life was dynamic and full of fire. Elijah lived out the law of magnetism. He attracted a crowd of thousands at Mt. Carmel when he confronted the prophets of Baal. He attracted a group of men who became students of his prophetic ministry. He formed these understudies into a “school of the prophets” (v7). Finally, he attracted a small cluster of disciples. Chief among them was Elisha, his protégé—an ultimate illustration of Elijah’s magnetism. Elisha was made from the same cloth Elijah was—and before the prophet was taken from them, Elisha requested a “double portion” of Elijah’s spirit to fall on him. As he took Elijahs’ mantle from that place—he began a similar ministry, carrying on the same fiery brand of preaching and miracles. Elijah, the leader, had attracted an apprentice after his own heart.

OBSERVATIONS ON THIS LAW...

1. Every leader has a measure of magnetism.
2. A leader’s magnetism may impact others intellectually, emotionally or volitionally.
3. Magnetism is neither good nor bad in itself. It depends on what a leader does with it.
4. A leader’s magnetism is not static. It can be cultivated, shaped and matured.
5. A leader’s magnetism will draw both complimentary and similar followers.

ELIJAH TEACHES US WHAT MAKES FOR MAGNETIC RELATIONSHIPS:

1. Mutual Attraction (II Kings 2:2, 4, 6)

We are drawn to leaders who share common perspective. When we are like someone, we tend to like them. Elisha was so drawn to Elijah that he followed him everywhere.

“And Elijah said to Elisha, ‘Stay here please, for the Lord has sent me as far as Bethel. But Elisha said, ‘As the Lord lives and as you yourself live, I will not leave you.’”

2. **Mutual Vision (I Kings 19:19-20)**

Both men shared a common vision to turn Israel back to Yahweh. When Elijah met his protégé, he simply threw his mantle on him, and Elisha left the cattle and followed him.

“So he departed from there and found Elisha the son of Saphat, while he was plowing with twelve pairs of oxen... And Elijah passed over to him and threw his mantle on him. And he left the oxen and ran after Elijah and said, ‘Please let me kiss my father and my mother, then I will follow you.’”

3. **Mutual Expectations (II Kings 2:9-10)**

Mutual anticipation, commitment and accountability from leader and follower are crucial. Elisha desired and demanded a double portion of the same spirit that was on Elijah.

“...Elijah said to Elisha, ‘Ask what I shall do for you before I am taken from you.’ And Elisha said, ‘Please, let a double portion of your spirit be upon me.’”

4. **Mutual Contribution (I Kings 19:21)**

Both men brought something to the table that added value to the other. Elijah was the mentor, but Elisha sacrificially pursued him, and initiated acts of service for him.

“So he returned from following him, and took a pair of oxen and sacrificed them... Then, he arose and followed Elijah and ministered to him.”

5. **Mutual Chemistry (II Kings 2:11)**

We stick with leaders when we feel we possess complimentary personalities. Both Elijah and Elisha were passionate men of action. We see this during Elijah’s whirlwind exit.

“Then it came about as they were going along and talking, that behold, there appeared a chariot of fire and horses of fire which separated the two of them. And Elijah went up by whirlwind to heaven. And Elisha saw it and cried out, ‘My father, my father, the chariots of Israel and its horsemen!’ ...Then he took his clothes and tore them...”

6. **Mutual Responsiveness (II Kings 2:9-14)**

Attitude is crucial. Is there a responsive attitude on both parts to the other?

Both men served the other by request: Elisha gave his ministry, Elijah, his mantle.

“...Elijah said to Elisha, ‘Ask what I shall do for you before I am taken from you.’

And Elisha said, ‘Please let a double portion of your spirit be upon me.’ And he said, ‘You have asked a hard thing. Nevertheless, if you see me when I am taken from you, it shall be so for you... And he (Elisha) also took up the mantle of Elijah that fell on him and returned and stood by the bank of the Jordan.’”

THE LAW IN SCRIPTURE...

"Now it came about as they crossed over, that Elijah said to Elisha, 'Ask what I shall do for you before I am taken from you.' And Elisha said, 'Please, let a double portion of your spirit be upon me.'" (II Kings 2:9)

"But I hope in the Lord to send Timothy to you shortly...For I have no one else of kindred spirit who will genuinely be concerned for your welfare."
(Philippians 2:19-20)

LIVING THE LAW...

Write down the top 3 qualities in people that you would like to attract to your ministry:

- You will attract people like you, so you need to recruit people to compliment you.

SELF-EVALUATION:

- a) What kind of people have I attracted in my ministry? What does this teach me about myself?
- b) Who am I drawn to naturally? What does this teach me?
- c) How do I obtain complimentary people who are unlike me?
- d) How have I changed over the years? How have the people that I attract changed over the years?

The Law of Magnetism

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What action should my leaders take as a result of this law?*

LESSON 23

LAW 10 - The Law of Connection

Leaders touch a heart before they ask for a hand.

EXAMPLE: REHOBOAM

TEXT: I KINGS 12:1-16

When Solomon died, Rehoboam was in line to succeed him, and could have successfully reigned over the entire nation of Israel—had he practiced the law of connection. However, when Jeroboam and all of Israel came to plead with him to lighten their workload, he would have nothing to do with them. He was power hungry, and believed he had to flex his political muscle and impress everyone, as the new king. His father had made the people's yoke difficult, to the point of revolt. The people even negotiated with Rehoboam and promised that if he would ease up a bit—they would serve him forever. Even his counselors agreed that this would be the wise thing to do. But he forsook their counsel, and lost almost everyone. Ten of the twelve tribes revolted and followed Jeroboam, and the kingdom was divided. Rehoboam is a vivid example of how it is impossible to pursue love and power simultaneously. He failed to practice the law of connection.

OBSERVATIONS ON THIS LAW...

WHY DID REHOBOAM FAIL TO PRACTICE THIS LAW?

1. Because leaders can't move people to action until they first move them with emotion.

Rehoboam had a cold and crusty heart. Even when King Solomon's elders counseled him to lighten the work-load, he wouldn't listen. He wanted to find counselors who would tell him what he wanted to hear. He never seemed to understand the people's needs or show any concern for their welfare.

2. Because leaders should first give before they demand others to give.

Rehoboam was counseled by the palace elders this way: "If you will be a servant to this people today, will serve them and grant their petition and speak good words to them, then they will serve you forever." He selfishly refused to listen to this wise, godly wisdom.

3. Because leaders must connect with people one at a time, even in a large audience.

Rehoboam only spoke to the people in large audiences, and even then—it was with harsh words. He demanded their allegiance. He threatened them with discipline. His speeches were to "crowds" not individuals. He never connected with any of them personally.

4. Because leaders must touch the heart before the head — relationship precedes results.

Even when Jeroboam and all the assembly begged the king to hear their request, he put them off. He told them to return in three days. He never let

them see him struggle with the decision. He was never warm, or human or vulnerable with them. He was a cold rock.

5. Because leaders must initiate connection with others, not wait for them to do it.

This entire confrontation with Israel took place because Jerobaoam and the people came up from Egypt and requested it. Rehobaoam didn't initiate any communication with them. He sat and waited for them to come to him. He reacted instead of initiating. And he never connected with anyone.

REHOBAMOAM HAD SEVEN MAJOR PROBLEMS...

1. Instead of lecturing, he should have been listening.
2. Instead of modeling greed, he should have modeled generosity.
3. Instead of protecting his image, he should have protected his integrity.
4. Instead of demonstrating control, he should have demonstrated compassion.
5. Instead of developing a selfish heart, he should have developed a servant's heart.
6. Instead of seeing through his own eyes, he should have looked through the eyes of others.
7. Instead of falling in love with power, he should have fallen in love with people.

THE LAW IN SCRIPTURE...

"...Although in Christ I could be bold and order you to do what you ought to do, yet I appeal to you on the basis of love." (Philemon 8-9)

LIVING THE LAW...

1. All great communicators have one thing in common...they connect with people.
2. Connecting with the people is the leader's responsibility.

• HOW TO CONNECT WITH PEOPLE:

1. Connect with yourself.
2. Share with openness and sincerity.
3. Live your message.
4. Know your audience.
5. Communicate on their level.
6. Give yourself totally to the people and the message.
7. Believe totally in the people and the message.
8. Share how the message has touched you.
9. Offer direction and hope

SELF-EVALUATION:

- a) What people in my past have practiced the law of connection with me?
How did this impact me?
- b) When have I failed to practice this law? Are there any patterns I see that prevent me from walking slowly through the crowds and touching them?
- c) How do I seek to get the results I am after?

- d) Do I really love the people God has given me?

The Law of Connection

- 1. What are the cultural barriers or areas of resistance I will face as I teach this law?*
- 2. How will I contextualize this law for my culture?*
- 3. What actions should my leaders take as a result of this law?*

LESSON 24**LAW 11 - THE LAW OF THE INNER CIRCLE**

A leader's potential is determined by those closest to him.

EXAMPLE: DAVID AND HIS MIGHTY MEN**TEXT: I CHRONICLES 11:10-25, 12:16-22**

During his transition following King Saul, David drew to himself a cadre of several hundred men who were warriors with him and for him. They were loyal to him, even when it cost them their life. On one occasion, three of his inner-circle risked their life to get him a drink of water from a well in Bethlehem, located behind enemy lines. When he was thirsty, and craved water from a particular place—he got it. When he was endangered from opposing militia—some of his top men were known to wipe out 300 men each to protect him. Several of the defectors who joined David were captains: "And they helped David against the band of raiders, for they were all mighty men of valor, and were captains in the army." No doubt God was divinely orchestrating David's rise into the monarchy. Humanly speaking, however, David's success was largely due to his loyal, committed and gifted "inner circle."

OBSERVATIONS ON THIS LAW...

When choosing your INNER CIRCLE, look for the following qualities:

I – Influential	C – Character
N – Nurturing	I – Intuitive
N – Networker	R – Responsive
E – Empowering	C – Competent
R – Resourceful	L – Loyal
E - Energetic	

1. David began building his inner circle in the difficult days before he became king.

I Chronicles 12:1-2, I Samuel 22:1-2

"Now these are the ones who came to David at Ziklag, while he was still restricted because of Saul the son of Kish, and they were among the mighty men who helped him in war..."

"So David departed from there and escaped to the cave of Adullam... and everyone who was in distress, and everyone who was in debt, and everyone who was discontented gathered to him; and he became captain over them.

2. David chose multi-gifted and versatile leaders for his inner circle.
I Chronicles 12:2

"They were equipped with bows, using both the right hand and the left to sling stones and to shoot arrows from the bow..."

3. David delegated responsibilities within the inner circle, based on their gifting. I Chronicles 12:16-18

"Then some of the sons of Benjamin and Judah came to the stronghold of David... Then David received them and made them captains of the band."

4. David looked for men who were exceptionally courageous. I Chronicles 12:8, 15

"And from the Gadites there came over to David...mighty men of valor, men trained for war, who could handle shield and spear, and whose faces were like the faces of lions... These are the ones who crossed the Jordan when it was overflowing all its banks, and put to flight everyone living in the valleys to the east and to the west."

5. David chose for the inner circle men who would declare their loyalty to his cause. I Chronicles 12:18

"We are yours, O David! We are with you, O son of Jesse! Success, success to you, and success to those who help you, for your God will help you."

6. David welcomed into his inner circle only those who truly wanted to be there. I Chronicles 12:38

"All of these, being men of war, who could draw up in battle formation, came to Hebron with a perfect heart (of their own volition), to make David king over all of Israel..."

7. David respected the sacrificial service of his inner circle and honored them for it. I Chronicles 11:15-19

"Should I drink the blood of these men who went at the risk of their lives?' Because they risked their lives to bring the water back, David would not drink it. Such were the exploits of the three mighty men."

THE LAW IN SCRIPTURE...

"He who walks with wise men will be wise, but the companion of fools will suffer harm." (Proverbs 13:20)

"Bad company corrupts good morals." (I Corinthians 15:33)

LIVING THE LAW...

Three Commitments You Must Make:

1. Team Leadership

2. Evaluate Your Leadership Team

Evaluation Tool:

Potential Value – Those who raise up themselves.

Positive Value – Those who raise up the morale of the organization.

Personal Value – Those who raise up the leader.

Production Value – Those who raise up others.

Proven Value – Those who raise up people who raise up people.

3. Develop Your Leadership Team

SELF-EVALUATION:

- a) Who makes up my inner circle? Do I have an inner circle by accident or on purpose?
- b) Do I have exceptionally gifted people in my inner circle? Do they compliment my gifts?
- c) How am I stronger because of them?
- d) Who else needs to be in my inner circle for it to be complete?

THE LAW OF THE INNER CIRCLE

- 1. What are the cultural barriers or areas of resistance I will face as I teach this law?*
- 2. How will I contextualize this law for my culture?*
- 3. What actions should my leaders take as a result of this law?*

LESSON 25

LAW 12- THE LAW OF EMPOWERMENT

Only secure leaders give power to others.

EXAMPLE: BARNABAS

TEXT: ACTS 9:26-31

When Saul of Tarsus was converted, all of the disciples in Jerusalem were afraid of him. No one wanted to take the risk and support him. They were suspicious. Barnabas received him, however, and brought him to the apostles, vouching for the authenticity of his conversion. The Greek actually implies that “he took Saul by the hand” and led him before the apostles. Barnabas, who might have been the one who lost the vote to become the twelfth apostle (replacing Judas), was Paul’s biggest cheerleader—and mentored him until they became peers as missionary church planters. Even when Paul grew beyond him in favor and authority—Barnabas continued empowering and encouraging him. What a vivid illustration of the fact that only *secure* leaders can empower others. He went on to empower other young emerging leaders from Antioch, as well as John Mark. As far as we can tell from early church history, Barnabas empowered and prepared more pastors and leaders for ministry than anyone except, perhaps, for Paul himself.

OBSERVATIONS ON THIS LAW...

How did Barnabas empower Paul? He performed the fundamentals well...

1. He believed in Paul prior to safe consensus. (Acts 9:26-27)

Barnabas did not wait until it was politically correct to trust Paul. He believed in him before anyone else was willing to step forward and take the risk. He expressed his acceptance and belief in his future directly to Paul, which gave Paul a chance to break into the circle.

“And when he (Paul) had come to Jerusalem, he was trying to associate with the disciples; and they were all afraid of him, not believing that he was a disciple. But Barnabas took hold of him and brought him to the apostles...”

2. He represented Paul before significant contacts. (Acts 9:27)

One of the gifts he gave Paul was to introduce him and even represent him before the Apostles. Barnabas lent him credibility when he hadn’t been around long enough to earn it himself. He put Paul in touch with leaders who could help him make it.

“Barnabas...brought him to the apostles and described to them how he had seen the Lord on the road, and that he had talked to him, and how at Damascus he had spoken out boldly in the name of Jesus.”

3. He defended Paul against sharp criticism. (Acts 9:26-27)

Barnabas was the only one who believed Paul’s report, and defended his conversion to others in Jerusalem. When others were suspicious and critical, he

“described how Saul had seen the Lord...and how he had talked with him, and how he had spoken boldly in Jesus’ name.”

“...they were all afraid of him, not believing he was a disciple...but Barnabas...described how he had seen the Lord on the road...and how he had spoken out boldly in the name of Jesus.”

**4. He equipped Paul to function in his specific capabilities.
(Acts 9:28-29)**

Barnabas enabled Paul to move freely among the Jews in Jerusalem, teaching and debating the truths of the scripture. Paul’s gifts were discovered quickly and he was released to use those gifts—prior to taking any formal course in Christian theology. It is obvious that Barnabas was instrumental in Paul’s confidence to speak so boldly, so quickly.

“And he was with them, moving about freely in Jerusalem, speaking out boldly in the name of the Lord. And he was talking and arguing with the Hellenistic Jews...”

5. He supported Paul amidst serious challenges. (Acts 9:29-30)

A fourth gift Barnabas gave Paul was amazing favor and support. He became Paul’s biggest fan in Jerusalem! He helped Paul escape Jerusalem when his life was endangered. He championed his call and ministry as they left Antioch on their first missionary journey.

“And he (Paul) was talking and arguing with the Hellenistic Jews; but they were attempting to put him to death. But when the brethren (Barnabas and other disciples) learned of it, they brought him down to Caesarea and sent him away to Tarsus.”

OBSERVATIONS ON BARNABAS’ MINISTRY OF EMPOWERMENT:

**1. He empowered new believers, motivating them to keep the faith.
(Acts 11:23)**

“Then when he (Barnabas) had come to Antioch and witnessed the grace of God, he rejoiced and began to encourage them all with resolute heart to remain true to the Lord.”

2. He empowered many people to come to faith in Jesus Christ. (Acts 11:24)

“...for he was a good man and full of the Holy Spirit and of faith. And considerable numbers were brought to the Lord.”

3. He empowered John Mark, even after his missionary failure. (Acts 15:37-39)

“And Barnabas was desirous of taking John, called Mark, along with them also. But

Paul kept insisting that they should not take him along who had deserted them... And there arose such a sharp disagreement that they separated from one another, and Barnabas took Mark with them and sailed away to Cyprus.”

4. He empowered Gentiles throughout Cyprus and Galatia to turn to Christ. (Acts 13)

“ We had to speak the Word of God to you (Jews) first. Since you reject it and do not consider yourselves worthy of eternal life, we now turn to the Gentiles. For this is what the Lord commanded us: I have made you a light for the Gentiles, that you may bring salvation to the ends of the earth.”

5. He empowered new churches by appointing elders to guide them. (Acts 14:23)

“And when they had appointed elders for them in every church, having prayed with fasting, they commended them to the Lord in whom they had believed.”

6. He empowered his home church by reporting on their mission efforts. (Acts 14:27)

“And when they had arrived and gathered the church together, they began to report all things that God had done with them and how He had opened a door of faith to the Gentiles.”

7. He empowered the first church council to understand what God was doing among the Gentiles. (Acts 15:12, 22, 25)

“And all the multitude kept silent, and they were listening to Barnabas and Paul as they were relating what signs and wonders God had done through them among the Gentiles.”

THE LAW IN SCRIPTURE...

“And let us consider how to stimulate one another to love and good deeds, not forsaking our own assembling together, as is the habit of some, but encouraging one another; and all the more as you see the day drawing near.”
(Hebrews 10:24-25)

LIVING THE LAW...

- **WHY DO LEADERS FAIL TO EMPOWER OTHERS?**

1. Insecurity
2. Desire for Job Security
3. Paradigm Shift
4. Ego

*It's amazing what can be accomplished
if the leader doesn't care who gets the credit.*

5. Co-Dependency

You can't lead people if you need people.

The moment you get greater satisfaction out of seeing people grow and succeed than in succeeding yourself... you will become an empowering leader.

SELF-EVALUATION:

- a) How well do I empower others? How do I do it?
- b) When I fail to empower others, how much does it have to do with my own insecurities as a leader?
- c) What have been empowering people and experiences in my life?
- d) How can I better empower those who work beside me?

THE LAW OF EMPOWERMENT

- 1. What are the cultural barriers or areas of resistance I will face as I teach this law?*
- 2. How will I contextualize this law for my culture?*
- 3. What actions should my leaders take as a result of this law?*

LESSON 26
LAW 13- THE LAW OF REPRODUCTION

It takes a leader to raise up a leader.

EXAMPLE: MOSES AND JOSHUA

TEXT: NUMBERS 27:15-23

Of all the wonderful leadership functions Moses performed, his training of Joshua was the most strategic. Joshua actually became the leader who would finish the task of leading the people into the Promise Land. This successful "leadership reproduction" was a result of both Moses' example and equipping AND Joshua's hunger and giftedness. Moses passed on his authority, anointing and abilities to Joshua. He gave Joshua his time, his insight, a learning environment, an opportunity to prove himself and a strong belief in his future. Had he not been a leader himself, each of these would have been inadequate for the task ahead of Joshua. Because Moses gave time to reproducing himself in Joshua—his dream of the Promised Land was realized even though he did not personally get to see it come to pass.

OBSERVATIONS ON THIS LAW...

1. Moses gave Joshua EMPOWERMENT and AUTHORITY. (Numbers 27:20)

Moses laid his hands on Joshua and publicly commissioned him before the people. He gave Joshua "part of his authority" (Numbers 27:15-23). Joshua received positive recognition; a leader's approval and acceptance; and he received Moses' expression of faith in him.

"So the Lord said to Moses, 'Take Joshua, the son of Nun...and lay your hand on him; and have him stand before Eleazar the priest and before all the congregation; ...And you shall put some of your authority on him, in order that all the congregation of the sons of Israel may obey him.'"

2. Moses gave Joshua EXPERIENCE and APPLICATION. (Numbers 27:21-22)

Joshua's apprenticeship was not merely cerebral or passive; it didn't simply consist of the two of them talking over coffee. Moses allowed Joshua to prove his leadership as a spy, as a military commander and as his personal ministry assistant.

"...At his command they shall go out and at his command they shall come in, both he and the sons of Israel with him, even all the congregation."

3. Moses gave Joshua ENCOURAGEMENT and AFFIRMATION. (Numbers 27:23)

Moses affirmed his young protégé by allowing unusual companionship in some rare places. They shared a unique intimacy, particularly when you consider the differences in their ages. Moses communicated meaningful encouragement through both his words and his time.

“Then he (the priest) laid his hands on him (Joshua) and commissioned him, just as the Lord had spoken through Moses.

“Thus the Lord used to speak to Moses face to face, just as a man speaks to his friend.

When Moses returned to the camp, his servant Joshua, the son of Nun, a young man, would not depart from his tent.” (Exodus 33:11)

THE LAW IN SCRIPTURE...

“A disciple will not be greater than his teacher... it is enough for the disciple to become like his teacher, and a slave his master.” (Matthew 10:24-25)

“But we proved to be gentle among you, as a nursing mother tenderly cares for her own children. Having thus a fond affection for you, we were well-pleased to impart to you not only the Gospel of God but also our own lives, because you had become very dear to us... encouraging each one of you as a father would his own children.” (I Thess. 5:7-11)

LIVING THE LAW...

As you practice this law, you become a PARENT. Good parents approach their kids with...

P – Purpose

They don't pass on truth accidentally. They are purposeful with their kids.

A – Assessment

They evaluate where their children need to grow and where they're strong.

R – Relationship

They are warm and approachable. They furnish love and safe places.

E – Empowerment

They provide their kids the confidence and competence they need.

N – Navigation

They give direction to their kids and help get them to their destination.

T – Tools

They furnish the tools they need to win in life. They resource them as a mentor.

- **We teach what we know – We reproduce who we are!**

It takes a leader to know a Leader.

It takes a leader to show a Leader.

It takes a leader to grow a Leader.

- **Why don't all leaders develop other leaders?**

1. They are insecure.

2. They spend too much time with followers.

3. Followers are easier to find and lead than leaders.

4. They don't recognize the value of developing leaders.

5. Leadership has been viewed as a competitive effort, not a cooperative one.

REPRODUCTION STRATEGY:

1. Make a personal commitment to reproduce leaders.
2. Create an atmosphere that attracts potential leaders.
3. Develop a system to find and assimilate potential leaders.
4. Provide Leadership training.

SELF-EVALUATION:

- a) Who am I developing as a leader?
- b) What am I doing intentionally to prepare them for leadership roles?
- c) Knowing that I can only reproduce what I am, who else could be useful in helping to thoroughly train these emerging leaders?
- d) Based on my past, how effective am I at mentoring other leaders? What could I do better to prepare tomorrow's leader?

THE LAW OF REPRODUCTION

- 1. What are the cultural barriers or areas of resistance I will face as I teach this law?*
- 2. How will I contextualize this law for my culture?*
- 3. What actions should my leaders take as a result of this law?*

LESSON 27**LAW 14- THE LAW OF ACCEPTANCE**

People buy into the Leader, then the vision.

EXAMPLE: GIDEON

TEXT: JUDGES 6:33-35, 7:1-25

When the angel calls Gideon to lead the fight against the Midianites and destroy the altar of Baal in Judges 6, Gideon is apprehensive about his own leadership. By the end of the chapter he has won the allegiance of several of the Jewish tribes. Although he was the “runt” of his family and part of the “runt” tribe in Israel, warriors began to follow him even before they knew the plan of attack. When he blew the trumpet to call them to war—they came from everywhere to join him in an extremely risky endeavor (Judges 6:34-35). God called the leader first—one whom the people would follow—then He clarified the vision. Clearly, the people bought into Gideon even before they understood exactly what they would be up against. Gideon attracted so many warriors, that God had to turn some of them away, lest they think that *they* pulled off the victory instead of Him.

OBSERVATIONS ON THIS LAW...

1. If the people don't buy into the leader and don't buy into the vision—it's time for a new leader and a new vision.
2. If the people don't buy into the leader and do buy into the vision—it's time for a new leader.
3. If the people do buy into the leader but don't buy into vision—it's time for a new vision.
4. If the people do buy into the leader and also buy into the vision—it's time to get behind the leader!

The first step people take is not to follow worthy causes. They follow worthy leaders who promote worthy causes. People are always asking the question: “Why should I follow you?” The leader must understand that he is first on display himself—before he ever gets the chance to display the vision or the program. Once people become confident in the leader, they will be confident about the vision.

WHAT MADE PEOPLE BUY IN TO GIDEON?**1. Gideon was genuine. This made the people listen his words. (Judges 6:13-18)**

He faced his own fears, and didn't pretend to be someone he wasn't.

“Then Gideon said to him, ‘O my lord, if the Lord is with us, why then has all this happened to us? And where are all His miracles which our fathers told us about...?’”

...And he said to him, 'O Lord, how shall I deliver Israel? Behold, my family is the least in Manasseh and I am the youngest in my father's house.' ...And he said to him, 'If I have found favor in Thy sight, then show me a sign that it is You who are speaking to me.'"

2. Gideon was thorough. This made the people to trust his judgment. (Judges 6:19-24)

He got reassurance on the details of God's plan to defeat Midian.

"Then Gideon went in and prepared a goat and unleavened bread...and brought them out to him under the oak, and presented them. And the angel of God said to him, 'Take the meat and the unleavened bread and lay them on this rock and pour out the broth.' And he did so. Then the angel...touched the meat...and fire sprang up from the rock and consumed the meat and the bread. Then the angel vanished from his sight. When Gideon saw that he was the angel of the Lord, he said, 'Alas, O Lord God! For now I have seen the angel of the Lord face to face.'"

3. Gideon was committed. This made the people willing to take risks. (Judges 6:25-27)

He displayed an ability to sacrifice personally to get the job done.

"Now the same night it came about that the Lord said to him, 'Take your father's bull and a second bull seven years old, and pull down the altar of Baal which belongs to your father... and build an altar to the Lord your God on top of this stronghold in an orderly manner... Then, Gideon took ten men of his servants and did as the Lord had spoken to him..."

4. Gideon was submissive. This made the people believe in his cause. (Judges 6:28-33)

Gideon was obedient to God and made it clear this was a spiritual issue they were facing.

"And they (the people) said to one another, 'Who did this thing?' And when they searched about and inquired, they said, 'Gideon the son of Joash has done this thing.' Then the men of the city said to Joash, 'Bring out your son that he may die, for he has torn down the altar of Baal... But he said, 'Will you contend for Baal or will you deliver him? If he is a god, let him contend for himself...' Therefore, on that day he named him Jerubaal, that is to say, 'Let Baal contend against him,' because he has torn down his altar.'"

5. Gideon was catalytic. This caused the people to own his vision. (Judges 6:33-35)

He initiated, and was determined to fight even if he fought alone.

"So the Spirit of the Lord came upon Gideon; and he blew a trumpet, and the Abiezrites were called together to follow him. And he sent messengers throughout Manasseh, and they were also called together to follow him; and he sent messengers to Ashar, Zebulun, and Naphtali and they came up to meet them."

THE LAW IN SCRIPTURE...

"There is one who scatters, yet increases all the more... the generous man will be prosperous, and he who waters will himself be watered."

(Proverbs 11:25)

"Cast your bread upon the waters, and after many days you will find it again." (Ecclesiastes 11:1)

LIVING THE LAW...

- Every message is filtered through the messenger.
- The Leader finds the dream and then the People.
- The People find the Leader and then the dream.

SELF-EVALUATION:

1. Why do people accept my leadership? What reasons do I give them?
2. What ideas or decisions have I seen people hesitate or buy into? What does this teach me about my leadership? What could I have done to improve the buy in?
3. What ideas have my people really supported? Why?
4. What are some past experiences I have had that illustrate this law at work.

THE LAW OF ACCEPTANCE

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 28
LAW 15 - THE LAW OF VICTORY

Leaders find a way for the team to win.

EXAMPLE: JOSIAH

TEXT: II CHRONICLES 34-35

Josiah's grandfather and father were horrible, idolatrous kings. The nation was stagnant, and in a state of spiritual stupor. They lacked vision and convictions. The rubble of unfinished business was everywhere. They had fallen prey to outward attack, inward division, and economic depression. Then Josiah came along. Neither before or after was there a king like him—who turned to the Lord, and led the people in renewal (II Kings 23:25). **He had to break a cycle of failure**, sin and defeat within his family and God's people as a whole. His work was cut out for him. Josiah knew that the real key to their social problems was a spiritual issue. He became king at eight years old. By the time he was sixteen, he had begun to seek the Lord—and four years later was determined to reform Israel and to free his country of Assyrian and native idolatry. When he was twenty-five, Josiah issued orders to repair the temple. This considerable task became the **breakthrough** that would accomplish the victory he was after. The project was well organized, efficiently delegated and well supervised. In the course of their work, the crews uncovered a long-neglected copy of the Book of the Law. Josiah immediately had it read aloud to him, then assembled all the people. The book was read to them corporately, which led to mass repentance. Josiah led them in pledging their lives to the Covenant. Renewal broke out and according to scripture, "as long as he lived, the people did not fail to follow the Lord, the God of their fathers" (II Chronicles 34:33).

OBSERVATIONS ON THIS LAW...

Victory was challenging for Josiah because so many obstacles stood in the way:

1. His grandfather and father had been utter failures as kings.
2. The people of his day had never experienced God's blessing or spiritual renewal.
3. No one alive had ever seen a king model obedience—mediocrity ruled the day.
4. The temple was in ruins and there were no expectations of its repair.
5. The people presumed that a political solution would solve their problems.
6. He was only a child for the first decade of his reign.

**Victory is usually preceded by a breakthrough.
JOSIAH'S BREAKTHROUGH CAME BECAUSE...**

1. HE MODELED OPENNESS & TEACHABILITY (II Chronicles 34:1-3)

"And he did right in the sight of the Lord... For in the eighth year of his reign while he was still a youth, he began to seek the God of his father David..."

2. HE CREATED HUNGER FOR CHANGE & RENEWAL (II Chronicles 34:4-7)

"And they tore down the altars of the Baals in his presence and the incense altars that were high above them he chopped down... and the molten images he broke to pieces and ground to powder and scattered on the graves of those who had sacrificed them."

3. HE INITIATED REFORMS LEADING TO THE BREAKTHROUGH
(II Chronicles 34:8-13)

"Now in the eighteenth year of his reign, when he had purged the land and the house, he sent Shaphan...and Maaseiah...and Joah...to repair the house of the Lord his God. And they came to Hilkiah, the high priest and delivered the money... Then they gave it into the hands of the workmen who had the oversight of the house of the Lord..."

4. HE UNDERSTOOD THE ROOT ISSUES THAT WOULD BRING VICTORY
(II Chronicles 34:14-21)

"When they were bringing out the money which had been brought into the house of the Lord, Hilkiah the priest found the book of the Law of the Lord given by Moses.

Then Shaphan brought the book to the king... and Shaphan read from it in the presence of the king. And it came about when the king heard the words of the law, that he tore his clothes. Then, the king commanded Hilkiah... 'Go inquire of the Lord for me and for those who are left in Israel and in Judah... for great is the wrath of the Lord which is poured out on us because our fathers have not observed the Word of the Lord, to do according to all that is written in this book.'"

5. HE DEMONSTRATED COMMITMENT TO GET THE JOB ACCOMPLISHED. (II Chronicles 34:22-33)

"Then the king stood in his place and made a covenant before the Lord to walk after the Lord to keep His commandments... Moreover, he made all who were present in Jerusalem and Benjamin stand with him. So the inhabitants of Jerusalem did according to the covenant of God, the God of their fathers. And Josiah removed all the abominations from all the lands belonging to the sons of Israel, and made all who were present in Israel to serve the Lord their God. Throughout his lifetime they did not turn from following the Lord God of their fathers."

THE LAW IN SCRIPTURE...

"Where there is no guidance, the people fall, but in abundance of counselors there is victory." (Proverbs 11:14)

"Do you not know that those who run in a race, all run, but only one receives the prize. Run, then, in such a way as to receive the prize." (I Corinthians 9:24)

LIVING THE LAW...

- **What does the Law of Victory look like?**

- Leadership is Responsible
- Losing is Unacceptable
- Passion is Unquenchable
- Creativity is Essential
- Quitting is Unthinkable
- Commitment is Unquestionable
- Victory is Inevitable

SELF-EVALUATION:

1. In what area of my ministry do I need to experience victory?
2. Do I understand the issues that will bring a breakthrough and ultimately a victory?
3. What have been some experiences in my leadership where I have succeeded in bringing home a victory? Where have I failed?
4. What must happen in my church family now that will enable us to experience the high morale of victory?

THE LAW OF VICTORY

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 29
LAW 16 - THE LAW OF MOMENTUM

Momentum is a leader's best friend.

EXAMPLE: SOLOMON

TEXT: I KINGS 3:6-14, 4:20-34

Although Solomon possessed both great wealth and wisdom as he began his monarchy, his best friend was the momentum his dad had left him, during his reign. During his forty years as king David had built great momentum for his son. Israel had become known as a major military force; they had the respect of other kings; the people had seen a king who loved God and had a heart for justice; he had already gathered the lumber to the build of the Temple; and, he had plenty of revenue for Solomon in his new government. This momentum drew the Queen of Sheba to visit Solomon in the early years of his monarchy. Solomon capitalized on it in the beginning—and asked God for wisdom that he may continue leading the people with discretion and sustain the momentum. For years he did. However, momentum must be fed and maintained. By the end of his reign, Solomon became distracted and lost it—and the Hebrew kingdom was divided.

OBSERVATIONS ON THIS LAW...

WHY DID SOLOMON EXPERIENCE MOMENTUM?

1. Because David had been successful before him.

"Then Samuel took the horn of oil and anointed him in the midst of his brothers; and the Spirit of the Lord came mightily upon David from that day forward." (I Samuel 16:13)

2. Because David left him with the resources and the counsel he needed to win.

"As David's time to die drew near, he charged Solomon his son, saying, 'Be strong, therefore, and show yourself a man. And keep the charge of the Lord your God, to walk in His ways, to keep his statutes, His commandments, His ordinances, and His testimonies according to all that is written in the Law of Moses, that you may succeed in all that you do and wherever you turn.'" (I Kings 2:1-3)

3. Because David had prepared him for early victories. (i.e. the Temple construction)

"Now Hiram king of Tyre sent his servants to Solomon, when he heard that they had anointed him king in place of his father, for Hiram had always been a friend of David.

Then Solomon sent word to Hiram, saying, 'You know that David my father was unable to build the house for the Name of the Lord because of he wars which surrounded him, until the Lord put them under the soles of his feet.

But now the Lord my God has given me rest on every side, there is neither adversary nor misfortune. And behold, I intend to build a house for the name of the Lord... So Hiram sent word to Solomon, saying, 'I have heard the message... I will do what you desire concerning the cedar and cypress timber...' (I Kings 5:1-8)

4. Because David had blessed and endorsed him publicly.

"And the king (David) said to them, 'Take with you the servants of your lord, and have my son Solomon ride on my own mule, and bring him down to Gihon. And let Zadok the priest and Nathan the prophet anoint him there as king over Israel, and blow the trumpet and say, Long live King Solomon!'"

5. Because Solomon himself had humbly asked for leadership wisdom above all else.

"Then Solomon said... 'And now, O Lord my God, Thou has made Thy servant king, in place of my father David, yet I am but a little child; I do not know how to go out or come in. And Thy servant is in the midst of Thy people which Thou hast chosen, a great people who cannot be numbered... So give Thy servant an understanding heart to judge Thy people to discern between good and evil. For who is able to judge this great people of Thine?' And it was pleasing in the sight of the Lord that Solomon had asked this thing." (I Kings 3:6-10)

6. Because Solomon made some early, wise decisions that won him credibility.

"When all Israel heard of the judgment which the king had handed down, they feared the king; for they saw that the wisdom of God was in him to administer justice." (I Kings 3:28)

"Now God gave Solomon wisdom and very great discernment and breadth of mind, like the sand that is on the seashore. And Solomon's wisdom surpassed the wisdom of all the sons of the east and all the wisdom of Egypt." (I Kings 4:29-30)

7. Because Solomon capitalized on the position he had with other national leaders.

"For he had dominion over everything west of the River, from Tiphshah even to Gaza, over all the kings west of the river; and he had peace on all sides around about him... And those deputies provided for king Solomon and all who came to King Solomon's table each in his month; they left lacking nothing... And men came from all peoples to hear the wisdom of Solomon, from all the kings of the earth who had heard of his wisdom." (I Kings 4:24-34)

8. Because Solomon surrounded himself with wise associates, early on.

“And Solomon had twelve deputies over all Israel, who provided for the king and his household; each man had to provide for a month in the year.”
(I Kings 4:7)

THE LAW IN SCRIPTURE...

“To him who has, shall more be given. But to him who has not—even what he has shall be taken away from him.” (Mark 4:25)

“And his master said to him, ‘Well done, good and faithful servant. You have been faithful with little, now you will be given much. Enter in to the joy of your master.’” (Matthew 25:21)

LIVING THE LAW...

- Momentum is the great exaggerator!
- Momentum makes leaders look better than they are.
- Momentum makes followers perform better than they are.
- No momentum makes leaders look worse than they are.
- No momentum make followers perform worse than they are.

How to Gain Momentum:

1. Understand its value.
2. Figure out what the motivating factors are in your organization.
3. Remove the de-motivating factors in your organization.
4. Schedule times for direction and celebration.
5. Recognize and honor people who move the church forward.
6. Practice character leadership.

SELF-EVALUATION:

1. When was the last time we experienced momentum in our church family?
Why did we have it?
2. What have I done in my leadership that has fostered momentum in the church? Are there any leadership patterns that people respond to?
3. Do I sense it when we don't have momentum and am I able to discern why we don't have it?
4. What must I do now to cooperate with the Holy Spirit – in order to build momentum?

THE LAW OF MOMENTUM

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 30

LAW 17 - THE LAW OF PRIORITIES

Leaders understand that activity is not necessarily accomplishment.

EXAMPLE: PETER

TEXT: ACTS 6:1-7

As the early church grew, so did their problems. Peter and the other apostles began to hear rumors of complaints that some women had against the other ethnic groups. The complaints revolved around how the ministry was being done. According to this passage, Peter didn't even have to pray. He said, "It doesn't make sense that we should neglect our priorities to wait tables." Peter was not suggesting that serving tables was unimportant. He was only stating that he understood what his priorities were (prayer and the word of God) and that the tables should become the priority of a set of deacons. Peter knew that he was busy enough without trying to do everything. He was not about to confuse activity with accomplishment. He chose priorities for himself and for the deacons based upon the giftedness of the person, the strategic importance of the task and his ability to delegate activities to appropriate people.

OBSERVATIONS ON THIS LAW...

How did Peter remain focused on his strengths and priorities? When the need arose...

1. He recognized the existence of a whole new leadership opportunity (v.1)

"Now at this time while the disciples were increasing in number, a complaint arose on the part of the Hellenistic Jews against the native Hebrews, because their widows were being overlooked in the daily serving of food."

2. He gathered the disciples together to discuss what steps needed to be taken (v.2)

"And the twelve summoned the congregation of the disciples and said, 'It is not desirable for us to neglect the word of God in order to serve tables.'"

3. He delegated the selection process to others so he would not become diverted (v.3-4)

"But select from among you brethren (Christians), seven men (a team) of good reputation (credibility among the people) full of the Spirit (God's presence is evident), and of wisdom (mature) that we may put in charge of this task. But we will devote ourselves to prayer and to the ministry of the word."

4. He took his hands off of the project and authorized them to fulfill the task (v.5)

“And the statement found approval with the whole congregation; and they chose Stephen, a man full of faith and of the Holy Spirit, and Philip, Prochorus, Nicanor, Timon, Parmenus, and Nicolas, a proselyte from Antioch.”

5. He reviewed the disciples’ selections (v.6)

“And these they brought before the apostles...”

6. He took the time to publicly commission and authorize the lay leaders (v.6)

“...and after praying, they laid their hands on them.”

THE LAW IN SCRIPTURE...

“Be very careful, then, how you live—not as unwise but as wise, making the most of every opportunity, because the days are evil. Therefore, do not be foolish, but understand what the will of the Lord is.” (Ephesians 5:15-16)

LIVING THE LAW...

THE 80 / 20 PRINCIPLE

Peter seemed to understand that waiting tables would not be the wisest use of his time. As a leader, we, too must understand priorities the way Peter did. The “80/20 Principle” teaches us that with the right priorities, 20% of our effort will get us 80% of the results we desire. But, with the wrong priorities, 80% of our effort will get us 20% of the results we desire. For example, if you spend your time equipping your top 20% most influential people—you will multiply your ability to minister, as you send them out to serve the other 80% of the people.

THE 10-80-10 PROCESS

This is an additional facet to the 80/20 Rule. Peter did what I commonly do with tasks: It is the 10 – 80 – 10 process. I start the process, so that it gets off on the right foot, (10% of the task) then I hand it off to an appropriately gifted person for the bulk of the work (80% of the task). Finally, I come in at the end to polish the finished product (the final 10% of the task).

THE THREE PRIORITY QUESTIONS:

- REQUIREMENT: What is required of me?
- RETURN: What give me the greatest return?
- REWARD: What gives me the greatest reward?

QUESTIONS TO ASSIST YOU IN DETERMINING YOUR PRIORITIES:

1. Who are your top 20% most influential people that you should invest time in and train?
2. What are the top 20% most productive activities or ministries that you should focus on?
3. When is the top 20% most fruitful time of your day that you should spend on your most important projects?

SELF-EVALUATION:

1. Do I understand precisely what my top priorities are? On what basis do I make this judgment?
2. Which of my ministry activities provides the greatest results for our church?
3. If I were to invest in the top 20% of the influential people in my ministry, who would I select? How would I equip them?
4. How do I say "no" to an opportunity? How do I delegate ministry assignments? How do I manage projects without having to do them?

THE LAW OF PRIORITIES

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 31
LAW18 - THE LAW OF SACRIFICE

A leader must give up to go up.

EXAMPLE: MOSES

TEXT: EXODUS 2:10-15, 3:7-12 / HEBREWS 11:24-27

Moses is a classic example of this leadership law. He began his life as the prince of Egypt. He had everything a young man could want. But knowing that his fellow Hebrews were suffering at the hands of the Egyptians—compelled him to do something about it. After murdering an oppressive Egyptian, he felt he might be able to avenge his people while remaining in the palace, as part of the royal family. When discovering that his crime had become common knowledge (even by Pharaoh), he knew he had to flee. It was during his season in the wilderness that Moses learned the law: a leader must give up to go up. Once he surrendered all of the prestige and power Egypt could afford him—he experienced God’s favor and was called upon to get the job done via divine methods rather than human ones. Moses could have never accomplished his task had he not given up is princely position.

OBSERVATIONS ON THIS LAW...

MOSES HAD TO GIVE UP:

- | | | |
|----------------------|----------------------------|----------------------------------|
| 1. Pride | 5. Control | 9. Comfort |
| 2. Impatience | 6. Self-sufficiency | 10. Identity |
| 3. Money | 7. Popularity | 11. Familiar surroundings |
| 4. Status | 8. Time | 12. Possessions |

WHAT ENABLED MOSES TO GIVE IT ALL UP?

What enabled Moses to practice the law of sacrifice and give up his pleasures and treasures?

1. HE WAS ALONE WITH GOD (Exodus 2:15, 3:1-5)

God took Moses away from what he leaned on for security. He removed the distractions.

“When Pharaoh heard of this matter, he tried to kill Moses. But Moses fled from the presence of Pharaoh and settled in the land of Midian; and he sat down by a well... Now Moses was pasturing the flock of Jethro, his father in law...and the angel of the Lord appeared to him in a blazing fire from the midst of a bush...”

2. HE WAS HONEST WITH GOD (Exodus 3:10-12)

At the burning bush, there’s no sign of self-righteousness. Moses is weak & he knows it.

"Therefore, come now, and I will send you to Pharaoh, so that you may bring my people, the sons of Israel, out of Egypt.' But Moses said to God, 'Who am I, that I should go to Pharaoh, and that I should bring the sons of Israel out of Egypt?' And God said, 'Certainly I will be with you...'"

3. **HE WAS HUNGRY FOR GOD (Exodus 3:13-14)**

God had to get Moses into a hungry place. After forty years, Moses was ready to submit.

"Then Moses said to God, 'Behold, I am going to the sons of Israel, and I shall say to them: 'The God of your fathers has sent me to you.' Now they may say to me, 'What is His name?' What shall I say to them?'" And God said to Moses, 'I AM WHO I AM' and He said, 'Thus you shall say to the sons of Israel, 'I AM has sent me to you.'"

4. **HE WAS BROKEN BY GOD (Exodus 4:1-13)**

God ultimately breaks him of all self-preoccupation & self-promotion. He is surrendered.

"Then Moses said to God, 'Please, Lord, I have never been eloquent, neither recently or in times past, nor since Thou has spoken to Thy servant. For I am slow of speech and slow of tongue.' And the Lord said to him, 'Who has made man's mouth? Or who makes him dumb or deaf or seeing or blind? Is it not I, the Lord? Now then, go and I, even I, will be with your mouth, and teach you what you are to say.'"

THE LAW IN SCRIPTURE...

"By faith Moses, when he had grown up, refused to be known as the son of Pharaoh's daughter. He chose to be mistreated along with the people of God rather than to enjoy the pleasures of sin for a short time. He regarded the disgrace of Christ as of greater value than the treasures of Egypt, because he was looking ahead for his reward." (Hebrews 11:24-26)

ANOTHER EXAMPLE OF THIS LAW...

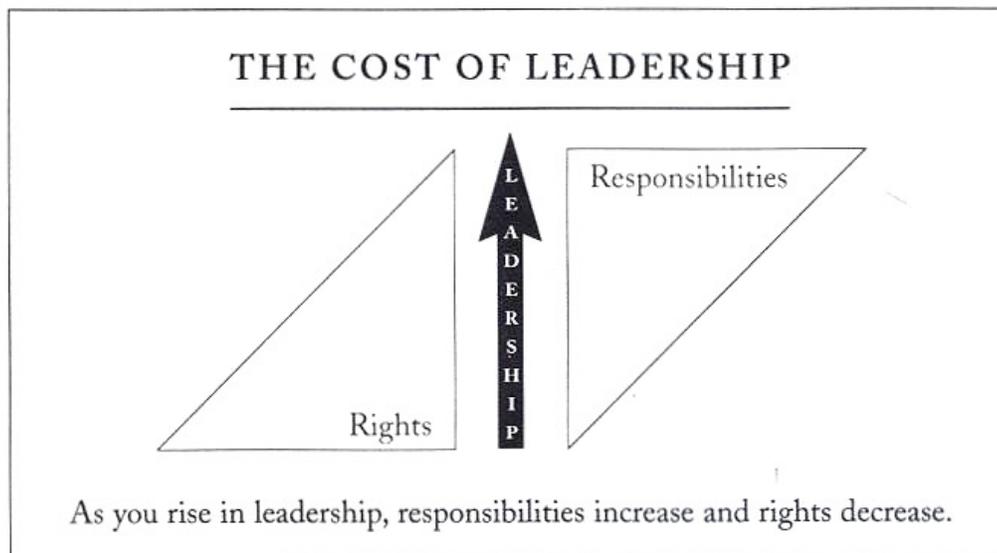
Abraham – Was willing to pioneer an entire race of people, leaving everything he was familiar with, then was willing to sacrifice his son at the bidding of God.

LIVING THE LAW...

Sacrifice Statements:

1. There is no success without sacrifice.
2. The higher the level of leadership – the greater the sacrifice.
3. You have to Give Up to Stay Up.
What got you there won't keep you there.

The greatest threat to tomorrow's success is today's success.



SELF-EVALUATION:

1. What have I sacrificed in order to lead well?
2. What are some experiences in my past where God has called me to give something up? How did I respond?
3. How has God broken me? Have I allowed Him to take me into a wilderness to break me of self-sufficiency and self-promotion?
4. What am I clinging to now, that I find difficult to surrender to Him?

THE LAW OF SACRIFICE

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 32

LAW 19 - THE LAW OF TIMING

When to lead is as important as what to do and where to go.

EXAMPLE: ESTHER

TEXT: ESTHER 4:13-14

Mordecai sent word to Queen Esther that Haman was plotting to obliterate the Jewish race. Esther reluctantly listens to the warning of her mentor—and decides to act when he reminds her of the law of timing. He suggests that she was given her position of leadership “for such a time as this” (Esther 4:14). It is as though Mordecai understood the critical issue of timing. He recognized that this was the moment they could make a difference in the life of their people, and he convinced Esther on the basis of this law. Esther determined to do something about the plot, even if it cost her life. She did act without hesitation, and in her bold assertion, she saved her people from the national genocide. She seized the moment, and learned the law of timing as a result.

OBSERVATIONS ON THIS LAW...

Esther learned that if she didn't seize the moment...

1. Her fate would not differ from the rest of the crowd (v.13)

Mordecai was attempting to convince her that even though she was queen, her future would be no better than the rest of the Jews if she didn't capitalize on the opportunity. Sometimes it is easy to labor under the notion that we are “special” and won't have to take the risks that earlier generations have had to take. We feel we can just maintain status quo, and God will do the rest; He will make sure we accomplish the mission. This is a myth. If we don't take a risk, we can never expect to rise to the occasion.

“Do not imagine that you, in the king's palace can escape any more than all the Jews.”

2. God will bless someone else who would (v.14a)

Next, Mordecai attempted to motivate her with the fact that God's purposes would be accomplished—even if she sat on the sidelines and simply watched. God is committed to blessing those whose hearts are completely His, and who will step out and obey, even when it is a risk. His isn't looking for giftedness, but willingness; to obey with reckless abandon.

“For if you remain silent at this time, relief and deliverance will arise for the Jews from another place...”

3. She may lose more than an opportunity (v.14b)

Now Mordecai reminds Esther for the second time that she may lose her life if she simply sits and does nothing with the opportunity in front of her. He teaches her that she may lose more than just a chance to obey God—she may lose her life. Obedience is a risk, but then, disobedience is the greater risk in the long run.

"...and you and your father's house will perish."

4. She could miss out on her God-given mission in life (v.14c)

Finally, Mordecai poses the ultimate question on "timing" to Esther. He speculates that this opportunity may be precisely why she was given her royal position by God in the first place. Further, if she failed to obey, she might miss out on the purposes of God for her life. In the same way, our mission will never fully be realized or understood by being idle. It will come to us as we obey what we do know to do, each step of the way.

"And yet, who knows whether you have not attained royalty for such a time as this?"

EVERY TIME A LEADER MAKES A MOVE, FOUR OUTCOMES CAN RESULT:

1. The wrong action at the wrong time leads to disaster.
2. The right action at the wrong time brings resistance.
3. The wrong action at the right time is a mistake.
4. The right action at the right time results in success.

- **Queen Vashti – made the wrong action at the wrong time.**

It cost her the queenship. King Xerxes had called for her and she refused; so he demoted her and announced that no such behavior would be tolerated from any woman anywhere. Her action not only adversely affected her life, it also made life more difficult for married women throughout the kingdom. (Esther 1:10-22)

- **Bigthana and Teresh – made the wrong action at the right time.**

These two of the king's officers took the wrong action at the right time—the right time for Mordecai, that is. When they conspired to assassinate the king, Mordecai found out, he informed Esther, she informed the king, and the two conspirators were hanged. (Esther 2:21-23)

- **Hamon – made the wrong action at the wrong time.**

He plotted against Mordecai and the Jews while Esther was queen in the palace—in a place where the Law of Timing would act against him and bring disaster. (Esther 3:5-15)

- **Mordecai – made the right action at the right time.**

He called upon Esther to do what only she could do in the pending calamity they faced. His words to her resound with passion: "For if you remain silent at this *time*, relief and deliverance will arise for the Jews from another place, and you and your father's house will perish. And yet, who knows whether you have not attained royalty for such a time as this?" (Esther 4:14)

- **Esther – made the right actions at the right time.**

She prepared for her great moment with fasting, prayer and determination. "I will go to the king, even though it is against the law. And if I perish, I perish." When Esther did go into the king's presence, he received her warmly and offered her the golden scepter. (Esther 5:1-2)

Then, she made another right move at the right time when she asked the king to spare her life and the lives of her people. Her request exposed the treachery of Haman and caused the king to order his execution, hanging him on the gallows prepared for Mordecai. (Esther 7:3-10)

Finally, she made another right move at the right time when she pleaded with the king to reverse the edict that Jews should be destroyed. (Esther 8:5-6)

- **Xerxes – made the right action at the right time.**

He issued a new order empowering the Jews to resist any effort to destroy them, and sent this order throughout the land by couriers riding royal horses. (Esther 8:7-14)

The result of Esther's leadership and her seemingly flawless timing was a great victory for her people: "For the Jews it was a time of happiness and joy, gladness and honor. In every province and in every city, wherever the edict of the king went, there was joy and gladness among the Jews...and many other nationalities became Jews because fear had seized them."

THE LAW IN SCRIPTURE...

"There is a time for everything, and a season for every activity under heaven..." (Ecclesiastes 3:1)

"Do you not say 'Four months more and then the harvest'? I tell you, open your eyes and look at the fields! They are ripe for harvest now!" (John 4:31)

LIVING THE LAW...

- The Wrong Action at the Wrong Time = Disaster
- The Wrong Action at the Right Time = Mistake
- The Right Action at the Wrong Time = Resistance
- The Right Action at the Right Time = Success

SELF-EVALUATION:

1. When have I learned the importance of this law in my leadership? When have I failed at it? When have I succeeded?
2. Are there leadership decisions that need to be made now, based on this law?
3. Why is timing so crucial in leadership?
4. Why is waiting so difficult for me? What makes this law so hard to practice?

THE LAW OF TIMING

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

Timing Requires...

1. Understanding
2. Maturity
3. Confidence
4. Decisiveness
5. Experience
6. Intuition
7. Preparation

LESSON 33

LAW 20 - The Law of Explosive Growth

To add growth, lead followers—to multiply, lead leaders.

EXAMPLE: PAUL

TEXT: II TIMOTHY 2:2, ACTS 19:8-10

It takes a leader to raise up a leader—and it takes a great leader to raise up a whole bunch of them. The Apostle Paul was known for planting churches across Asia Minor, but the only way he could have pulled it off was to select and prepare leaders for every location. Paul was a marvelous apologist, preacher and miracle worker. Outside of writing scripture, his greatest gift to the early church was the training of pastors and church leaders like Titus, Luke, Apollos, Timothy, Silas, Priscilla & Aquila. His method for explosive growth was leadership training. Acts 19:10 says this pattern enabled them to reach all of Asia in two short years!

OBSERVATIONS ON THIS LAW...

Paul mastered this law. What did Paul give his time to? The following were his goals:

1. Finding and training leaders.
2. Finding and training leaders who would train other leaders.
3. Finding and training leaders who would train leaders to plant churches.
4. Finding and training leaders who would train leaders to plant churches in unreached areas

He gave his best time to the following activities:

a. EVANGELISM AND SELECTION OF DISCIPLES IN SYNAGOGUES.

“And when they had traveled through Amphipolis...they came to Thessalonica, where there was a synagogue of the Jews. And according to Paul’s custom, he went with them, and for three Sabbath’s reasoned with them from the scriptures, explaining and giving evidence that the Christ had to suffer and rise again from the dead... And some of them were persuaded and joined Paul and Silas, along with a great multitude of God-fearing Greeks and a number of leading women.” (Acts 17:1-4)

b. MENTORING EMERGING LEADERS.

“But Paul chose Silas and departed, being committed by the brethren to the grace of the Lord. And he was traveling through Syria and Cilicia, strengthening the churches.” (Acts 15:40-41)

“And he came also to Derbe and to Lystra. And behold, a certain disciple was there, named Timothy...and he was well spoken of by the brethren who were in

Lystra and Iconium. Paul wanted this man to go with him; and he took him and circumcised him because of the Jews who were in those parts, for they all knew his father was a Greek." (Acts 16:1-3)

"And the things which you have heard from me...pass them on to faithful men, who will be able to teach others also." (II Timothy 2:2)

c. ESTABLISHING NEW CHURCHES.

"Paul, a bond-servant of God... to Titus, my true child in a common faith: grace and peace from God the father and Christ Jesus our Savior. For this reason I left you in Crete, that you might set in order what remains, and appoint elders in every city as I directed you..." (Titus 1:1-5)

"And when they had appointed elders for them in every church, having prayed with fasting, they commended them to the Lord in whom they had believed." (Acts 14:23)

d. COMMUNICATION TO EQUIP CHRISTIANS (LETTERS, TEACHING)

"For you recall, brethren, our labor and hardship, how working night and day so as not to be a burden to any of you, we proclaimed the Gospel of God. You are witnesses, and so is God, how devoutly and uprightly and blamelessly we behaved toward you believers; just as you know how we were exhorting you and encouraging and imploring each one of you as a father would his own children, so that you may walk in a manner worthy of the God who calls you into his kingdom and glory." (I Thessalonians 2:9-12)

TRUTHS ABOUT THE LAW OF EXPLOSIVE GROWTH...

- It's not about addition but about multiplication. It begins slow but eventually mushrooms.
- It's not about doing things right, but about doing the right things. It's being strategic.
- It's not about prioritizing your schedule but about scheduling your priorities.
- It's not about doing programs, but developing people. People are your only eternal asset.
- It's not about reacting to crises, but about proactively investing your time in leaders.
- It's not about drawing fulfillment from doing ministry but from empowering top leaders.
- It's not about a program, but about a movement. Programs start big, but then fizzle. Movements start small—but grow very large over time.

THE LAW IN SCRIPTURE...

"And the things which you have received from me, entrust them to faithful men who will be able to teach others also." (II Timothy 2:2)

"This went on for two years, so that all who lived in Asia, both Jew and Gentile, heard the word of the Lord." (Acts 19:10)

LIVING THE LAW...

- Follower's Math = addition
- Leader's Math = multiplication
- 90% of all leaders gather followers, not leaders!

Why?

1. Leaders are hard to find.
2. Leaders are hard to gather.
3. Leaders are hard to hold.

The Differences between Leaders who Develop Leaders
and Leaders who Develop Followers:

1. **DESIRE**
Leaders who develop followers...need to be needed.
Leaders who develop leaders...want to be succeeded.
2. **FOCUS**
Leaders who develop followers...focus on the weaknesses of people.
Leaders who develop leaders...focus on the strengths of people.
3. **PRIORITIES**
Leaders who develop followers...devote attention to the bottom 20%.
Leaders who develop leaders...devote attention to the top 20%.
4. **ABILITIES**
Leaders who develop followers...are good leaders.
Leader who develop leaders...are great leaders.
5. **ATTITUDE**
Leaders who develop followers...lift up themselves.
Leaders who develop leaders...lift up others.
6. **TIME**
Leaders who develop followers...spend time with people.
Leaders who develop leaders...invest time with people.

7. **EXPECTATIONS**

Leaders who develop followers...ask for little commitment.
 Leaders who develop leaders...ask for much commitment.

8. **LEADERSHIP**

Leaders who develop followers...lead everyone the same.
 Leaders who develop leaders...lead everyone differently.

9. **IMPACT**

Leaders who develop followers...impact this generation.
 Leaders who develop leaders...impact the next generation.

SELF-EVALUATION:

1. Where do I invest the best time? Am I experiencing explosive growth?
2. Who are the potential leaders I am equipping? Where will I place them when they are ready to serve as leaders?
3. Have I developed a comprehensive structure for leadership development in my ministry? What is my plan to build leaders year after year?
4. It takes a leader to raise a leader. What kind of people am I raising up?

THE LAW OF EXPLOSIVE GROWTH

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 34
LAW 21 - THE LAW OF LEGACY

A leader's lasting value is measured by succession.

EXAMPLE: JESUS

TEXT: MATTHEW 4:19; MATTHEW 28:19

Jesus' greatest miracle was not performed while he walked this earth. It was the result of countless hours of training & modeling for his twelve disciples—and performed once he left, and instructed them to go and practice this same art of mentoring and leadership. The miracle was that he got those relative failures to replicate his miraculous ministry in such a way that they reached all of Asia within two years (Acts 19:10). Jesus spent the majority of his time with the twelve—not with the masses. He was committed to developing men who would lead the church into the next generation—men you and I might not have wasted our time on. Jesus knew where his legacy would be found. His genius is not in his divine *miracles*, or even in his direct *ministry*. It was found in his deliberate *multiplication*.

OBSERVATIONS ON THIS LAW...

Jesus' IDEA of discipleship and leaving a legacy:

I – INSTRUCTION... in a life related context.

"And when he saw the multitudes, He went up on the mountain; and after He sat down, His disciples came to Him. And opening His mouth, He began to teach them..." (Matthew 5:1)

"And it came about that while He was praying in a certain place, after He finished, one of His disciples said to Him, 'Lord, teach us to pray...'" (Luke 11:1)

D – DEMONSTRATION... in a life related context.

"And when He had washed their feet...He said to them, 'Do you know what I have done to you? You call Me Teacher and Lord; and you are right, for so I am. If I, then, the Lord and the Teacher washed your feet, you also ought to wash one another's feet. For I gave you an example that you also should do as I did to you.'" (John 13:12-15)

E – EXPERIENCE... in a life related context.

"And He summoned the twelve and began to send them out in pairs; and He was giving them authority over the unclean spirits..." (Mark 6:7)

"And He took the five loaves and two fish, and looking up to heaven, He blessed them, and broke them, and kept giving them to the disciples to set before the multitude." (Luke 9:16)

A – ASSESSMENT... in a life related context.

"And Jesus rebuked him and the demon came out of him, and the boy was cured at once. Then the disciples came privately and said, 'Why could we not cast it out?' And

He said, 'Because of your unbelief...but this kind does not go out except by prayer and fasting.'" (Matthew 17:18-21)

JESUS EMPLOYED TWELVE FACTORS IN ORDER TO LEAVE HIS LEGACY:

1. INITIATIVE (Luke 6:12-13)

"...He went off to the mountain to pray, and He spent the whole night in prayer to God. And when the day came, He called His disciples to Him; and chose twelve of them..."

2. PROXIMITY (Mark 3:14, Luke 8:1)

"And He appointed the twelve that they might be with Him..."

3. FRIENDSHIP (John 15:15)

"No longer do I call you slaves... but I have called you friends, for all things that I have heard from My Father I have made known to you."

4. EXAMPLE (John 13:15)

"For I gave you an example that you also should do as I did to you."

5. COMMITMENT (Matthew 16:24, John 13:1)

"Jesus... having loved His own who were in the world, he loved them to the end."

"If anyone wishes to come after Me, let him deny himself, take up his cross and follow Me."

6. RESPONSIBILITY (Mark 6:7)

"And He summoned the twelve and began to send them out in pairs; and He was giving them authority over the unclean spirits..."

7. KNOWLEDGE (Luke 8:9-10)

"And His disciples began questioning Him as to what this parable might be. And He said, 'To you it has been granted to know the mysteries of the Kingdom of God..."

8. VISION (Matthew 4:19, John 4:35)

"Follow Me, and I will make you fishers of men."

"Do you not say, 'There are yet four months and then comes the harvest'? Behold, I say to you, lift up your eyes, and look on the fields, that they are white for harvest."

9. TRUST (Matthew 10:1-8)

"And having summoned His twelve disciples, He gave them authority over unclean spirits, to cast them out, and to heal every kind of disease and every kind of sickness. And as you go, preach...heal the sick, raise the dead, cast out demons; freely you received, freely give."

10. EVALUATION (Luke 10:17-24)

"And the seventy returned with joy, saying, 'Lord, even the demons are subject to us in Your name.' And He said, 'I was watching Satan fall from heaven

like lightning. Behold, I have given you authority to tread upon serpents and scorpions and over all the power of the enemy, and nothing shall by any means injure you. Nevertheless, do not rejoice in this...but rejoice that your names are recorded in heaven.”

11. POWER (John 20:22, Acts 1:8)

“And when He had said this, He breathed on them, and said to them, ‘Receive the Holy Spirit.’”

“But you will receive power when the Holy Spirit has come upon you, and you shall be My witnesses both in Jerusalem, in all Judea and Samaria, and even to the remotest part of the earth.”

12. LAUNCH (Matthew 28:18-20)

“All authority has been given to Me in heaven and on earth. Go therefore, and make disciples of all nations...”

THE LAW IN SCRIPTURE...

“Therefore, go and make disciples of all nations, baptizing them in the name of the Father, the Son and the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.” (Matthew 28:19-20)

“Follow me and I will make you fishers of men.” (Matthew 4:19)

LIVING THE LAW...

- Achievement comes when someone is able to do great things for Himself.
- Success comes when he empowers followers to do great things with Him.
- Significance comes when he develops leaders to do great things for Him.
- Legacy comes when he raises his organization to do great things without Him.

SELF-EVALUATION:

1. When I think about leaving a legacy, what comes to my mind? What will be my legacy?
2. How will I leave a legacy behind? What part do I have in what succeeds me?
3. In what ways am I imitating Jesus as He worked with His 12, and sought to leave a movement when He left?
4. What steps can I take this week to insure the impact of my legacy?

The Law of Legacy

1. *What are the cultural barriers or areas of resistance I will face as I teach this law?*
2. *How will I contextualize this law for my culture?*
3. *What actions should my leaders take as a result of this law?*

LESSON 35

THE CHAIN PRINCIPLE OF LEADERSHIP

At first glance, leaders may think they can simply tell a church what to do and people will follow. Such a leadership approach is successful in only rare situations. I always say: You don't push people, you pull them. This approach to leadership works in every sized church. It's called the *Chain Principle of Leadership*.

If I were to lay a small chain on a table and ask you to move it without lifting it off the table, you would have to choose – push it or pull it. If you tried to push the chain it would bunch up in a pile. Every time you would push the chain, it would resist. Of course, if you kept pushing, after awhile the chain would move in the direction you wanted it to go. However, instead of the links doing their job of connecting the chain together, they would end up in a resistant pile.

It's obvious that the most effective way to move a chain is to pull it. By doing so the various links work together to move the chain along, and it actually takes much less energy. If practiced, the *Chain Principle of Leadership* illustrates how an effective pastor leads the flock of God. In days gone by shepherds never 'drove' their sheep, they 'led' them. Effective pastors today don't 'push' the sheep they 'pull' them, regardless of the size of church in which they serve.

Leading people to Change

There is a difference between what we call "change" and "growth." What we're honestly concerned about is not so much change, which is constantly occurring, but regular, proactive growth of church's ministry. Remember: Change is inevitable, but growth is intentional.

There are three levels where growth or development occurs in a church: Level #1: minor change, Level #2: major change, and Level #3: transformational change.

Minor changes are small modifications made without a corresponding shift in the perception of reality. These minor changes are taking place on a regular basis in all churches; such as when new carpet is installed or the facility is painted.

Major changes occur when people develop a new perspective and act in new ways, such as when a church begins to view and treat newcomers as honored guests rather than transient visitors.

Transformational change comes only through radical modification in belief and practice, such as when a church radically reverses an inward focus on believers to an outward focus on the lost.

When should a leader move forward with changes? Essentially, when God opens a door for change, go through it. But wait until He opens a door.

Opportunities for Change

Research on change in various organizations, including churches, has found that the best hope for transformative change is intentionally looking for teachable moments. When those moments present themselves, you have before you an opportunity to change.

GROUP WORK

1. Discuss areas and ministries within a church that need to be constantly evaluated and appraised for effective adherence to vision?
2. Name some possible "teachable moments" and how the pastor can utilize them to challenge and lead his congregation to change.

LESSON 36 BUDGETS AND FINANCIAL MATTERS

A. THE FINANCIAL RESPONSIBILITY OF A LEADER

The leader must have a good understanding of the finances of his organization. The leader must understand the financial needs and the resources available. It is often said: "*SHOW ME YOUR BUDGET AND I'LL SHOW YOU YOUR PRIORITIES.*"

As leader, you must guide and encourage the organization in raising funds and in the use of those funds according to vision accomplishment and determined priorities to accomplish vision. The following guidelines should help you fulfill these financial responsibilities:

1. You must guide the Board in formulating a 'Financial Policy'. The policy should give specific instructions regarding how budgets are established, the source of funds for each account, and the specific use of each account. The policy must be accepted by the Board.
2. You are to monitor the payment of all financial obligations.
3. You must be sure that funds are only spent for the purpose for which they are intended.
4. You must check regularly (at least monthly) to see that the organization is operating within the budget. No account should be allowed to be overdrawn without your knowledge and consent.
5. You must receive a **monthly** report from the treasurer. This report should include the current balance of each account and a record of the month's income. The record of the month's income must show the source and purpose of all income. This report is to be reviewed at the Board meetings to ensure that the finances are in order.
6. You must be sure that the treasurer's books are kept up-to-date and accurate.
7. You must make a list of all office, building, land, evangelism, or other equipment the organization owns and must update the list when items are bought or sold. This includes the aforementioned items purchased at all levels in the name of the Church of the Nazarene. The Board and Secretary should have a copy of this list.

B. HOW TO SET ANNUAL DISTRICT BUDGETS (SAMPLE)

1. Calculate expected income for the coming year.
2. List all possible sources of expense for the coming year (examples: Leadership development and education, Care package, Travel related

expenes, Property and Contents Insurance, Office and administration, Telephone, Contingency, Gatherings, Conference Travel, Pensions, Home Missions, Evangelism, Denominational budgetry obligations, etc.)

3. Decide how much can be spent in each category during the **coming year**. Give CAREFUL consideration to these amounts — they should not be more than the reasonably expected income for the year.
 - a. The leader should present a report of actual expenses from the previous year for travel, office, telephone, meetings and contingency. This information will be given to the finance committee who will use it as a guide in determining the need for the new year.
 - b. Gatherings should cover the cost of all Board meetings, assemblies, and other official committee meetings.
 - c. Contingency should cover unexpected and unbudgeted expenses. This amount is to be kept to a minimum.
 - d. When present, pensions budget **must** cover the current premium and any possible increases for the year.
 - e. When present, insurance budget **must** cover the current premium and any possible increases for the year.
 - f. Other established categories need to be based on vision and mission, thereby reflecting the priority and purpose of the organization.

4. Divide the desired annual budget for each category by 12 to determine the required monthly budget. Remember, "***projected Expense must NOT exceed projected income and real expense must never exceed real income.***"

KEYS TO DEVELOPING GENEROUS GIVING

1. **Exercise faith.**

- Believe that God is able to do anything including the fact that whenever there is a need in the church, there is a prearranged supply to meet that need through His people.
- Enlist the help of the leadership team to emphasize that apportionments support ministries which help to fulfill the Great Commission.
- Encourage your church to adopt the ten-month payment plan. Challenge churches to consider helping another church in payment of its' allocation.
- Plan a prayer and fasting retreat for financial breakthrough for your church.

2. **Practice openness and accountability.**

- Communicate freely and clearly with people how funds are used.
- Send a monthly letter from the treasurer highlighting key payments.
- Use designated funds for the intended purpose.

- Praise members individually in writing for faithfulness in giving. Appreciation and recognition promotes future giving.

3. **Utilize available products and resources.**

- Remind leaders of resources available for Stewardship Month emphasis via the Stewardship Network.
- Schedule a training event on personal financial management from a biblical perspective.

**IN THE END, IT'S ALL ABOUT STEWARDSHIP.
IF YOU'RE A GOOD STEWARD, YOU'LL BE ENTRUSTED WITH MORE
ACCORDING TO YOUR ABILITY**

LESSON 37 CONCLUSION

Developing the qualities of a servant leader: CHRISTIAN LEADERS ARE SERVANTS

Three temptations that correspond with the temptations of Jesus that any servant of God faces (Matt 4: 1-11):

- The temptation to be self-sufficient
- The temptation to be spectacular
- The temptation to be powerful or in charge

Christ-like servant leaders who practice the art of the basin and the towel (John 13:1-20):

- Are motivated by love to serve others (v. 1-2)
- Possess a security that allows them to minister to others (v.3)
- Initiate servant ministry to others (v. 4-5)
- Receive servant ministry from others (v 6-7)
- Want nothing to interfere with their relationship with Jesus (v 8-9)
- Teach servanthood by their example (v 12-15)
- Live a blessed life (v. 16-17)
- Live their lives opposite to the philosophy of the world (v 18-19)

A Checklist for Leadership

As we conclude this course, I would like to leave you with a checklist that you can daily use to ensure that your priorities and focus is correct. May you be blessed as you strive by Faith to lead your people and His church to new heights and new direction in new ways that He reveals to you.

1. Am I building God's Word into my heart? Christian leadership begins and ends at the same place: a passionate love for Jesus Christ. A leader's ability to lead and disciple others is directly proportionate to his own walk with the Lord (see Luke 6:50). Oswald Chambers said, "My worth to God in public is what I am in private." We need to nurture and protect our values and principles despite the winds of change. As a Christian leader, this comes from meditating on God's word and incorporating it and His will into my life.

2. Am I becoming protective of my ministry turf? One of the primary tasks of leaders is to rise up new leaders. If I'm becoming indispensable or irreplaceable, or beginning to see myself in those terms, it's a sign that I'm more concerned with my future security and reputation than in empowering others for ministry.

3. Am I evaluating my ministry effectiveness? A personal evaluation of my ministry along with genuine, constructive criticism by others is necessary to sharpen and hone effectiveness. If you start avoiding honest evaluations of your programs or accountability for your actions, be careful! Are you choosing ease over excellence?

4. Am I passionate in my ministry? Difficulties can wear even the strongest individual down to the point that we just don't care anymore. Ministry without passion is a warning sign.

5. Am I opting for the familiar over the new? I'm not talking about embracing the latest fad or newest ministry trick. What I am talking about is stretching to try new things or new techniques to communicate and impact others more effectively. Growth comes by seeking outside resources and a life long commitment to learning. Doing what has always been done is comfortable, but is it effective? Is the impact of my ministry eroding because I am not comfortable in embracing new technology or methods? The old pyramid paradigm wanted no mistakes and therefore discouraged innovation and experimentation. Leaders must encourage innovation, which requires risk.

6. Am I willing to risk failure? It is most comfortable to attempt pursuits that are a guaranteed success. Growing, flourishing ministries, however, have many "failures" while pursuing excellence. Jake Welch, CEO of General Electric has said "Risk is stepping outside your comfort zone to a place where you cannot predict with any degree of certainty the outcome of you actions. Risk is taking on something that holds and enormous chance of failure. Most importantly, risk is the only real key to outrageous success." True change is not without risk.

7. Am I associating with people whose leadership skills are less developed? Are you surrounding yourself with those that will stretch you or those that will make you feel secure? We grow by learning from people who are where we need to be in the future. I'm choosing the comfortable when I must always be the big fish in the little pond, surrounding myself with people who learn from me rather than stretching me. Those closest to you will determine your level of your success. As Proverbs 27:17 states: "Iron sharpens iron, and one man sharpens another"

8. Am I fulfilling the role the organization needs or simple the role I like? Leaders recognize that certain roles must be filled in order for an organization to remain healthy and avoid blind spots. A leader must ensure that those roles are in place. But a leader also seeks to determine what role is needed, and either fills that role personally or encourages another to fill it.

9. Am I giving away ministry responsibilities? Regularly I should seek to give away some of what I am currently doing and pick up new responsibilities. Delegation not only enables other to be entrusted with responsibilities that will cause their growth and development, these potential leader also help carry the load. There is truth in the adage, "There's no success without a successor."

10. Am I leading with true courage or with a cheap substitute? I've fought with discouragement those times when my emotional and spiritual batteries desperately need to be charged, but I've also fought discouragement or dysfunctional courage. This sinful counterfeit of courage emerges when I inflate my ego or become insensitive in order to rise above the circumstances of life or the criticism of people.

Increasingly, pastors and church leaders are beginning to understand and embrace their role as change agents. This mandates that leaders must model the leadership, values and principles they desire to see in others. It also means that occasional periods of evaluation are needed to determine if we are on course. The ancient philosopher spoke truth when he said, "The unexamined life is not worth living." Honest evaluation, although somewhat painful, keeps the cutting edge on your ministry, your leadership and your life. Aren't you thankful the pilgrimage allows for mid-course correction?

**LESSONS 38-40
FINAL EXAMINATION**

ITN-NTI PRINCIPLES OF LEADERSHIP

Final Examination

NAME: _____

Question 1 - From the lowest to highest, name the 5 levels of leadership and why people will follow you at each level? (10)

Question 2 -- Why is the church the most leadership intensive institution in society?
(3)

Question 3 -- True or False (3)

_____ Leadership cannot be learned

_____ There are specific leadership styles, traits and personalities

_____ True leaders don't always have followers

Question 4 -- Place next to each of these leadership characteristics whether they are being sought after by Christ, or the world. (5)

_____ Ambitious

_____ Meek

_____ Serves others

_____ Independent

_____ Acts in Love

_____ Aggressive

_____ Originates methods

_____ Humble

_____ Commands others

Question 5 -- What are the limitations a leader faces in leading his people?

a. People limitations (4)

-
-
-
-

b. Personal limitations (5)

-
-
-
-
-

Question 6 -- Match each of the 21 Laws with its appropriate description (21)

- a. When the leaders speaks people listen
- b. People naturally follow a leader stronger than themselves
- c. Who you are is who you attract
- d. A leaders potential is determined by those closest to him
- e. It takes a leader to raise up a leader
- f. Leadership ability determines a persons level of effectiveness
- g. Leadership develops daily and not in a day
- h. People buy into the leader first and then the vision
- i. Only secure leaders give power to others
- j. Leaders touch a heart before they ask for a hand
- k. The true measure of leadership is influence
- l. Anyone can steer a ship but it takes a leader to chart the course
- m. Trust is the foundation of leadership
- n. Leaders evaluate everything with a leadership bias
- o. Leaders find a way for the team to win
- p. Leaders understand that activity isn't necessarily accomplishment
- q. When to lead is as important as what to do and where to go
- r. A leaders lasting value is measured by succession
- s. To add growth you lead followers but to multiply you lead leaders
- t. A leader must give up to go up
- u. Momentum is a leaders' best friend.

___ **The Law of the Lid**

___ **The Law of Influence**

___ **The Law of Process**

___ **The Law of Navigation**

___ **The Law of Personhood**

___ **The Law of Solid Ground**

___ **The Law of Respect**

___ **The Law of Intuition**

___ **The Law of Magnetism**

___ **The Law of Connection**

___ **The Law of Inner Circle**

___ **The Law of Empowerment**

___ **The Law of Reproduction**

___ **The Law of Acceptance**

___ **The Law of Victory**

___ **The Law of Momentum**

___ **The Law of Priorities**

___ **The Law of Sacrifice**

___ **The Law of Timing**

___ **The Law of Explosive Growth**

___ **The Law of Legacy**

Question 8 -- Explain the difference between:

- a. Concerned disagreement and conflict (2)

- b. Reconciliation and resolution (2)

- c. Being peaceful and being a peacemaker (2)

Question 9 - What are the benefits of a good mission statement? (5)

Question 10 -- Using the principles about leadership that you have learned, why do leaders delegate? (10)

Question 11 -- Explain the Law of the Lid. (10)

ITN-NTI
PRINCIPLES OF LEADERSHIP

NAME: _____

ESSAY QUESTION

Which three of the 21 Laws of Leadership will you begin to implement upon your return to your ministry assignment and explain in detail how you will implement and apply each of these three laws to make you a more effective leader? (30)

SUGGESTED HOMEWORK ASSIGNMENTS

1. Write your personal vision statement, core values and personal leadership limitations you need to correct.
2. At what level of leadership are you? Who are you forming? Who are the people who have had influence in your life?
3. Cite and then resolve a known and where possible existing problem utilizing the 6 steps Nehemiah used.
4. Which are the 3 qualities you personally look for in an emerging leader or someone you would like to recruit.
5. Prepare and present your annual ministry, church or personal budget.
6. One aspect of leadership you have learned from a Biblical character. Who is that character and what is it that you have learned?

POSSIBLE QUIZ QUESTIONS

1. From lowest to highest, what are the levels of leadership? (5)
2. Name 5 of the 8 characteristics of the Gift of Leadership. (5)
3. What is the first law of leadership and how is that law described? (5)
4. What are the 3 temptations every leader will face? (3)
5. Leadership is _____ ? (1)
6. Everything rises and falls on _____? (1)

GROUP PROJECT

You are a new leadership team in the church. Together, prepare your vision statement and action plans for the church. In your action plans, discuss all important aspects from a leadership perspective.
