



MILLION LEADERS MANDATE

NOTEBOOK Two



EQUIPTM
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 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...

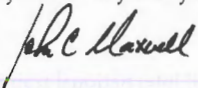
"And these things which you have heard from me, in the presence of many witnesses, entrust these things to faithful men, who will be able to teach others also..." (II Timothy 2:2)

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

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

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

May God bless you as you multiply,



Dr. John C. Maxwell

The EQUIP Team



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The Leadership Test

(Life's Tests That Reveal a Leader's Potential and Maturity)

"Examine me, O Lord, and try me; test my mind and heart." (Psalm 26:2)

Nearly every moment of life is a test. However, there are "seasons of testing" that can be identified, understood and passed if we are alert. Leaders experience greater scrutiny, testing and judgment than followers do according to James 3:1.

Think about it. Tests are common to all of us. Tests are given constantly in schools. Many products and appliances are tested before they are sold. Nearly every part of a new car is taken through intensive tests for safety and performance. When God tests leaders, He takes them through a crucial screening which reveals what they are made of. Passing the test is the pathway to progress and promotion.

A Definition for Testing:

Tests Reveal Three Truths:

1. _____ – The test reveals you have increasingly responded poorly and have failed to act obediently.
2. _____ – The test reveals you have not matured, but have become stagnant in your growth.
3. _____ – The test reveals you have grown and have responded better than ever.

Question: Think of a test you have experienced recently. How did you respond?

Question: What have your recent tests revealed: Poverty? Plateau? Progress?

BIBLICAL
BASIS

CHECK YOUR
HEART

EXAMINE THE WORD

Genesis 22:1-2, 9-13

In this passage, Abraham is ushered into a “test of faith” to reveal the content of his heart. It is clear from the passage, as well as from the New Testament commentary on the same event in the book of Hebrews, that God did not intend to have Isaac executed. It was merely a test for his father, a test that he passed successfully, proving he had settled the issues of obedience and Lordship.

David, one of Israel’s greatest leaders, welcomed these tests in his leadership. Listen to his insight and note how aware he was of the need for testing:

Psalm 7:9

“... For the righteous God tests the hearts and minds.”

Psalm 17:3

“Thou hast tried my heart; Thou hast visited me by night; Thou hast tested me and dost find nothing; I have purposed that my mouth will not transgress.”

Psalm 26:2

“Examine me, O Lord, and try me; test my mind and heart.”

Psalm 139:23-24

“Search me, O God, and know my heart; try me and know my anxious thoughts; and see if there be any hurtful way in me, and lead me in the everlasting way.”

Clearly, tests are our friends. Leaders should welcome them. They tell us the truth, when other friends cannot or will not be so blunt. Paul the Apostle closes his final letter to the Corinthians with some sobering words:

“Test yourselves to see if you are in the faith; examine yourselves!” (II Corinthians 13:5)

Observe the positive result of tests from the book of James:

“Consider it joy, my brothers, when you encounter various trials, knowing that the testing of your faith produces endurance. And let endurance have its perfect result, that you may be perfect, or mature, lacking in nothing.” (James 1:2-4)

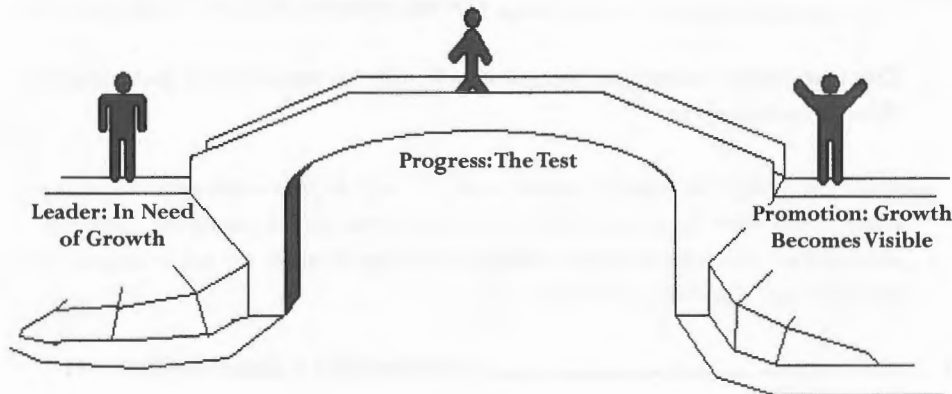
The Truth about Testing

1. _____
2. _____
3. _____
4. _____

5. _____

DIAGRAM

PROMOTION: Growth Becomes Visible



TRUTH IN A
PICTURE

Ten Tests That Prove Leadership Potential and Maturity

1. _____ (Ephesians 5:16a / Luke 16:10)

This test comes to prove our faithfulness and potential for greater opportunities.

"... making the most of your opportunities, because the days are evil." (Ephesians 5:16)

"He who is faithful in a very little thing is faithful also in much; and he who is unrighteous in a very little thing is unrighteous also in much." (Luke 16:10)

2. _____ (Job 1:9-11 / Matthew 6:5-6)

This test comes to the one who is doing right, to examine why they are doing it.

"Then Satan answered the Lord, 'Does Job fear God for nothing? Hast Thou not made a hedge about him and his house and all that he has, on every side? Thou hast blessed the work of his hands, and his possessions have increased in the land. But put forth Thy hand now and touch all that he has; he will surely curse Thee to Thy face.'" (Job 1:9-11)

3. _____ (Luke 12:16-21 / Matthew 25:21)

This test proves how strategically and generously we handle the resources we presently control.

"And then He told them this parable: 'The ground of a certain rich man produced a good crop. He thought to himself, 'What shall I do? I have no place to store my crops.' Then he said, 'This is what I'll do. I will tear down my barns and build bigger ones, and there I will store all my grain and my goods.' And I'll say to myself, 'You have plenty of good things laid up for many years. Take life easy, eat, drink and be merry!' But God said to him: 'You fool! This very night your soul is required of you; and now who will own what you have prepared?' So is the man who lays up treasure for himself, and is not rich toward God.'" (Luke 12:16-21)

KEY
POINTS

"His master said to him, 'Well done, good and faithful slave; you were faithful with a few things, I will put you in charge of many things...'" (Matthew 25:21)

4. _____ (Deuteronomy 8:15-16 / Psalm 42:1-4)

This test comes when you're spiritually dry to reveal your potential for change and growth.

"He led you through the great and terrible wilderness, with its fiery serpents and scorpions and thirsty ground where there was no water... In the wilderness, He fed you manna, which your fathers did not know, that He might humble you and that He might test you, to do good for you, in the end." (Deuteronomy 8:15-16)

5. _____ (I Samuel 16:7 / Galatians 2:11-14)

This test displays our ability and integrity – to see if we compromise under pressure.

"But when Cephas (Peter) came to Antioch, I opposed (tested) him to his face, because he stood condemned. For prior to the coming of certain men from James, he used to eat with the Gentiles; but when they (the Jews) came, he began to withdraw and hold himself aloof, fearing the party of the circumcision. And the rest of the Jews joined him in hypocrisy, with the result that even Barnabas was carried away by their hypocrisy." (Galatians 2:11-13)

"But the Lord said to Samuel, 'Do not look at his appearance or at the height of his stature, because I have rejected him; for God sees not as a man sees, for man looks at the outward appearance, but the Lord looks at the heart.'" (I Samuel 16:7)

6. _____ (I Samuel 24:2-20 / Galatians 2:1-9)

This test comes to expose your attitude and willing submission toward God-given authority.

"Then Saul took three thousand chosen men from all Israel, and went to seek David and his men in front of the Rocks and of the Wild Goats... And the men of David said to him, 'Behold, this is the day the Lord said to you that He would give your enemy into your hand'... So David said to his men, 'Far be it from me because of the Lord that I should do this thing to my lord, the Lord's anointed to stretch out my hand against him, since he is the Lord's anointed.' And David persuaded his men... and did not allow them to rise up against Saul." (I Samuel 24:2,4,6-7)

7. _____ (Hebrews 12:14-15 / Mark 11:25-26)

This test comes to show you're not easily offended and are ready to forgive others.

"Pursue peace with all men... see to it that no one comes short of the grace of God; that no root of bitterness springing up causes trouble, and by it many be defiled..." (Hebrews 12:14-15)

"And whenever you stand praying, forgive, if you have anything against anyone; so that your Father also who is in heaven may forgive you your transgressions. But if you do not forgive, neither will your Father who is in heaven forgive your transgressions." (Mark 11:25-26)

8. _____ (Exodus 13:17 / Jeremiah 12:5)

This test exposes your ability to stand when you're in God's will and experience adversity.

"If they face war, they might change their minds and return to Egypt." (Exodus 13:17)

"If you have run with the footmen and they have tired you out, then how can you compete with the horses? If you fall down in the land of peace, how will you do in the thicket of the Jordan?" (Jeremiah 12:5)

9. _____ (Esther 4:14 / Galatians 6:9)

This test reveals the quality of your work, based on both opportunity and longevity.

"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 who knows whether you have not attained royalty for such a time as this?" (Esther 4:14)

"And let us not lose heart in doing good, for in due time we shall reap if we do not grow weary." (Galatians 6:9)

10. _____ (Luke 5:4-7 / Joshua 1:8)

This test usually occurs in one of your areas of strength. You find it difficult to trust God. It reveals your heart response to whom or what has the final authority in your life.

"And when Jesus had finished speaking, He said to Simon, 'Let down your nets for a catch.' And Simon answered and said, 'Master, we worked hard all night and caught nothing, but at Your bidding I will let down the nets.' And when they had done this, they enclosed a great quantity of fish; and their nets began to break; and they signaled to their partners in the other boat, for them to come and help them..." (Luke 5:4-7)

ASSESSMENT: Which of the tests have you experienced this year? Have you passed them?

ACTION PLAN

APPLICATION: Whatever test you are facing now, write down what you can do to exhibit your trust in God and your credibility to lead effectively.

ANSWER KEY

**ANSWER KEY – MLM Book 2, Lesson 1:
The Leadership Test****A Definition for Testing**

AN OPPORTUNITY WHICH CHALLENGES LEADERS
TO DEMONSTRATE THEIR POTENTIAL AND MATURITY

Tests Reveal Three Truths

1. INWARD POVERTY
2. INWARD PLATEAU
3. INWARD PROGRESS

The Truth about Testing

1. WE ALL EXPERIENCE TESTS AT EACH STAGE OF OUR GROWTH
2. OUR GOAL SHOULD BE TO PASS EVERY TEST
3. TESTING ALWAYS PRECEDES PROMOTION
4. SELF PROMOTION AND HUMAN PROMOTION CAN'T REPLACE
DIVINE PROMOTION
5. JUST AS A PRODUCT IS NEVER USED UNTIL IT'S TESTED – SO IT IS
WITH US

Ten Tests That Prove Leadership Potential and Maturity

1. TEST OF SMALL THINGS
2. MOTIVATION TEST
3. STEWARDSHIP TEST
4. WILDERNESS TEST
5. CREDIBILITY TEST
6. AUTHORITY TEST
7. FORGIVENESS TEST
8. WAREFARE TEST
9. TEST OF TIME
10. LORDSHIP TEST

Security or Sabotage

(How Emotional Insecurity Prevents Effective Leadership)

"If a ruler listens to lies, all his officials become wicked." (Proverbs 29:12)

One of the greatest tragedies of church life surrounds the insecurities of her leaders. Leadership disasters happen every week while pastors pretend the problem has to do with theology or programs.

The fact of the matter is, the reason for many unresolved problems within a church is the emotional insecurity of the pastor. The symptoms show up in a variety of ways: The leader fails to confront a situation. He may lack moral backbone. He may get defensive when others disagree with him. He may withdraw from a leadership function which causes others to question his leadership. He may lack the character to stand up when he isn't liked. Because of this insecurity, the leader begins to believe lies about himself or others and begins to sabotage his own leadership.

Spotting Insecurity in Your Behavior

To be honest, personal insecurity is fairly easy to spot in our behavior. We fail to see it merely because we ignore it. We pretend it isn't there by defending ourselves and diverting the focus on to something else. The following are biblical case studies, where ordinary people like you and me struggled with common insecurities of some sort. Notice how it showed up in their lives...

1. _____ —You begin to compare yourself to others.

Danger: You ignore the unique role you and others are to play on the team.

Example: The Vineyard Workers (Matthew 20)

- You ignore God's grace to you because you are preoccupied with the status of others.
- You grumble and complain about perceived inequities.
- You judge others as less worthy of blessing than you.

"Peter, therefore, seeing John said to Jesus, 'Lord, what about this man?' Jesus said to him: 'If I want him to remain until I come, what is that to you? You follow me.'" (John 21:21-22)

2. _____ —You feel like a victim and must compensate for your inferiority.

Danger: You fail to trust God's control by taking matters into your own hands.

Example: Jacob (Genesis 27, 32)

- You scheme how to get ahead and how to gain recognition.
- You fight irrational battles to get what you think you deserve.
- You may stoop to dishonesty and deception to get results.

KEY
POINTS

"Do not fret... Do not be envious... Trust in the Lord and do good. Dwell in the land and cultivate faithfulness. Delight yourself in the Lord and He will give you the desires of your heart. Commit your way to the Lord, trust also in Him and He will do it. Rest in the Lord... Do not fret... Cease from anger." (Psalm 37:1-8)

3. _____ —You drift into self-centered patterns, trying to out-perform others.

Danger: You become obsessed with building your own kingdom, and you will do anything to win.

Example: The "Older" Prodigal Son (Luke 15)

- a. You tend to keep score on life.
- b. You tend to be critical and judgmental.
- c. You tend to live a self-centered life.

"But let each one examine his own work, and then he will have reason for boasting in regard to himself alone, and not in regard to another. For each one will bear his own load."
(Galatians 6:4-5)

4. _____ —You are driven to gain others' approval; you are a people-pleaser.

Danger: You risk burnout due to impure motives and unrealistic expectations.

Example: Martha (Luke 10)

- a. You get distracted from "big picture" priorities, consumed by your own performance.
- b. You grow weary because you attempt to do too much — for the wrong reasons.
- c. You tend to be a perfectionist.

"By the grace of God, I am what I am, and His grace toward me did not prove to be vain; but I labored even more than all of them, yet not I but the grace of God within me."
(I Corinthians 15:10)

5. _____ —You demonstrate a judgmental attitude of yourself or others.

Danger: You experience a distortion of reality and are tempted to withdraw from responsibility.

Example: Elijah (I Kings 19)

- a. You have shortsighted perception of your circumstances.
- b. You complain about unjust circumstances and feel overwhelmed.
- c. You fear your own demise and insignificance.

"But to me, it is a very small thing that I should be examined by you, or by any human court; in fact, I do not even examine myself. For I am conscious of nothing against myself, yet I am not by this acquitted; but the one who examines me is the Lord. Therefore, do not go on passing judgment before the time, but wait until the Lord comes Who will both bring to light the things hidden in the darkness and disclose the motives of men's hearts; and then each man's praise will come from God." (I Corinthians 4:3-5)

6. _____ – In order to validate your own worth, you feel you must take charge.

Danger: You think win/lose, not win/win. Because you are charting your own course, you risk integrity, protect personal “turf” and often slip into the “scarcity paradigm.”

Example: Sarah (Genesis 16:1-6)

- a. Your circumstances determine your understanding of God's character.
- b. You become self-seeking and manipulative of others.
- c. You eventually suffer from the “martyr” syndrome.

“For I know the plans that I have for you, declares the Lord, plans for your welfare and not for calamity, to give you a future and a hope. Then you will call upon Me and come and pray to Me, and I will listen to you. And you will seek Me and find Me, when you search with all your heart.” (Jeremiah 29:11-13)

The Lies We Believe

It is possible to experience several of these symptoms at the same time. The key is to identify how you cope with your insecurity and to detect what kind of lies you tell yourself about the reality you face.

Consider this: If the truth makes us free (John 8:32), then lies put us in bondage. The level of defeat and bondage you face as a leader may be directly linked to the volume of myths or lies you have embraced about your identity. Our problem is that while we know the truth... we believe the lie. Dr. Chris Thurman has written an insightful book entitled, The Lies We Believe. He provides a helpful process for us to understand.

Stepping Into the Truth

1. _____ the trigger event that fostered the lie/bondage.

Example: Your supervisor failed to affirm the hard work you put in on last week's successful outreach event. You feel resentful and insignificant.

2. _____ the lie you have believed about that situation.

Example: Perhaps you have embraced the lie: “I am only as good as what I do.” You have attached your value to your performance and the approval of others.

3. _____ what response is truthful, appropriate and realistic.

Example: My personal worth is tied to who I am, not what I do. My supervisor does appreciate me, but he is human like me and likely failed to notice my work due to an oversight. After all, he has been very busy himself.

Tips and Truths

- a. We must never put our emotional health in the hands of someone else.
- b. The truth is a requirement for spiritual and emotional health.

CHECK
YOUR HEART

- c. Most of our unhappiness and insecurity is the result of lies we believe.
- d. Recognize that you will believe what you want to believe.
- e. The truth can be eclipsed by a thrilling lie.
- f. Remember that hurting people naturally hurt people; intimidated people intimidate.

Keys to Emotional Security

1. _____
You must tie your self worth to your identity in Christ, not people and performance.
2. _____
You must allow God to break you from self-sufficiency and self-promotion.
3. _____
You must discover and practice your God-given purpose in life, not someone else's.
4. _____
You must learn to let others love and bless you, and do the same for them.

ACTION PLAN

What to Do

1. _____ and _____ on the Scriptures that define your identity: in Christ/in Him/with Him.
2. Check yourself each time you _____ yourself to someone. Pause and thank God for the differences.
3. Focus attention on your _____ for a season. Identify and polish your gifts, skills.
4. Read and listen to _____ material: books, tapes, magazines, etc.
5. Identify the two or three most common _____ you believe about yourself. Write down the truth about those areas, then tell yourself the truth.
6. Find someone who is "safe" to be a _____ person. Practice giving and receiving the love, encouragement, and truth you both need.
7. Watch for _____ situations: criticism, rejection, meeting someone important, a colleague's success, failure and unfamiliar territory.
8. Remind yourself of the _____: We are to imitate Christ – Who came and emptied Himself in order to serve others, not to be served.

ASSESSMENT: *What symptoms of insecurity have you seen in your leadership?*

APPLICATION: *What keys must you implement to foster emotional security?*

ANSWER KEY – MLM Book 2, Lesson 2: Security or Sabotage

ANSWER KEY

Spotting Insecurity in Your Behavior

1. COMPARISON
2. COMPENSATION
3. COMPETITION
4. COMPULSION
5. CONDEMNATION
6. CONTROL

Stepping Into the Truth

1. DETERMINE
2. DISCOVER
3. DECIDE

Keys to Emotional Security

1. IDENTITY
2. BROKENNESS
3. PURPOSE
4. GIVING AND RECEIVING “THE BLESSING”

What to Do

1. STUDY MEDITATE
2. COMPARE
3. STRENGTHS
4. MOTIVATIONAL
5. LIES
6. SUPPORT
7. VULNERABLE
8. TRUTH

Delegating Tasks and Developing People

(Moving from Addition to Multiplication)

"Then the twelve summoned the multitude of the disciples and said, 'It is not desirable that we should leave the word of God and serve tables. Therefore, brethren, seek out from among you seven men of good reputation, full of the Holy Spirit and wisdom, whom we may appoint over this business.'" (Acts 6:2-3)

When ministers decide to become leaders, they take an important stand. They make a revolutionary decision in the way they perform their ministry. They no longer evaluate themselves only by what they can do themselves. Their value now depends on what they can get done through others! This is what we call the "Jethro Principle."

BIBLICAL BASIS

The Day Moses Became a Leader

In Exodus 18:17-27 Jethro introduces this principle to Moses. *"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.'"*

Jethro proceeded to give Moses wise counsel as to how he could delegate the work load to others and multiply the amount of service being rendered to others. The Scripture says: *"So Moses listened to his father-in-law and did all that he said..."*

Many times in leadership it is easy for the leader to feel as if he or she must accomplish everything alone. However, as Jethro points out, that will cause one to wear out. So as a result, Moses made changes and began to equip others and share the responsibilities.

EXAMINE THE WORD

Seven Changes Moses Made to Become a Leader: (Exodus 18)

1. He became a man of _____. (v. 19)

"Now listen to me: I shall give you counsel, and God be with you. You be the people's representative before God, and you bring the disputes to God."

2. He committed himself to _____. (v. 20)

"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. He laid out the _____. (v. 20)

"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."

4. He developed a _____. (v. 20)

"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."

5. He _____ and trained the leaders. (v. 21)

"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."

6. He released them to _____ based on their gifts. (v. 22)

"And let them judge the people at all times... every minor dispute they will judge."

7. He only did what _____ could not do. (v. 22)

"...and let it be that every major dispute they will bring to you..."

In verse 23, we see the results of Moses' change: strength for Moses and peace for the people.

"If you will 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."

From Minister to Leader

There is a difference between a minister and a leader. While every leader is also to be a minister, not every minister is a leader. Look at how they differ:

MINISTER	LEADER
1. Serves people.	1. Serves people.
2. Directly meets the needs of people.	2. Empowers others to meet the needs of people.
3. Draws fulfillment from doing the work.	3. Draws fulfillment from equipping others to do the work.
4. Plays defense to survive.	4. Plays offense to make progress.
5. Reacts to needs that arise from moment to moment.	5. Creates opportunities to mentor others.
6. Focuses on immediate needs.	6. Focuses on long-term vision.
7. Shepherds others.	7. Equips others.

CHECK
YOUR HEART

Why Leaders (Pastors) Fail to Develop People:

1. They realize that equipping people is hard work.
2. They are insecure or have a poor self-image.
3. They feel they are the only one that is qualified to do it.
4. They don't trust others.
5. They have bad habits and an unbiblical perspective.
6. They have a low belief in people.
7. They don't know how to train others.
8. It is easier to lead followers than leaders.

Developing others will take energy, time, and careful planning. It is a proactive way of leading, rather than the reactive way many leaders unfortunately run their organization. It will also mean that, as a leader, you will need to allow others to share ownership of the work you are doing. This requires a belief and trust in others and the ability to relinquish control. However, if you commit to equipping people, you will find Jethro's promise to be true in your life and leadership.

Question: Do you find it difficult to equip other people and delegate tasks? Why?

Question: In what areas could you release control and equip someone to lead?

How Do We Select People to Whom We Can Delegate Work?

This is an important question. Whom do we choose to equip? The answer may be found in Acts 6:1-4.

"Now in those days, when the number of the disciples was multiplying, there arose a complaint against the Hebrews by the Hellenists, because their widows were neglected in the daily distribution. Then the twelve summoned the multitude of the disciples and said, 'It is not desirable that we should leave the word of God and serve tables. Therefore, brethren, seek out from among you seven men of good reputation, full of the Holy Spirit and wisdom, whom we may appoint over this business; but we will give ourselves continually to prayer and to the ministry of the word.'"

Good leadership responds effectively to the need for more leaders and workers. In the early church, no one took a vote to determine the identity of these people. The apostles had specific qualifications in mind for the leaders they wanted; they chose men who were...

1. Known from their sphere of influence – *"seek out from among you."*
2. Fellow believers – *"brothers."*
3. People who could serve on a team – *"seven men."*
4. Trusted among the people – *"of good reputation."*
5. Empowered for the task – *"full of the Holy Spirit."*
6. Competent and intelligent – *"full of... wisdom."*
7. Responsible – *"whom we may appoint over this business."*

EXAMINE
THE WORD

How Do We Develop Others While We Delegate the Ministry?

1. Know yourself. (Be familiar with the strengths you pass on to others in the work.)
2. Know the person you wish to develop. (Identify his or her strengths and weaknesses.)
3. Clearly define the assignments. (Don't leave anything in question; write it down.)
4. Teach the "why" behind the assignment. (Let them know why it is important.)
5. Discuss their growth process as you go. (Talk about how they will grow from it.)
6. Spend relational time with them. (Invest time when you are not talking about work.)
7. Allow them to watch you minister. (Let them observe and get feedback from you.)
8. Give them the resources and authority they need. (Provide the tools to do the job.)
9. Encourage them to journal during the process. (Help them interpret their growth.)
10. Hold them accountable for their ministry. (Get permission to keep them in line.)
11. Give them the freedom to fail. (Communicate that they can learn as they go.)
12. Debrief and affirm regularly. (Encourage them all along the way as they succeed.)

KEY POINTS

What Would Jesus Do? (Luke 9:1-2)

"Then He called His twelve disciples together and gave them power and authority over all demons, and to cure diseases. He sent them to preach the kingdom of God and to heal the sick."

We see in this passage that Jesus shared both responsibility and authority. To succeed in our mission, we must share both our work and power with a team. Jesus aimed to develop the disciples as He shared the work. He did not spend the majority of His time with the masses. He focused on training the disciples. By not spending equal time with everyone, but more time with those who were ready to be trained, Jesus was able to multiply His ministry in about three years.

The Development Process:

1. I do it while you watch.
2. We do it together.
3. You do it while I watch.
4. We evaluate.
5. You do it while another watches.

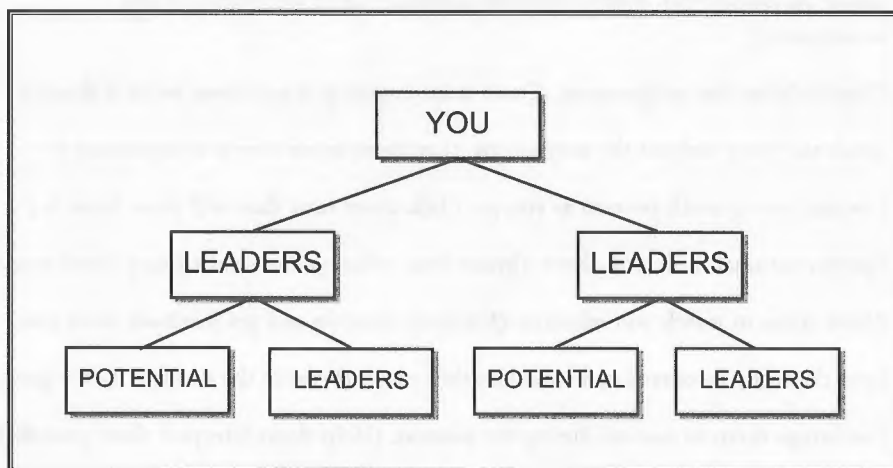
The Truth about Developing People

Nearly every lasting movement in history endured because the first group of leaders reproduced their leadership and values into a second generation of leaders. It became a movement because it was about multiplication and not addition.

TRUTH IN A
PICTURE

ADDITION LOOKS LIKE THIS: $1 + 1 = 2$

MULTIPLICATION LOOKS LIKE THIS:



Developing Others While Delegating Work

There are several distinctions between a leader of leaders and a leader of followers.

1. _____
 Leaders who develop Followers... _____.
 Leaders who develop Leaders... _____.
2. _____
 Leaders who develop Followers... Focus on the _____ of people.
 Leaders who develop Leaders... Focus on the _____ of people.
3. _____
 Leaders who develop Followers... Devote effort to those with the most _____.
 Leaders who develop Leaders... Devote effort to those with the most _____.
4. _____
 Leaders who develop Followers... Are _____ Leaders.
 Leaders who develop Leaders... Are _____ Leaders.
5. _____
 Leaders who develop Followers... Lift up _____.
 Leaders who develop Leaders... Lift up _____.
6. _____
 Leaders who develop Followers... _____ time with people.
 Leaders who develop Leaders... _____ time in people.
7. _____
 Leaders who develop Followers... Ask for _____ commitment.
 Leaders who develop Leaders... Ask for _____ commitment.

8. _____
 Leaders who develop Followers... Lead everyone the _____.
 Leaders who develop Leaders... Lead everyone _____.
9. _____
 Leaders who develop Followers... Impact _____ generation.
 Leaders who develop Leaders... Impact _____ generation.

ASSESSMENT: *Am I spending my time developing followers or leaders? How am I cultivating a leadership environment?*

APPLICATION: *Who am I developing at this time? Who can I begin to develop? What is my plan for that person?*

ACTION PLAN

*"Some leaders want to make followers. I want to make leaders.
 Not only do I want to make leaders, but leaders of leaders.
 And then, leaders of leaders of leaders."
 — Dale Galloway*

ANSWER KEY

ANSWER KEY – MLM Book 2, Lesson 3: Delegating Tasks and Developing People

Seven Changes Moses Made to Become a Leader

1. PRAYER
2. COMMUNICATION
3. VISION
4. PLAN
5. SELECTED
6. SERVE
7. THEY

Developing Others While Delegating Work

1. DESIRE
NEED TO BE NEEDED
WANT TO BE SUCCEEDED
2. FOCUS
WEAKNESSES
STRENGTHS
3. PRIORITIES
NEEDS
POTENTIAL
4. ABILITIES
GOOD
GREAT
5. ATTITUDE
THEMSELVES
OTHERS
6. TIME
SPEND
INVEST
7. EXPECTATIONS
LITTLE
MUCH
8. LEADERSHIP
SAME
DIFFERENTLY
9. IMPACT
THIS
THE NEXT

Teamwork Makes the Dream Work

(The Characteristics of a Great Team)

"Now there are varieties of gifts, but the same Spirit. And there are varieties of ministries, and the same Lord... For even as the body is one and yet has many members, and all the members of the body, though they are many, are one body, so also is Christ." (I Corinthians 12:4-5, 12)

Great Teams Possess:

1. _____
2. _____ and _____
3. _____ and _____

KEY
POINTS

What Makes an Effective Team?

1. An effective team _____.

The foundation of a successful team is relationship. Why?

- a. _____: People go the "first mile" because of a sense of duty. They go the "second mile" because of relationship.
- b. _____: Leaders always touch a heart before they ask for a hand.
- c. _____: Good leaders always "host" the conversation and relationships of their life. They initiate as a host rather than wait for others to serve, as a guest.

Evaluation: As a team, do we care for one another?

2. An effective team _____ and _____.

What are your "team's" top three priorities?

- a. _____
- b. _____
- c. _____

Evaluation: As a team, do we know and act on what is important?

3. An effective team _____.

Why is growing together, as a staff, so important?

- a. The _____ growth determines the organization's growth.
- b. Life and society are constantly _____.
- c. A leader cannot lead a follower _____ where he/she has personally grown.

- d. The leadership team must stay on the “_____.”
 e. Leaders must _____ to stay in front.

Evaluation: As a team, are we growing together?

4. An effective team _____.

The right “chemistry” happens on a team when...

- | | |
|-----------------------------|-------------------------------|
| a. _____ are strong. | f. _____ are appreciated. |
| b. _____ are similar. | g. _____ is high. |
| c. _____ is evident. | h. _____ are frequent. |
| d. _____ are clear. | i. _____ are pure. |
| e. _____ are complementary. | j. _____ are received by all. |

Evaluation: As a team, do we have the right chemistry?

5. An effective team _____.

The truth in a nutshell: Individualism wins trophies, but teamwork wins championships.

A Code of Cooperation:

- | | |
|--|--|
| a. Carry your load. | g. Give up your rights. |
| b. Respect other team members. | h. Represent the team's position, not yours. |
| c. Understand their value. | i. Privately and publicly affirm one another. |
| d. Look for ways to add value to them. | j. Accept responsibility for the team's standings. |
| e. Come together ready to contribute. | |
| f. See the big picture. | |

Evaluation: As a team, do we place the team's interest above our own?

6. An effective team _____.

The “Niche Principle:” People who occupy a special place on the team feel special and perform in a special way. Team niches humanize teamwork. (Philip VanAuken)

In the margin, list your team members and identify their roles.

What is your unique role on the team?

Evaluation: As a team, do we understand and appreciate the roles of others?

7. An effective team _____.

In ministry, **THE BENCH** represents...

- | | |
|-------------------------|------------------------------|
| a. Support Players | d. A Place for Rest |
| b. Special Role Players | e. A Place for Encouragement |
| c. A Place for Strategy | f. A Place for Assistance |

Evaluation: As a team, are we developing a strong bench?

8. An effective team _____.

The team knows where it stands because there is a scoreboard that everyone can see. Players glance at the scoreboard continually during a game. When the game is over, at least they know if they have won or lost. (Many ministries don't enjoy this luxury!)

What areas should be on "our scoreboard?" (i.e. conversions, giving, etc.)

- a. _____ c. _____
b. _____ d. _____

Evaluation: As a team, do we score well in these areas?

9. An effective team _____.

There is no success without sacrifice. If I succeed without sacrifice, then it is because someone who went before me made the sacrifice. If I sacrifice and do not see success, then someone who follows will reap success from my sacrifice.

What blessings have we received that we did not pay for? (use margin)

What sacrifice will we give so that the next generation will have success?

Evaluation: As a team, is our sacrifice sufficient to provide success to the next generation?

10. An effective team _____.

Ten Questions the Team Should Ask:

1. Do we _____ and _____ each other?
Respect and trust go hand in hand.
2. Do we have _____ for each other?
Are you honestly interested in the welfare of your colleagues?
3. Do team members feel free to _____ openly?
In an environment of open and free communication, a team can achieve anything.
4. Do we _____ our team's goals?
Without a clear focus on team goals, even the best teams will drift.
5. Do we have a _____ to those goals?
Belief in goals should be concrete, not abstract.
6. Do we make good use of each member's _____?
Do members feel they are making a worthwhile contribution?
7. Do we handle _____ successfully?
Success is judged by how conflict is handled within the team as a whole.
8. Does _____ participate?
The very word "team" implies that everyone participates.

CHECK YOUR
HEART

ACTION PLAN

9. Do we respect our individual _____?
Do you respect team members with whom you are not always in agreement?
10. Do we _____ being members of this team?
True success depends on enjoying what you do – and that includes enjoying your team.

So Where Do I Begin?

The kind of people you recruit should be determined by the goals you believe God has given you. Look for appropriate gifts in people for each position:

G – GIFTED MEMBERS

Look for specific gifts and abilities in other people that are crucial to achieve your goals.

I – INFLUENTIAL PEOPLE

Look for people who have influence with others.

F – FAITHFUL WORKERS

Look for people who are already faithful to Christian commitments they have made.

T – TEACHABLE SPIRIT

Look for people who are willing to learn and be flexible with teammates.

S – SERVANT'S HEART

Look for people who want to serve others, not gain recognition.

Take an Evaluation of Teamwork:	No	Somewhat	Yes
1. An effective team cares for one another.	1	2	3 4 5
2. An effective team knows what is important.	1	2	3 4 5
3. An effective team grows together.	1	2	3 4 5
4. An effective team has a "team fit."	1	2	3 4 5
5. An effective team places individual rights below the team's best interest.	1	2	3 4 5
6. An effective team realizes that everyone plays a special role.	1	2	3 4 5
7. An effective team has a strong bench.	1	2	3 4 5
8. An effective team knows exactly where it stands.	1	2	3 4 5
9. An effective team pays the price.	1	2	3 4 5
10. An effective team says "yes" to the right questions.	1	2	3 4 5

ANSWER KEY – MLM Book 2, Lesson 4: Teamwork Makes the Dream Work

Great Teams Possess:

1. A COMMON GOAL (VISION)
2. DIVERSE SKILLS CONTRIBUTION
3. STRONG COACHING COMMUNICATION

What Makes an Effective Team?

1. CARES FOR ONE ANOTHER
 - a. THE SECOND MILE PRINCIPLE
 - b. THE CONNECTION PRINCIPLE
 - c. THE HOST PRINCIPLE
2. KNOWS PRACTICES WHAT IS IMPORTANT
3. GROWS TOGETHER
 - a. LEADER'S
 - b. CHANGING
 - c. BEYOND
 - d. SAME PAGE
 - e. IMPROVE
4. HAS A CHEMISTRY THAT FITS

a. <u>RELATIONSHIPS</u>	f. <u>PLAYERS</u>
b. <u>DESIRES</u>	g. <u>MORALE</u>
c. <u>TRUST</u>	h. <u>WINS</u>
d. <u>ROLES</u>	i. <u>MOTIVES</u>
e. <u>ABILITIES</u>	j. <u>BENEFITS</u>
5. PLACES INDIVIDUAL RIGHTS BELOW THE TEAM'S BEST INTEREST
6. REALIZES EVERYONE PLAYS A SPECIAL ROLE
7. HAS A STRONG BENCH
8. KNOWS EXACTLY WHERE THE TEAM STANDS
9. PAYS THE PRICE
10. SAYS "YES" TO THE RIGHT QUESTIONS

ANSWER KEY

Ten Questions the Team Should Ask:

1. RESPECT TRUST
2. CONCERN
3. COMMUNICATE
4. UNDERSTAND
5. COMMITMENT
6. ABILITIES
7. CONFLICT
8. EVERYONE
9. DIFFERENCES
10. LIKE

The Wisest Investment You'll Ever Make

(Mentoring Future Leaders)

"Then He appointed twelve, that they might be with Him and that He might send them out to preach." (Mark 3:14)

Jesus welcomed people to come to Him for mentoring. He was and is the ultimate mentor. He developed imperfect humans to become effective leaders. Jesus did everything a mentor can do to enable the disciples to flourish in their personal lives and ministry.

In Matthew 11:28-30, He says, *"Take My yoke upon you, and learn from Me, for I am gentle and lowly in heart, and you will find rest for your souls. For My yoke fits perfectly, and the burden I give you is light."* In those days a yoke was used for oxen as they labored in the field. The yoke He spoke of was designed to harness two oxen, a strong one and a weak one. The weaker of the two was present to learn what it meant to work in the field through "on-the-job" training from the stronger ox. Most of the weight was carried by the strong one until the development process was complete. What a vivid picture of the mentoring process.

BIBLICAL
BASIS

A Definition of Mentoring:

_____.

A Definition of Empowerment:

_____.

Leadership and Commitment

1. We must be committed to a _____.

Our mentees must sense our commitment to them as people, not as projects. We must love them and have their best interests in mind. Leaders cannot be developed in massive crowds. They are developed individually through life on life mentoring.

Question: Who is someone you could mentor or equip for ministry?

2. We must be committed to a _____.

There will be ups and downs through the season you meet with your mentee. We must step back and see the process they are in and the steps required for growth, understanding the big picture of their life. We must be discerning.

Question: What steps should you take to train them?

3. We must be committed to a _____.

Our final commitment must be to the end result. We must determine that we will help them get from where they are to the goal that has been mutually set. Just as God will complete the work He has begun in us (Phillipians 1:6), we must see the finished product inside our mentees and fulfill our commitment to them. We must be diligent.

Question: What purpose are you accomplishing?

EXAMINE THE WORD

John 15:15

"No longer do I call you servants, for a servant does not know what his master is doing; but I have called you friends, for all things that I heard from My Father I have made known to you."

Matthew 28:18-20

"And Jesus came and spoke to them, saying, 'All authority has been given to Me in heaven and on earth. Go therefore and make disciples of all the nations, baptizing them in the name of the Father and the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you; and lo, I am with you always, even to the end of the age.' Amen."

The Process of Training Leaders

STEP 1: Model

The process begins with the mentor doing the tasks while the mentee watches. Be sure to give the mentee the opportunity to see the whole process. Too often the mentor begins in the middle of the task and confuses the mentee. When the mentee sees the task performed correctly and completely, it demonstrates the process to imitate.

STEP 2: Mentor

During this next step, the mentor will continue to perform the task, but this time the mentee comes alongside and assists in the process. Take time to explain not only the *how* but also the *why* of each step. There should be lots of communication happening at this stage.

STEP 3: Monitor

At this point, the mentor and the mentee exchange places. The mentee performs the task and the mentor will assist and correct. It is especially important during this phase to be

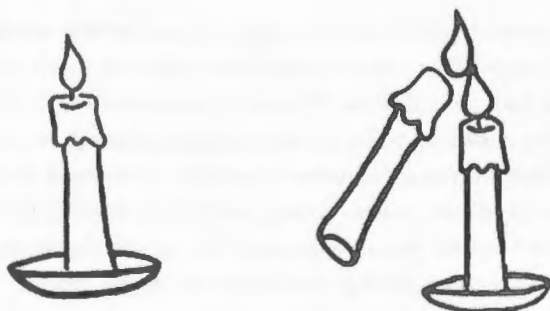
positive and encouraging to the mentee. It will help the mentee to keep on trying and wanting to improve rather than give up. Work together to develop consistency. Once the mentee understands the process, have him/her explain it back to the mentor. The explanation will reinforce the process in the mentee's memory.

STEP 4: Motivate

At this point the mentor will step out of the task and relinquish the responsibility to the mentee. The assignment of the mentor is to make sure the mentee has the knowledge to do the task and the encouragement to continue to improve. It is important for the mentor to stay with the mentee until success is realized. This will motivate the mentee to make improvements to the process.

STEP 5: Multiply

Once the mentee does the job well, the next step is for the mentee to become a mentor. As teachers know, the best way to learn something is to teach it. The beauty of the mentoring process is that it allows the mentor to move on to other important developmental tasks while the new leader is now capable of fulfilling various tasks and leading others.



TRUTH IN A
PICTURE

A candle loses nothing when it lights another; instead it doubles its brightness. This is how mentoring works. Leaders invest their time and insight into an emerging leader and begin to multiply their effort. While the work seems slow at first, it grows at an exponential rate!

Gifts That Good Mentors Give Away:

1. _____

The human mind thinks in pictures. We are visual people living in a visual age. Stories, analogies and metaphors help us to retain important information. When mentors paint pictures with their words, it helps those being mentored to grasp the concepts they are being taught. Mentors paint pictures through stories, analogies, word pictures and parables.

2. _____

Everyone possesses some knowledge of truth. Most people, however, are determined to understand it so strongly that they can use it in everyday life. Simply put, "handles" are things we can grab on to. We give people handles when we summarize truths into a "user friendly" fashion. Truth then becomes a principle they can live by. When someone has a "handle" on something, it means they "own it" and can practice it, as well as communicate it to others. A good mentor can distill or crystallize truth so that the complex becomes simple.

EXAMINE THE WORD

3. _____

Road maps are items that help give us both direction and a “big picture” view. When we give someone a “road map” we are passing on a “life compass” to them. That map helps us travel on roads we’ve never known. These spiritual “road maps” help people not only see the right road, but also see its relation to all other roads. They provide perspective on the whole picture. This generally happens only when we communicate intentionally, not accidentally.

4. _____

When we provide “laboratories” for our mentees, we are giving them a place to practice the truth we’ve discussed with them. By definition, laboratories are safe places in which to experiment. We all need a “lab” to accompany all the knowledge and teaching we receive. In these labs, we learn the right questions to ask, the appropriate exercises to practice, an understanding of the issues, and experiential knowledge of what our agenda should be in life. Good laboratories are measurable and can be evaluated together.

5. _____

One of the most crucial goals a mentor ought to have for their mentee is to give them “roots and wings.” This popular phrase describes everyone’s need for foundations to be laid, as well as the freedom to soar and to broaden their horizons. The foundation we must help to lay in our mentee involves the construction of a “character-based life” versus an “emotion-based life.” At the end of their time together, the mentee should possess strong convictions they can live by, as well as the self-esteem to stand behind those convictions. The deeper the roots, the taller the tree can grow, and the more durable that tree is during the storm.

6. _____

The final word picture that describes what a mentor provides for a mentee is “wings.” We give others wings when we enable them to think big, and expect big things from God and themselves. When people possess wings, they are free to explore and to plumb the depths of their own potential. When mentors give wings, they help mentees to soar to new heights in their lives. Consequently, it’s as important to teach those mentees how to ask the questions as much as how to obtain the answers.

Question: Which of these “gifts” do you give away to others?

Jesus’ Example of Mentoring

Jesus faced the task of changing the lives of people thousands of years after Him – and He succeeded. He did it without writing any books, building any schools, or founding any institutions. So if Jesus chose to deposit His legacy in people, we should learn His method and practice it as best as we can. In the Bible, we find the ideal model of a mentor to follow, Jesus, the Master-Teacher. The following is how He did it...

1. _____ in a life-related context.
(He taught and instructed them verbally.)

Jesus constantly taught, most often with parables, and discussed hundreds of issues with the twelve. When the disciples would ask Him the meaning of a parable, He explained it, revealing insightful truth wrapped in a story. While His mentoring was so much more than “words,” it did, indeed, involve careful instructions on His part.

“...Jesus climbed the mountain with His disciples and taught them...” (Matthew 5:1)

2. _____ in a life-related context.
(He modeled truths for the disciples to observe.)

Educational philosophy today relies too heavily on instruction. If Jesus had taught the disciples and had done nothing more, they never would have carried on His legacy. But Jesus shared His life with them. He deliberately gave the disciples His life as an example to watch. He knew they would learn faster if He showed them, not just told them. He taught with His life.

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

3. _____ in a life-related context.
(He let the disciples participate and apply truth themselves.)

After Jesus had modeled good leadership and taught spiritual truths, He didn't turn His men loose and move on. He gradually worked them into positions of independent leadership by giving them valuable experience. Jesus transferred the responsibility He felt for advancing God's Kingdom to His mentees (disciples). Jesus gave His followers an opportunity to practice what He had taught and to practice leadership. He gave them all ownership for the ministry through delegation and authority.

“And He called the twelve to Himself, and began to send them out two by two, and gave them power over unclean spirits.” (Mark 6:7)

4. _____ in a life-related context.
(He debriefed their shared experience and assessed their growth.)

Jesus repeatedly evaluated the progress of His disciples. After the return of the seventy, He debriefed them, gave them instruction concerning priorities, and celebrated with them (Luke 10:17-24). He also gave individual assessment to His disciples, including specific feedback concerning their character and their capabilities. Once He trusted them with tasks, He knew they would need accountability on their performance.

“Nevertheless, do not rejoice in this, that the spirits are subject to you, but rather rejoice because your names are written in heaven.” (Luke 10:20)

The beautiful part about these principles is that every one of us can apply them. They are transferable concepts that anyone, in any generation, in any location can practice. If you want to leave a legacy, you must look for people to carry it for you. Find the right people, and use the right preparation process for each of them. Only as you pour yourself into them will they be able to pour out themselves for others. No one can give what he does not have.

ACTION PLAN

How to Get Started

- a. Pray for God to help you own the vision for mentoring other leaders.
- b. Select a potential mentee or group of mentees from your circle of influence.
- c. Spend two initial meetings to discuss both of your expectations and goals.
- d. Cast vision to them for spiritual reproduction and leadership multiplication.
- e. Determine what tool or resource you will study together.
- f. Ask for commitment.
- g. Determine how long and how often you will meet.
- h. Be prepared and set goals.
- i. Discuss and apply the truths together.
- j. Evaluate their progress regularly.
- k. Help them find a potential leader to mentor.
- l. Pray for the Holy Spirit's anointing, and launch them to multiply!

Remember, the mentoring process will feel slow at first. It is all about a movement, not a program. Programs usually start very big, then eventually lose momentum and become very small. Movements are just the opposite. They usually start very small, and grow very large.

The Son of God selected twelve men, not twelve hundred men. He said the Kingdom grows like a mustard seed. It is the smallest of seeds in the beginning, but eventually grows so large that birds can build nests in its branches. We are about a movement as we train leaders.

When You Meet, Offer Them These Resources

Even if you've never really mentored other leaders before, you have the ability to offer some resources to them immediately. The following eight resources are ones that don't require you to learn a single new truth in order to provide them for a potential leader. Why not begin offering them to a small cluster of emerging leaders as you find them?

1. _____ – Ask tough questions; help them keep commitments.
2. _____ – Offer words of encouragement and support; affirm their strengths.
3. _____ – Evaluate their condition objectively; help them gain perspective.
4. _____ – Provide unconditional love and grace to them even when they fail.
5. _____ – Speak words of wise counsel and give them options for their decisions.
6. _____ – Offer words of caution and warning so they can avoid pitfalls.

7. _____ – Give them tangible gifts and resources – a book, a tape, or a personal contact.
8. _____ – Direct them to discover how they can practice what they've learned.

EMPOWERING PEOPLE		
SHEPHERDING	EQUIPPING	DEVELOPING
Care Immediate need focus Relational Service Ministry by maintenance Immediate Feeling better Availability Focus on nurture No curriculum Need oriented Maintenance What is the problem? Problem focused They begin to walk	Training for ministry Task focus Transactional Management Ministry by addition Short term Unleashing Teaching Focus on specific ministry Set curriculum Skill oriented Doing What do I need? Purpose focused They'll walk the first mile	Training for personal growth Person focus Transformational Leadership Ministry by multiplication Long term Empowering Mentoring Focus on specific leader Flexible curriculum Character oriented Being What do they need? Person focused They'll walk the second mile

ASSESSMENT: *Who are some people you could mentor and develop?*

ACTION PLAN

APPLICATION: *When will you begin the process?*

We must commit ourselves to reproduce and multiply.

ANSWER KEY – MLM Book 2, Lesson 5: The Wisest Investment You'll Ever Make

ANSWER KEY

A Definition of Mentoring:

A RELATIONAL EXPERIENCE WHERE ONE PERSON EMPOWERS
ANOTHER BY SHARING GOD-GIVEN RESOURCES

A Definition of Empowerment:

THE ACT OF GIVING YOUR POWER TO ANOTHER, SO THEY CAN SERVE
EFFECTIVELY

Leadership and Commitment:

1. PERSON
2. PROCESS
3. PURPOSE

Gifts That Good Mentors Give Away:

1. THEY PAINT PICTURES
2. THEY PROVIDE HANDLES
3. THEY OFFER ROAD MAPS
4. THEY SUPPLY LABORATORIES
5. THEY FURNISH ROOTS
6. THEY GIVE WINGS

Jesus' Example of Mentoring

1. INSTRUCTION
2. DEMONSTRATION
3. EXPERIENCE
4. ASSESSMENT

When You Meet, Offer Them These Resources

1. ACCOUNTABILITY
2. AFFIRMATION
3. ASSESSMENT
4. ACCEPTANCE
5. ADVICE
6. ADMONITION
7. ASSETS
8. APPLICATION

Measuring Your Leadership Growth

(An Evaluation for Growing Leaders)

"Search me, O God, and know my heart; Try me and know my anxious thoughts; and see if there be any hurtful way in me, and lead me in the everlasting way." (Psalm 139:23-24)

In this chapter, let's push the pause button and evaluate your leadership growth. Take time to stop now and measure the central qualities that healthy, effective, lasting leaders possess. This list of characteristics is timeless and universal. It will measure your leadership qualities. Talk about your responses to these with the rest of the group. Do others agree with your assessment? Let's get started.

1. _____

Strong character enables leaders to possess integrity, to earn trust, to gain respect, to experience consistency, and to communicate credibility.

Character is the sum-total of four ingredients in a leader's life:

a. _____

A strong moral compass comes only through people who have established their identities as "new creatures in Christ." They don't have to prove anything or hide anything. This breeds trust among others.

b. _____

God desires to construct in us a positive mental and emotional framework. Emotional stability is like the infrastructure that holds a leader up in crisis.

c. _____

Leaders must be principle-centered. They can't drift with the culture and change the foundation on which they stand morally or spiritually. Values include the ethics and principles for which we stand and on which we stand.

d. _____

We must determine we will lead our own lives well before we can expect anyone else to follow us. As Paul says in 1 Timothy 3:5, *"If anyone does not know how to manage his own family, how can he take care of God's church?"*

KEY
POINTS

CHECK YOUR
HEART

As you think about your own character, rate yourself on the following:

- a. I assume responsibility for myself and my team.

1 2 3 4 5 6 7 8 9 10

- b. I am secure in my identity and my self-esteem.

1 2 3 4 5 6 7 8 9 10

- c. I do what I should, even when I don't feel like it.

1 2 3 4 5 6 7 8 9 10

Character is the foundation upon which we build our leadership. When we have this foundation in place, we can move on to building other necessary qualities.

2. _____

While the issue of character deals with the world's perception of a leader, compassion deals with the leader's perception of others in the world. Compassion is a virtue that takes seriously the reality of other persons, their inner lives, their emotions, as well as their external circumstances.

How well do you express compassion for others? Does compassion move you to meet the needs of others and help solve problems? Respond to these questions:

- a. I will help those in need even when it costs me.

1 2 3 4 5 6 7 8 9 10

- b. I am moved emotionally by my love for others.

1 2 3 4 5 6 7 8 9 10

- c. I am fulfilled when I serve and meet others needs.

1 2 3 4 5 6 7 8 9 10

3. _____

Once character has been developed to include compassion for others, it takes courage to implement change. Having courage means facing fears and taking stands. It means acting brave when we don't really feel brave.

How well do you exhibit courage? Take a moment and evaluate yourself.

- a. I like to start new projects, even when it's scary.

1 2 3 4 5 6 7 8 9 10

- b. I don't mind being the first to take a risk.

1 2 3 4 5 6 7 8 9 10

- c. When ideas arise, I want to take action, not talk.

1 2 3 4 5 6 7 8 9 10

4. _____

A leader of character must be capable of convincing followers that he or she is competent enough to get the job done. A competent leader has the ingenuity and creativity to figure out what to do and how to do it in order to get results.

Have you stopped to evaluate your level of competency? What abilities do you bring to the table?

- a. My ideas often turn into plans.

1 2 3 4 5 6 7 8 9 10

- b. I can figure out how to finish a job I start.

1 2 3 4 5 6 7 8 9 10

- c. I am good at solving problems.

1 2 3 4 5 6 7 8 9 10

5. _____

A conviction is a strong belief that so governs your decisions that you are willing to die for it. Convictions usually revolve around the values a leader embraces. The following seven items will help you build convictions into your life:

- a. Summarize and _____ on major principles from God's Word.
- b. Repeatedly expose yourself to _____ around you.
- c. Interview people who possess deep _____.
- d. Determine your _____ and values.
- e. Make an all-out _____ to a habit for a set time.
- f. Learn the _____ behind the Scripture.
- g. Get someone to hold you _____ to your convictions.

Consider the strength of your convictions:

- a. I know exactly what I believe.

1 2 3 4 5 6 7 8 9 10

- b. I make sacrifices because of my beliefs.

1 2 3 4 5 6 7 8 9 10

- c. Passion enables me to act on what I believe.

1 2 3 4 5 6 7 8 9 10

6. _____

Conviction goes hand-in-hand with another important principle – commitment. Commitment is needed most when a leader encounters routine obstacles or unsettling failures.

Are you committed to anything, as a leader? Consider these statements.

- a. I finish what I start.

1 2 3 4 5 6 7 8 9 10

- b. Obstacles don't discourage me but challenge me.

1 2 3 4 5 6 7 8 9 10

- c. I can stay focused on one goal.

1 2 3 4 5 6 7 8 9 10

7. _____

The final leadership characteristic, charisma, enables leaders to accomplish more. This topic, mystical to many, is often misunderstood. Charisma, plainly stated, is the ability to draw people to you – being a magnet for people.

- a. _____ Life – The people you enjoy being around are celebrators, not complainers.

- b. Expect the _____ of Others – Encourage others to reach their potential.

- c. Give People _____ – People are grateful when they are given the gift of hope.

- d. _____ Yourself – People love leaders who are transparent.

When it comes to charisma, the bottom line is other-mindedness. Leaders who think about others and their concerns before thinking of themselves exhibit charisma. This is the one quality that will draw others to you more than anything else.

What do you possess that attracts others to you or helps you connect with them? Think about your response to these statements. Do they describe you?

a. When I enter a room, I think of others not myself.

1 2 3 4 5 6 7 8 9 10

b. I give confidence and encouragement to others.

1 2 3 4 5 6 7 8 9 10

c. I am genuinely interested in other people.

1 2 3 4 5 6 7 8 9 10

It's important to view these qualities as acquired characteristics that need to be developed, rather than assuming they are personality traits that cannot be acquired. All seven are crucial to learning leadership, and even more crucial to mentoring others to be leaders.

ASSESSMENT: Review your evaluations. Out of these seven qualities, which are your strongest?

ACTION PLAN

APPLICATION: On which do you need to work?

ANSWER KEY

**ANSWER KEY – MLM Book 2, Lesson 6:
Measuring Your Leadership Growth****1. CHARACTER**

- a. PERSONAL IDENTITY
- b. EMOTIONAL SECURITY
- c. ETHICS AND VALUES
- d. SELF-DISCIPLINE

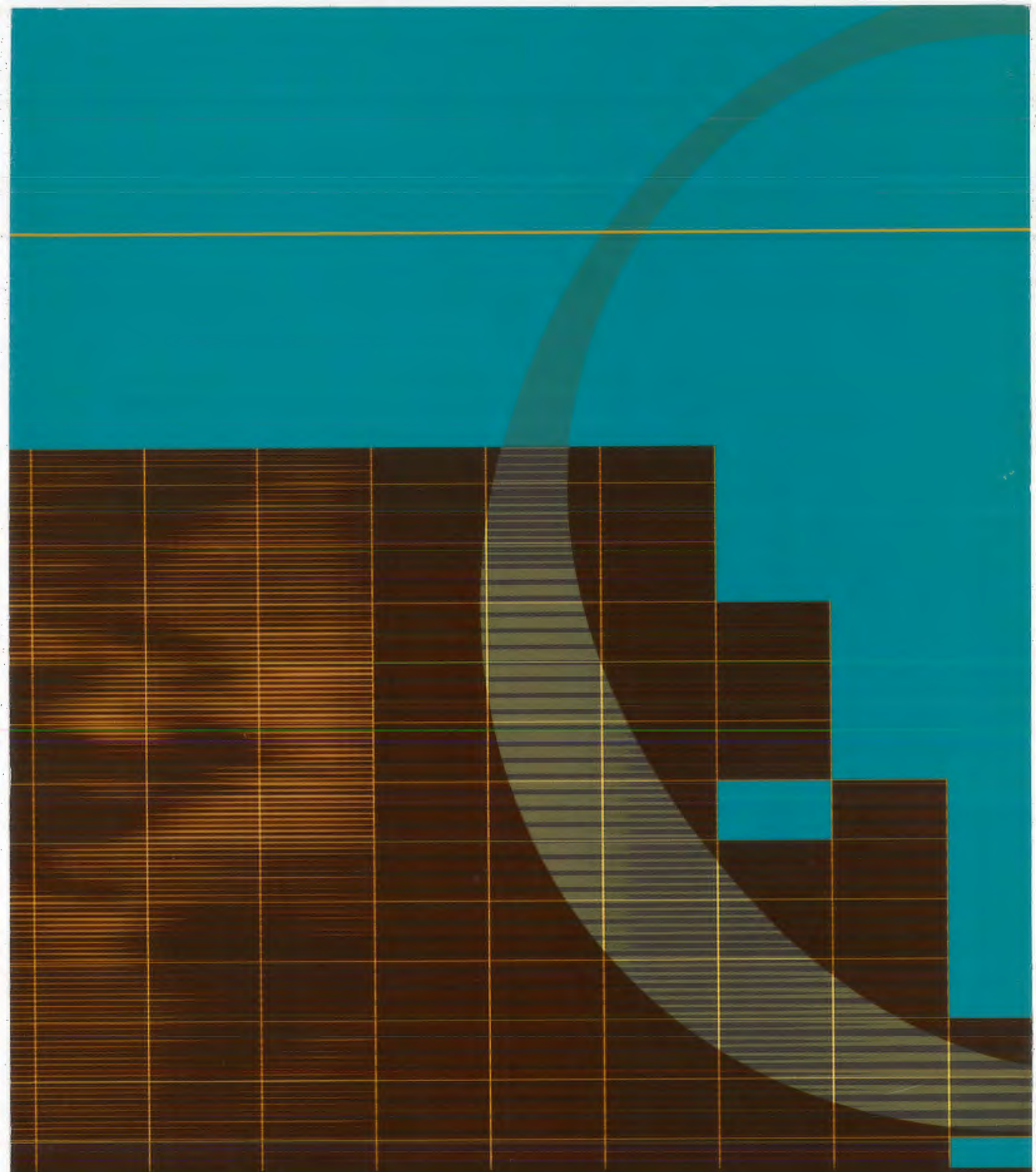
2. COMPASSION**3. COURAGE****4. COMPETENCY****5. CONVICTIONS**

- a. MEDITATE
- b. NEEDS
- c. CONVICTIONS
- d. LIFE MISSION
- e. COMMITMENT
- f. WHY'S
- g. ACCOUNTABLE

6. COMMITMENT**7. CHARISMA**

- a. LOVE
- b. BEST
- c. HOPE
- d. SHARE

The Scripture verses used in this notebook were taken from either the New American Standard Bible or the New Living Translation.



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