



NOTEBOOK One



EQUIP[™]
Equipping Leaders To Reach Our World

A Word from Dr. John C. Maxwell

Dear Church Leader,

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

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

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

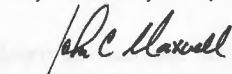
"You have often heard me teach. Now I want you to tell these same things to followers who can be trusted to tell others." (2 Timothy 2:2)

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

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

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

May God bless you as you multiply,



Dr. John C. Maxwell

The EQUIP Team



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All Scripture passages are from the Contemporary English Version.

God's Call for Us to Lead

(Why and How God Calls Us to Lead)

"Now we will make humans, ... We will let them rule..." (Genesis 1:26)

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

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

Born to Lead

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

"God said, 'Now we will make humans, and they will be like us. We will let them rule the fish, the birds, and all other living creatures.'" (Genesis 1:26)

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

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

2. God gave humans _____ over the whole earth.

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

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

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

Being Salt and Light

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

"You are like salt for everyone on earth. But if salt no longer tastes like salt, can it make food salty? You are like light for the whole world. A city built on top of a hill cannot be hidden, and no one would light a lamp and put it under a clay pot. A lamp is placed on a lampstand, where it can give light to everyone in the house. Make your light shine, so that others will see the good that you do and will praise your Father in heaven."

BIBLICAL
BASIS

CHECK YOUR
HEART

EXAMINE THE
WORD

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

"We know what it means to respect the Lord, and we encourage everyone to turn to him..."
(2 Corinthians 5:11)

Divine Permission to Lead

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

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

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

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

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

Moses struggled with intimacy. He didn't know God well enough to describe Him to the people. His relationship with God was weak. God's response, my name is "the Lord, whose name is I Am..." I'm anything you need.

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

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

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

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

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

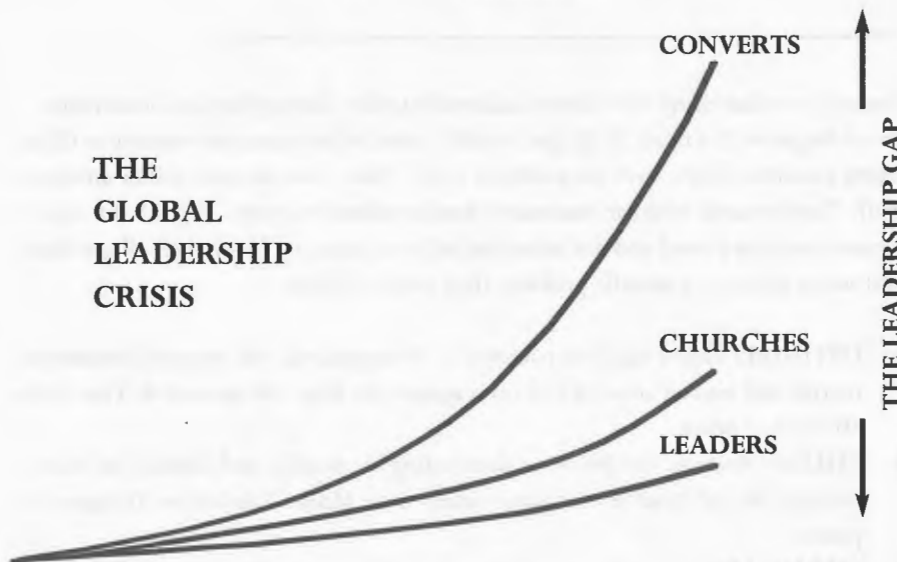
Moses struggled with inferiority. He compared himself with other more competent speakers, and he felt inferior. God's response: Okay, I will let Aaron go with you...but I'm still calling you.

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

Leadership Is Influence

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

DIAGRAM



TRUTH IN A
PICTURE

The Period of the Judges

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

"In those days Israel wasn't ruled by a king, and everyone did what they thought was right."
(Judges 21:25)

Here are six reasons why this period was a time when the need for leadership was crucial:

1. Chaos reigned because there was no precedent for **AUTHORITY** or **ACCOUNTABILITY**.
2. Since the Jews first occupied Canaan, aggressive **ENEMIES** surrounded them.
3. There were no government **FUNDS** for national defence or safety.
4. Other **NATIONS** influenced Israel with their idols and superstitions.
5. Heroes like Moses and Joshua were **DEAD** and there was no **EXPECTATION** of order.
6. Momentum and morale were **LOW**, so growth was hard.

KEY POINTS

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

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

The Basics of Effective Leaders:

1. _____

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

- **OTHNIEL:** Found Israel surrounded by Mesopotamia. He stepped forward to recruit and lead an army of Hebrews against the king. He prevailed. This led to 40 years of peace.
- **EHUD:** Observed the Moabites dominating his people, and decided he'd had enough. He led Israel to a rousing victory over Moab. This led to 80 years of peace.
- **SHAMGAR:** Stepped forward when the Philistines had oppressed Israel for years. When he personally struck down 600 soldiers, he inspired his army to victory.

When Leadership Is Pure . . .

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

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

2. _____

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

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

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

When Leadership Is Pure . . .

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

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

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

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

3. _____

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

Passion Comes When a Leader Has Complementary...

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

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

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

4. _____

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

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

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

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

Proven Practices for Getting Things Done . . .

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

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

5. _____

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

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

In Judges, Their Purpose Was...

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

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

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

ACTION PLAN

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

Self-evaluation: The Five Characteristics of a Leader from Judges...

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

**ANSWER KEY: – MLM Book 1, Lesson 1:
God's Call for Us to Lead**

ANSWER KEY

Born to Lead

1. LEAD
2. AUTHORITY
3. ABILITY

The Basics of Effective Leaders:

1. THEY PERCEIVE A NEED
2. THEY POSSESS A GIFT
 - a. GIFT
 - b. DEVELOP
 - c. SERVICE
 - d. INFLUENCE
 - e. GIFT
3. THEY PARADE A PASSION
 - a. BURDENS
 - b. CONVICTIONS
 - c. GIFTS
 - d. NEEDS
 - e. OPPORTUNITIES
4. THEY PERSUADE A PEOPLE
5. THEY PURSUE A PURPOSE

The Heart of a Leader

(Developing the Qualities that Set Leaders Apart from Others)

*"David treated the people fairly
and guided them with wisdom." (Psalm 78:72)*

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

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

Preparing Our Hearts

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

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

The Leader God Uses...

1. Has a great _____ in life.

"But Christ has shown me that what I once thought was valuable is worthless. Nothing is as wonderful as knowing Christ Jesus my Lord. I have given up everything else, and count it all as rubbish. All I want is Christ and to know him... All I want is to know Christ and the power that raised him to life. I want to suffer and die as he did, so that somehow I also may be raised to life." (Philippians 3:7-14)

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

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

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

"Such a large crowd of witnesses is all around us! So we must get rid of everything that slows us down, especially the sin that just won't let go. And we must be determined to run the race that is ahead of us. We must keep our eyes on Jesus, who leads us and makes our faith complete. He endured the shame of being nailed to a cross, because he knew that later on he would be glad he did. Now he is seated at the right side of God's throne!" (Hebrews 12:1-2)

BIBLICAL
BASIS

EXAMINE
THE WORD

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

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

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

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

3. **Has placed himself completely at God's _____.**

"Dear friends, God is good. So I beg you to offer your bodies to him as a living sacrifice, pure and pleasing. That's the most sensible way to serve God. Don't be like the people of this world, but let God change the way you think. Then you will know how to do everything that is good and pleasing to him." (Romans 12:1-2)

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

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

4. **Has learned how to constantly _____.**

"If you are having trouble, you should pray... If you are sick, ask the church leaders to come and pray for you... If you have faith when you pray for sick people, they will get well... If you have sinned, you should tell each other what you have done. Then you can pray for one another and be healed. The prayer of an innocent person is powerful, and it can help a lot." (James 5:13-17)

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

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

5. **Is a student of _____.**

"Everything in the Scriptures is God's Word. All of it is useful for teaching and helping people and for correcting them and showing them how to live. The Scriptures train God's servants to do all kinds of good deeds." (2 Timothy 3:16-17)

"Do your best to win God's approval as a worker who doesn't need to be ashamed and who teaches only the true message." (2 Timothy 2:15)

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

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

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

"Hold firmly to the message that gives life. Then on the day when Christ returns, I can take pride in you. I can also know that my work and efforts were not useless." (Philippians 2:16)

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

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

7. **Has a _____ that expects results.**

"Abraham's faith never became weak... He knew that he was almost dead and that his wife Sarah could not have children. But Abraham never doubted or questioned God's promise. His faith made him strong, and he gave all the credit to God. Abraham was certain that God could do what he had promised." (Romans 4:19-21)

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

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

8. **Chooses to _____ in attitude and action.**

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

"Christ was truly God. But he did not try to remain equal with God.

Instead he gave up everything and became a slave,

When he became like one of us.

Christ was humble.

He obeyed God and even died on a cross." (Philippians 2:6-8)

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

It always starts with a need:

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

9. Stirs up the _____ in themselves and others.

"Until I arrive, be sure to keep on reading the Scriptures in worship, and don't stop preaching and teaching. Use the gift you were given when the prophets spoke and the group of church leaders blessed you by placing their hands on you. Remember these things and think about them, so everyone can see how well you are doing. Be careful about the way you live and about what you teach. Keep on doing this, and you will save not only yourself, but the people who hear you." (1 Timothy 4:13-16)

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

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

10. Is _____ enough to empower others.

"Jesus knew that he had come from God and would go back to God. He also knew that the Father had given him complete power. So during the meal Jesus got up, removed his outer garment, and wrapped a towel around his waist. He put some water into a large bowl. Then he began washing his disciples' feet..." (John 13:3-5)

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

SECURE LEADERS

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

INSECURE LEADERS

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

11. Lives under the _____ of the Holy Spirit.

"Don't destroy yourself by getting drunk, but let the Spirit fill your life. When you meet together, sing psalms, hymns, and spiritual songs, as you praise the Lord with all your heart." (Ephesians 5:18-20)

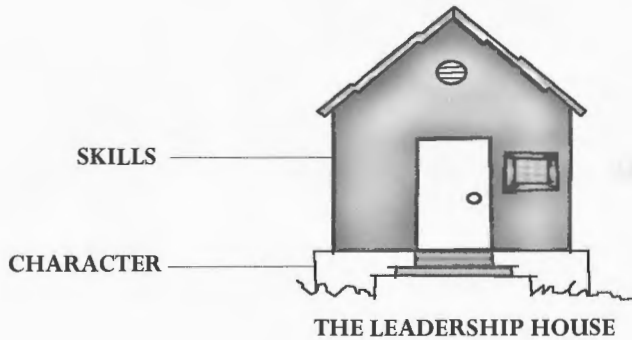
- a. Anointed leaders possess spiritual authority with others.
- b. Anointed leaders consistently see God move in their ministries.
- c. Anointed leaders' lives demand a supernatural explanation.

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

"You know that many runners enter a race, and only one of them wins the prize. So run to win! Athletes work hard to win a crown that cannot last, but we do it for a crown that will last for ever. I don't run without a goal. And I don't box by beating my fists in the air. I keep my body under control and make it my slave, so I won't lose out after telling the good news to others."

(1 Corinthians 9:24-27)

DIAGRAM



TRUTH IN A
PICTURE

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

- Leadership functions on the basis of TRUST.
- Integrity has high influence VALUE.
- Our tendency is to work harder on our IMAGE than on our integrity.
- Integrity means LIVING the truth myself, before leading others.
- A charismatic personality may draw people, but only INTEGRITY will keep them.
- Integrity is a VICTORY, not a gift.
- You will start to BECOME what you are becoming — now.
- Leaders are to live by a higher STANDARD than followers.

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

ACTION PLAN

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

ANSWER KEY: – MLM Book 1, Lesson 2: The Heart of a Leader

ANSWER KEY

The Leader God Uses . . .

1. PURPOSE
2. HINDRANCE
3. DISPOSAL
4. PRAY
5. GOD'S WORD
6. MESSAGE
7. FAITH
8. SERVE
9. GIFTS
10. SECURE
11. ANOINTING
12. EXAMPLE

I Have a Dream!

(Capturing and Implementing a God-given Vision)

"Every one of those people died. But they still had faith, even though they had not received what they had been promised. They were glad just to see these things from far away, and they agreed that they were only strangers and foreigners on this earth." (Hebrews 11:13)

BIBLICAL BASIS

WHAT IS VISION?

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

- "Vision is seeing the future, in the present, built on the past."
- "Vision is seeing the invisible and making it visible."
- "Vision is an informed bridge from the present to a better future."

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

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

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

Note the Ingredients of a Divine Vision:

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

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

KEY POINTS

The Birth of a Vision

For many leaders, their vision begins as an idea, without much detail or clarity. As time passes, the idea turns into a major area of interest and soon becomes a passion. It takes shape and forms inside of their minds and hearts. In many ways, the birth of a VISION is much like the birth of a CHILD. There are various stages it goes through as it matures. Notice these stages below.

1. _____

In the same way that a husband and wife must join together to give birth to a son or daughter, a leader must experience intimacy with God, in order to conceive a vision. People who catch a vision from God have spent time with Him in worship, quietness, solitude and reflection. This union provides God the opportunity to speak and reveal what He wants the leader to do. He plants the vision-seed inside you.

2. _____

God may not communicate a vision every time you meet with Him. Conception doesn't occur every time a husband and wife come together. However, when God does reveal a vision to you, it comes in seed form and must grow inside you. He plants the vision in you, and in the beginning it may still seem unclear, not fully formed. Remember this: God is the Husband, you are the bride of Christ. Just as a baby looks like both mum and dad, as the vision grows, it will look like God (it will be big and centre around His priorities) and it will look like you (it will match your interests and gifts).

3. _____

This is the longest period of time in the process. It takes nine months from conception to birth. A vision from God may take even longer. During this time, the leader identifies with the problem, intercedes for the people, and intervenes in the process. The vision is forming inside the leader. When a baby is forming inside its mother, the mother changes dramatically. So it is with a vision. God's vision will stretch you, and you will never be satisfied again with a man-made idea.

4. _____

This stage is often the most painful. Just prior to the birth of a vision, the labour becomes hard. Similar to the birth of a child, the labour pains become more frequent and more intense. This is a sign the birth is near. So it is with a God-given vision. The Enemy often comes to steal the vision just before it comes to pass – bringing pain and struggle. The fight intensifies. He wants us to abort the vision. Don't give up. Labour is a good sign that something is about to happen!

5. _____

Finally, the vision is born. All that has been occurring inside the leader is ultimately realized. Everyone can see the fruit of the prayer, planning, and work. In fact, often many come to celebrate with you at this point, and you may wonder where they were when you were struggling to keep the vision alive! Don't get angry. Let them celebrate with you, and invite them to help you nurture the vision. The vision must now grow up and eventually stand on its own.

Question: What stage are you experiencing now?

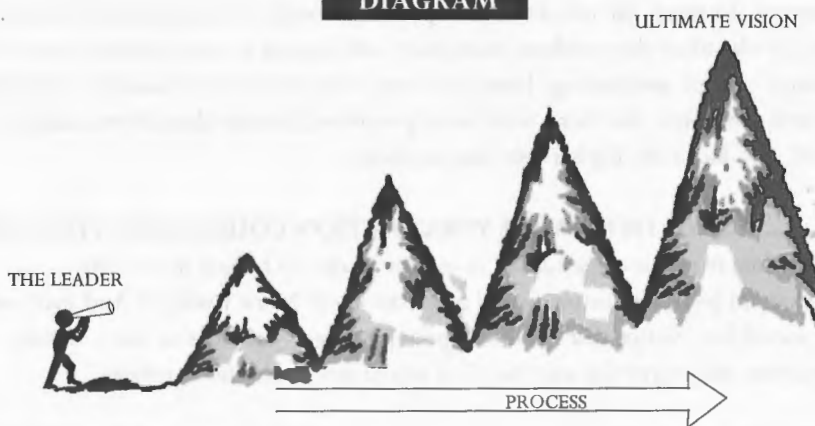
Man-made Vision

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

God-given Vision

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

DIAGRAM



TRUTH IN A
PICTURE

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

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

EXAMINE THE
WORD

1. BECOME ACTIVE IN _____ AND INITIATE OBEDIENCE.

"Jesus went to every town and village." (9:35a)

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

2. COMMUNICATE THE _____ YOU HAVE.

"He taught in their meeting places and preached the good news about God's Kingdom." (9:35)

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

3. _____ AND UNDERSTAND THE REALITY OF HUMAN CONDITIONS.

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

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

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

"He felt sorry for them. They were confused and helpless, like sheep without a shepherd." (9:36b)

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

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

"A large crop is in the fields, but there are only a few workers." (9:37)

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

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

"Ask the Lord in charge of the harvest, to send out workers to bring it in." (9:38)

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

7. CHOOSE A TEAM AND _____ THEM FOR PARTNERSHIP.

"Jesus called together his twelve disciples. He gave them the power to force out evil spirits and to heal every kind of disease and sickness." (10:1)

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

8. _____ TOWARD THE FULFILMENT OF THE VISION.

"Jesus sent out the twelve apostles..." (10:5)

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

What Voice Inspires Your Vision?

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

1. *The Inner Voice:* Does your vision come from life goals, mission statements or your personal desires? You won't accomplish something you don't believe in.
2. *The Angry Voice:* Does your vision come from dislike of a certain injustice or problem? Do you complain about the darkness or light a match?
3. *The Successful Voice:* Do you find your vision from people who have already gone through the same situation? Find someone who can be a mentor figure in your life.

4. *The Higher Voice:* A truly valuable vision is given from God. Look from the past to guide your present and future. Are you a big picture person or do you live life looking through a keyhole?

Tools to Cast Your Vision . . .

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

TOOL ONE: Strong Beginning

Notes . . .

TOOL TWO: One Theme

Notes . . .

TOOL THREE: Simple Language

Notes . . .

TOOL FOUR: Pictures

Notes . . .

TOOL FIVE: Emotional Ending

Notes . . .

Conclusion: How We Must Handle Vision

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

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

APPLICATION: *How can you communicate your vision more effectively and biblically? In what ways can you create an environment in which you can effectively capture and implement a God-given vision?*

ACTION PLAN

ANSWER KEY

ANSWER KEY: – MLM Book 1, Lesson 3:
I Have a Dream!

What Is Vision?

A CLEAR MENTAL PICTURE OF A BETTER TOMORROW, GIVEN BY
GOD, WHICH MOVES A PERSON TO BELIEVE THAT IT NOT ONLY
COULD BE DONE, BUT IT SHOULD BE DONE.

The Birth of a Vision

1. INTIMACY
2. CONCEPTION
3. GESTATION
4. LABOUR
5. BIRTH

Steps to Fulfilling God's Vision

1. SERVICE
2. REVELATION
3. OBSERVE
4. BURDEN
5. ISSUE TO BE RESOLVED
6. PRAY
7. EMPOWER
8. TAKE IMMEDIATE ACTION

How We Must Handle Vision

1. CLEARLY
2. CREATIVELY
3. CONSTANTLY

Priorities and Decision Making

(Making the Most of Your Time)

"You blind leaders! You strain out a small fly but swallow a camel." (Matthew 23:24)

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

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

How Can I Get More Out of a Day?

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

Tick yes or no:

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

Evaluate Your Score

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

BIBLICAL
BASIS

CHECK YOUR
HEART

EXAMINE
THE WORD

Question: Which areas in your day can you improve?

Biblical Answers on Priorities...

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

"Very early the next morning, Jesus got up and went to a place where he could be alone and pray. Simon and the others started looking for him. And when they found him, they said, 'Everyone is looking for you!' Jesus replied, 'We must go to the nearby towns, so that I can tell the good news to the people. This is why I have come.'"

What Is the Christian's Priority? — Luke 10:38-42

"The Lord and his disciples were travelling along and came to a village. When they got there, a woman named Martha welcomed them into her home. She had a sister named Mary, who sat down in front of the Lord and was listening to what he said. Martha was worried about all that had to be done. Finally, she went to Jesus and said, 'Lord, doesn't it bother you that my sister has left me to do all the work by myself? Tell her to come and help me!' The Lord answered, 'Martha, Martha! You are worried and upset about so many things, but only one thing is necessary. Mary has chosen what is best, and it will not be taken away from her.'"

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

"The twelve apostles called the whole group of followers together and said, 'We should not give up preaching God's message in order to serve at tables. My friends, choose seven men who are respected and wise and filled with God's Spirit. We will put them in charge of these things. We can spend our time praying and serving God by preaching.'"

What About Distractions and Hindrances? — Hebrews 12:1

"Such a large crowd of witnesses is all around us! So we must get rid of everything that slows us down, especially the sin that just won't let go. And we must be determined to run the race that is ahead of us. We must keep our eyes on Jesus."

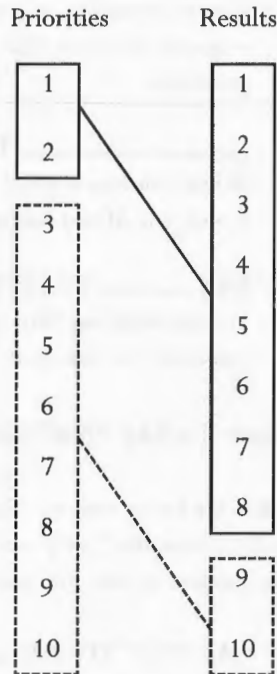
How Does Our Purpose Help Us with Our Priorities? — 1 Corinthians 9:24-27

"You know that many runners enter a race, and only one of them wins the prize. So run to win! Athletes work hard to win a crown that cannot last, but we do it for a crown that will last for ever. I don't run without a goal. And I don't box by beating my fists in the air. I keep my body under control and make it my slave, so I won't lose out after telling the good news to others."

The 80/20 Principle

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

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



TRUTH IN A PICTURE

KEY POINTS

"Teach us to use wisely

all the time we have." (Psalm 90:12)

Examples of the 80/20 Principle

Time: 20% of our time produces 80% of the results.

Counselling: 20% of the people take up 80% of our time.

Work: 20% of our effort gives us 80% of our satisfaction.

Ministries: 20% of the ministries provide 80% of the fruit.

Leadership: 20% of the people make 80% of the decisions.

Workers: 20% of the members do 80% of the work.

Mentoring: 20% of the influencers are where you should invest your time.

Lessons Learned from the 80/20 Principle

1. _____ DOES NOT EQUAL ACCOMPLISHMENT.

Your goal should not be simply to stay busy. Look for the wisest people and places to invest your time.

2. WORK _____, NOT _____.

Working smarter means working on what you can do, and delegating tasks to others. What good is it to work extremely hard when it accomplishes little?

3. _____ OR AGONIZE.

If you can learn to organize then you can become more efficient in getting things done. This in turn will save you a lot of time and frustration.

4. _____ OR STAGNATE.

Determining where you stand in relation to your goal is very important. To move to the next level of leadership you must evaluate your current situation.

5. _____ **YOUR PRIORITIES.**

Control your day or your day will control you! Don't fill your day fulfilling the requests of others. The issue is not prioritizing your schedule, but scheduling your priorities.

6. _____ **IS NOT LEADING.**

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

7. **SAY _____ TO LITTLE THINGS.**

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

How To Say "No" Gracefully...

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

1. **SAY "NO" TO THE _____ - NOT TO THE _____.**

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

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

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

3. **DEFER _____ . COME UP WITH AN _____ .**

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

On Making the Most of Your Time . . .

1. Make _____ lists.

Write out what you want to accomplish.

2. Set your _____ .

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

3. Avoid _____ .

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

4. _____ everything.

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

5. Welcome _____ .

Don't let stress paralyse you. Let it move you to your goal. Tension can often help improve your focus and enable you to do the job more effectively.

6. Avoid _____.

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

7. Avoid _____.

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

8. Control _____ and _____.

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

9. Staff your _____.

Know your strengths, as a leader, and employ staff members or volunteers who are gifted in the areas of your weaknesses. This is the beauty of the Body of Christ.

10. Use a _____.

Organizing your days will help save time and prioritize tasks.

Self-evaluation: Three Wise Questions...

Requirement: WHAT IS _____ OF ME?

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

Results: WHAT GIVES THE GREATEST _____?

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

Reward: WHAT GIVES ME THE GREATEST _____?

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

ACTION PLAN

Write Down Your Top 20%.

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

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

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

Which of your leadership roles produces the deepest amount of personal fulfilment?

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

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

ANSWER KEY: – MLM Book 1, Lesson 4: Priorities and Decision Making

Lessons Learned from the 80/20 Principle

1. ACTIVITY
2. SMARTER HARDER
3. ORGANIZE
4. EVALUATE
5. SCHEDULE
6. REACTING
7. NO

How to Say “No” Gracefully . . .

1. IDEA PERSON
2. BEST INTEREST
3. CREATIVELY ALTERNATIVE

On Making the Most of Your Time . . .

1. TO DO
2. PRIORITIES
3. PERFECTIONISM
4. QUESTION
5. TENSION
6. CLUTTER
7. PROCRASTINATION
8. INTERRUPTIONS DISTRACTIONS
9. WEAKNESSES
10. DIARY

Self-evaluation: Three Wise Questions . . .

1. REQUIRED
2. RETURN
3. REWARD

ANSWER KEY

BIBLICAL
BASIS

Cultivating People Skills in Your Leadership

(The Vital Role of Relationships in Leadership)

"I have set the example, and you should do for each other exactly what I have done for you." (John 13:15)

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

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

Four Truths about Leadership and People

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

LUKE 10:30-37

Jesus told this story in response to a man who asked, "Who is my neighbour?" He spoke about a man who was robbed and beaten alongside a road and left for dead. Soon, a couple of religious leaders walked by, but didn't stop. It is likely they were on their way to some religious activity. Then, a Samaritan came by and helped the man, caring for him until he was well again. Jesus then asked: Who was the neighbour in this story? He taught that relationships and ministry are not confined to your immediate circle of friends (Luke 10:36-37). He taught that relationships are more important than many spiritual activities we practice (Matthew 5:23-24). He also taught the truth below.

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

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

1. THE ROBBERS:

They used people.

They manipulated others.

They saw the man as a _____.

2. THE PRIESTS:

They were law keepers.

They were pure.

They saw the man as a _____.

EXAMINE THE
WORD

3. THE SAMARITAN:

He was despised.

He knew how it felt to be ignored.

He saw the man as a _____.

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

Leadership Is about Relationships

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

Christianity is _____

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

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

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

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

Dr. John C. Maxwell

A Definition of Spiritual Leadership

Four Word Pictures:

1. THE ANALOGY OF THE _____

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

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

CHECK YOUR
HEART

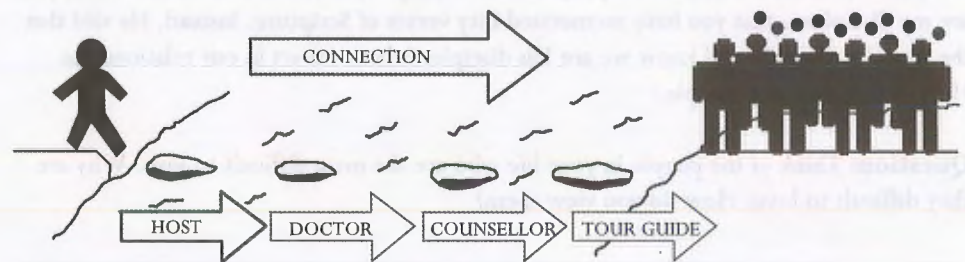
Many leaders make the mistake of separating leadership from relationships. This happens when a person steps into a position of leadership and assumes that everyone will follow them because of their position.

TRUTH IN A PICTURE

KEY POINTS

2. THE ANALOGY OF THE _____
(Good doctors ask questions. They probe until they see the need.)
As you attempt to discern people's needs, ask questions until you discern their condition. Only then do you try to address their needs. Don't give a prescription before a diagnosis.
3. THE ANALOGY OF THE _____
(Good counsellors are active listeners and interpret what they hear.)
As a leader with solid people skills, you must become an active listener. You should non-verbally communicate that you understand the person and identify with them. We earn our right to speak by listening.
4. THE ANALOGY OF THE _____
(Guides don't merely spend time with others; they get them to the destination.)
A leader's people skills must result in his ability to take people to a destination. Our purpose is not to be liked by people, but to take them on a journey and to reach a goal they might not have reached alone.

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



What Every Leader Should Know about People...

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

"We should keep on encouraging each other..." (Hebrews 10:25)

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

When you affirm and encourage someone with your words...

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

"Love each other as brothers and sisters and honour others more than you do yourself."
(Romans 12:10)

3. PEOPLE LOOK FOR A BETTER _____. GIVE THEM HOPE.

***Key Principle:** The key to today is a belief in tomorrow.

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

"Then I remember something that fills me with hope. The LORD'S kindness never fails!"
(Lamentations 3:21-23)

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

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

Knowing the key to someone's heart:

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

"When others are happy, be happy with them, and when they are sad, be sad."
(Romans 12:15)

5. PEOPLE LACK _____. NAVIGATE FOR THEM.

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

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

"Church leaders, I am writing to encourage you. I too am a leader, as well as a witness to Christ's suffering, and I will share in his glory when it is shown to us. Just as shepherds watch over their sheep, you must watch over everyone God has placed in your care. Do it willingly in order to please God, and not simply because you think you must. Let it be something you want to do, instead of something you do merely to make money." (1 Peter 5:1-2)

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

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

MOST PEOPLE THINK . . .

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

LEADERS MUST . . .

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

"Care about them as much as you care about yourselves..." (Philippians 2:4)

7. PEOPLE GET _____. ENCOURAGE THEM.

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

An Experiment...

Years ago, an experiment was conducted to measure people's capacity to endure pain. How long could a bare-footed person stand in a bucket of iced water? It was

discovered that when there was someone else present offering encouragement and support, the person standing in the water could tolerate the pain twice as long as when there was no one present.

"So be gentle, kind, humble, meek and patient. Put up with each other, and forgive anyone who does you wrong, just as Christ has forgiven you." (Colossians 3:12b-13)

8. PEOPLE WANT TO _____ . HELP THEM WIN.

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

Question: What do these words have in common?

* High morale

* Enthusiasm

* Momentum

* Optimism

* Energy

* Excitement

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

"You are better off having a friend than being all alone, because then you will get more enjoyment out of what you earn. If you fall, your friend can help you up."
(Ecclesiastes 4:9-10a)

9. PEOPLE DESIRE _____ . PROVIDE COMMUNITY.

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

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

"If one part of our body hurts, we hurt all over. If one part of our body is honoured, the whole body will be happy." (1 Corinthians 12:26)

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

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

A Life Example:

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

"You must follow my example, as I follow the example of Christ." (1 Corinthians 11:1)

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

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

ACTION PLAN

You can be a people person!

ANSWER KEY: – MLM Book 1, Lesson 5: Cultivating People Skills in Your Leadership

Four Truths about Leadership and People

1. ASSET
2. PEOPLE SKILLS
3. PEOPLE
4. LEADER

The Way You See Yourself . . .

1. VICTIM TO EXPLOIT
2. PROBLEM TO AVOID
3. PERSON TO BE LOVED

Christianity is ...

RELATIONSHIPS

A Definition for Spiritual Leadership . . .

ONE WHO ASSUMES RESPONSIBILITY FOR THE HEALTH AND
DEVELOPMENT OF THEIR RELATIONSHIPS

Four Word Pictures:

1. HOST
2. DOCTOR
3. COUNSELOR
4. TOUR GUIDE

What Every Leader Should Know about People . . .

1. INSECURE
2. SPECIAL
3. TOMORROW
4. UNDERSTOOD
5. DIRECTION
6. NEEDS
7. EMOTIONALLY LOW
8. SUCCEED
9. RELATIONSHIPS
10. MODELS

ANSWER KEY

BIBLICAL BASIS

CHECK YOUR HEART

EXAMINE THE WORD

Strategic Planning

(Failing to Plan Is a Plan to Fail)

"Give me the knowledge I'll need to be the king of this great nation of yours."
(King Solomon, 2 Chronicles 1:10)

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

Accomplishing the Mission

- | | | | |
|---|------------------------------|----------------------------------|-----------------------------|
| Do I have complete knowledge of my mission? | ☐ Yes | ☐ Perhaps | ☐ No |
| Do I have complete knowledge of my capabilities? | ☐ Yes | ☐ Perhaps | ☐ No |
| Do I have complete knowledge of my team's capabilities? | ☐ Yes | ☐ Perhaps | ☐ No |
| Do I receive constant feedback and open communications? | ☐ Yes | ☐ Perhaps | ☐ No |
| Do I use this information to adapt and change when necessary? | ☐ Yes | ☐ Perhaps | ☐ No |

Question: What is my mission?

Question: What has hindered me from accomplishing this mission?

Biblical Examples of Planning

God Did It...

"I planned all this long ago. And you don't even know that I alone am the one who decided that you would do these things." (Isaiah 37:26)

Noah Did It...

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

Nehemiah Did It...

The long-term plan of Nehemiah was to see the wall of Jerusalem rebuilt. He visualized the completion of the wall and then began plans for its construction. The work was

completed in 52 days because each family was assigned a certain portion of the wall to build. He planned and organized the project with excellence. (Nehemiah 1-5)

David Did It...

The long-term plan of David was to build a temple (2 Samuel 7). God did not allow David to build it because of his associations with wars (1 Kings 5:2-3). However, when Solomon was chosen to succeed him, David handed Solomon the completed plan for the temple and a list of materials on hand. After seven years of construction, the temple was completed, and the long-term plan of David was fulfilled.

Jesus Told Parables about It...

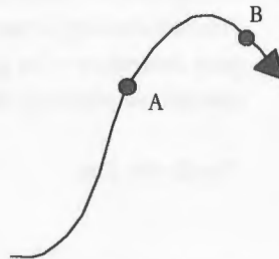
We often fail to notice that Jesus spoke about the necessity of planning and strategy frequently. In two of His parables, He explained how foolish it is to neglect planning:

- The Wise and Foolish Builder: Matthew 7:24-27
- The Builder Counting the Cost: Luke 14:28-30
- The King Planning for Battle: Luke 14:31-32
- The Unjust Steward: Luke 16:1-8

The Changing Future

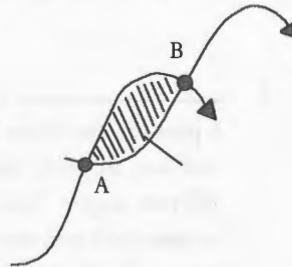
The Growth Curve...

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



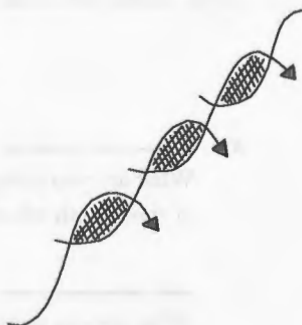
Anticipating Change and the Period of Chaos...

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



Thriving on Chaos...

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



Application...

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

TRUTH IN A
PICTURE

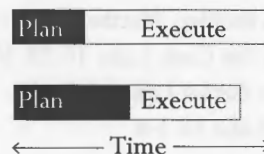
KEY POINTS

Steps to Effective Strategic Planning

1. PLAN TO _____.

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

— A Plan to Work Ratio —



2. DETERMINE YOUR _____.

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

Why Do We Exist?

What Are We Trying To Accomplish?

3. _____ THE SITUATION.

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

— Angles of Assessment —

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

BIBLICAL BASIS

4. _____ THE NEEDS.

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

5. ASK THE RIGHT _____.

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

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

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

Direction: Exactly what are we going to do in the short-term, medium-term and long-term?

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

Funding: What are our expected expenses and income?

Reporting: Are we on target with our progress?

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

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

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

6. SET SPECIFIC _____.

Written

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

Specific

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

Realistic

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

Measurable

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

Personal

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

Worthy

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

7. _____ AND CLARIFY.

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

a. Written conclusion

d. Resource list

b. Project list

e. Next steps (action items)

c. Time-line

f. Responsibility (project leaders)

ACTION PLAN

8. IDENTIFY POSSIBLE _____.

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

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

9. HAVE AN _____ OF PLANNING.

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

10. _____ AND _____ YOUR RESOURCES.

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

Schedule

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

Budget

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

11. _____ AND _____.

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

12. _____ THE RESULTS.

Measuring results is the only way to know if you're winning or losing. Develop ways of measuring your progress. If you're making a change, you ought to do it based on current information.

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

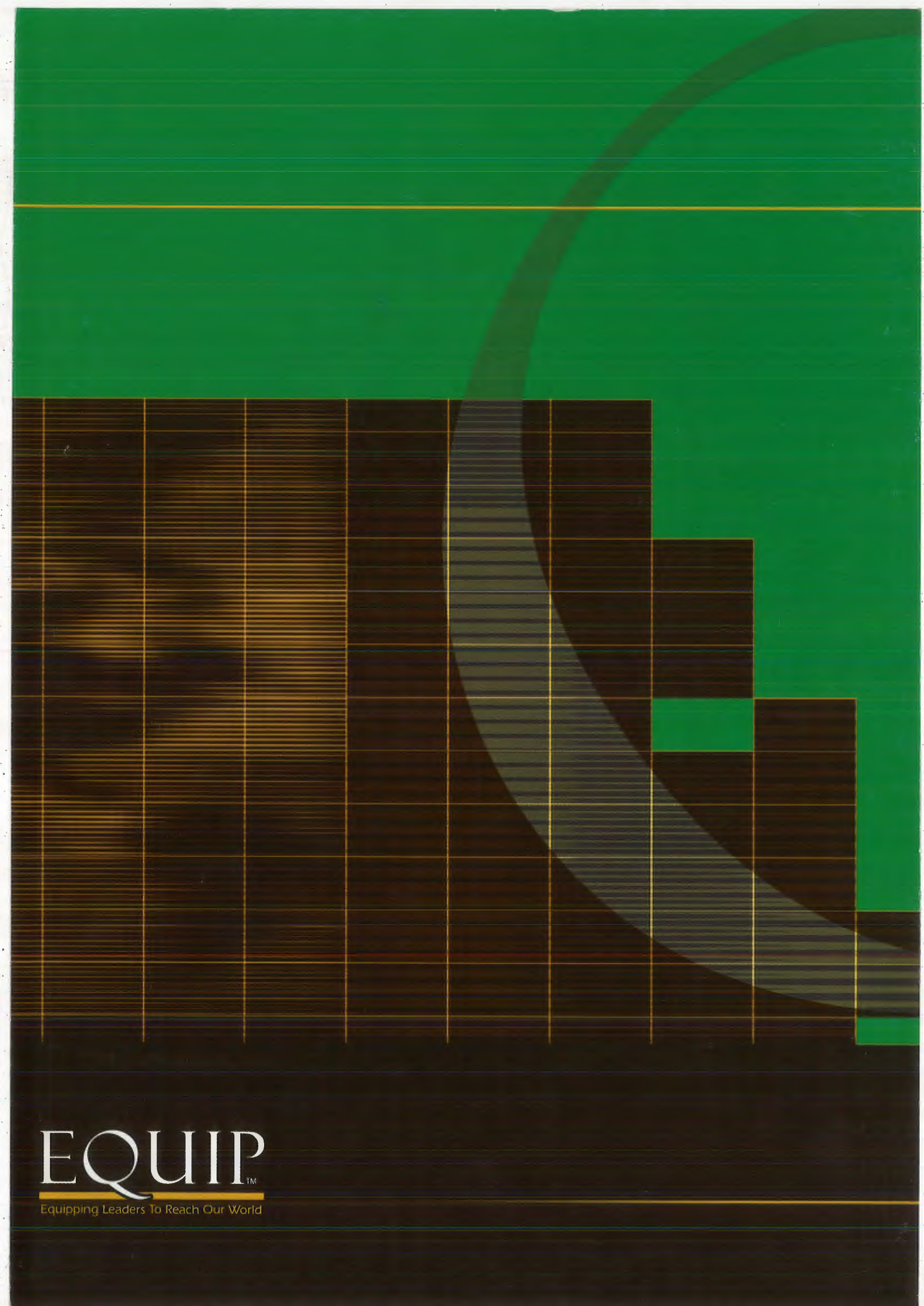
ACTION: *Use the space below to begin the planning process for this project.*

ANSWER KEY: – MLM Book 1, Lesson 6: Strategic Planning

Steps to Effective Strategic Planning

1. PLAN
2. PRIMARY PURPOSE
3. ASSESS
 - a. INSIDE
 - b. OUTSIDE
 - c. CURRENT
 - d. FUTURE
4. PRIORITIZE
5. QUESTIONS
6. GOALS
7. COMMUNICATE
8. OBSTACLES
9. OPEN SYSTEM
10. MANAGE DIRECT
11. MONITOR CORRECT
12. STUDY

ANSWER KEY



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