



MILLION LEADERS MANDATE

NOTEBOOK Five



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...

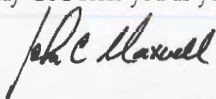
"And these things which you have heard from me, in the presence of many witnesses, entrust these things to faithful men, who will be able to teach others also..." (II Timothy 2:2)

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 Foundation for Our Leadership

(Our Ministry Will Be a Precious Treasure or a Performance Trap)

"Come to Me, all who are weary and are heavy laden, and I will give you rest. Take My yoke upon you and learn from Me for I am gentle and humble in heart; and you shall find rest for your souls. For My yoke is easy and My burden is light." (Matthew 11:28-30)

BIBLICAL
BASIS

In this lesson we will evaluate the foundation upon which our leadership is built. Often, in our pursuit of results, we slip into ministry motivated by guilt rather than by grace. May this lesson serve as a reminder of the Source of our power.

Luke 10:38-42

There are two common drives that emerge when people meet Jesus:

1. We are driven to _____.
2. We are driven to _____.

Martha and Mary are vivid illustrations of these two drives or compulsions. Martha wants to impress Jesus, and she attempts to perform for Him. Mary determines she must first be served by Jesus before she attempts to serve Him.

MARTHA

- a. Sought approval on her terms
- b. Offers no power
- c. Performs from a driven spirit

MARY

- a. Sought a relationship with Christ
- b. Offers unlimited power
- c. Serves from a response to grace

Our Problem

Mary and Martha illustrate the truth of this lesson. When we first come to Christ we pursue communion with Him. That's all we have to offer – a pursuit of intimacy with God. Like a marriage, all we have to offer in the beginning is the pursuit of love. However, as we mature, our pursuit of competence displaces our pursuit of communion. We become like Martha. We strive to become competent at our Christian life and ministry. Eventually, God will remove the fulfillment of our competence in order to move us back to communion. Here is a summary of our problem:

COMPETENCE

COMMUNION

- | | |
|----------|----------|
| 1. _____ | 1. _____ |
| 2. _____ | 2. _____ |
| 3. _____ | 3. _____ |
| 4. _____ | 4. _____ |
| 5. _____ | 5. _____ |
| 6. _____ | 6. _____ |

Performance Versus Service

Let's define what we mean by the terms "performance" and "service" and define where our problem lies:

Definitions:

Performance = Ministry done out of human _____, contrived from human strength in order to gain the approval of someone.

Service = Ministry done out of an experience of _____. It is a loving response to a new identity in order to say 'thank You' to God.

Ask Yourself These Questions:

- What is the foundation for my ministry?
- Why do I do what I do?
- What do I seek from doing ministry?

Differences Between Leadership – Based on Performance or Service:

Performance

(Law)

1. Strives in human strength
2. Bondage to law and legalism
3. Imbalance: More doing than being
4. Motive is to please people
5. Comparison with others
6. Manipulates and controls others
7. Lack of joy and peace
8. Extreme reactions
9. Frustration with self
10. Relationship with God is unstable
11. Works to gain God's approval
12. Produces stronghold of religion

Service

(Grace)

1. Acknowledges human weakness; waits on God's strength and timing
2. Freedom to give out of devotion, not duty
3. Balanced rhythm of reflection and obedience
4. Ability to say no to people at God's direction
5. Acceptance of others
6. Freedom to make choices and be different
7. Experiences the fruit of the Spirit
8. Consistency, stability; sensitive to God's leading
9. Acceptance of God's growth process in self
10. Slow but steady growth with God
11. Natural life-response to God's unconditional approval
12. Produces deep relationship with God

KEY
POINTS

The power to **BE** is a priority over the power to **DO**,
because if you are **SOMEBODY**, you will naturally do **SOMETHING**!

EXAMINE
THE WORD

Conclusions Regarding Our Problem

1. Our ministry must move from _____ to _____.
2. We must pursue _____ before _____.
3. We cannot be _____ until we are _____.

Our Potential

Experiencing God's grace enables us to live and serve on a higher level. When we invited Christ to be our Lord, we experienced the grace to save us and take us to heaven. (That's certainly living on a higher level!) However, many of us leave that posture of grace and attempt to grow through our performance.

If our leadership and ministry are going to be supernatural (as Jesus calls it to be) we must realize that everything in God's kingdom comes by GRACE through faith. We must see and believe this before our lives will reflect it. Note the following three biblical word pictures...

1. The Picture of a Father and Son

We are first a _____ of God before we are a _____ for God.

2. The Picture of Marriage

We are the _____ of Christ before we are _____ to Christ.

3. The Picture of an Ambassador

We operate in _____ power and authority, not our _____.

The Biblical Basis for a Grace Empowered Ministry

- II Corinthians 9:8
- Ephesians 2:10
- II Corinthians 12:9
- I Corinthians 15:10

It isn't that the law is bad; it just doesn't give us any power to live a life of service and ministry. It can only remind us when we've failed. Grace changes our desires and empowers us to live out those desires.

Our Prescription

What steps must we take to return to a "grace filled lifestyle?" Let's begin with the following applications for our ministry:

- Our "*Mary*" experience should precede our "*Martha*" experience.
- Our *competence* should come from our *communion* with God.

CHECK YOUR HEART

- We must find a balanced rhythm of being and doing.
- We must believe and embrace the following “grace” foundations:

Grace Foundations

1. God’s grace is _____ for free because it’s based on Jesus’ performance, not mine.
2. God does not love me and _____ me for what I can do for Him.
3. I must _____ to my “old husband” (the law) and stop relating to God on that basis.
4. God’s grace accepts me as I am, then _____ me to live above my own ability.
5. The only requirement for receiving grace is _____.
6. Ministry is greater under grace, because _____, not _____ is the motivation.

Stepping into Grace

1. _____ – Conduct honest personal examination and diagnosis.
2. _____ – Surrender my performance issues to God.
3. _____ – Note the people and issues for which I am performing.
4. _____ – Forgive; let go of wrong views and surrender myself.
5. _____ – Ask the Holy Spirit to grant God’s grace.
6. _____ – Refuse to allow wrong motives to rule me.
7. _____ – Return to serving God from a loving, responsive heart.

ASSESSMENT: Evaluate your pursuit of competence versus communion.

APPLICATION: What steps do you need to take to live out a “grace filled” lifestyle?

ACTION PLAN

ANSWER KEY – MLM Book 5, Lesson 1: The Foundation for Our Leadership

ANSWER KEY

There are two common drives that emerge when people meet Jesus:

1. GET CLOSE TO HIM
2. GET BUSY FOR HIM

COMPETENCE

COMMUNION

- | | |
|---|-----------------------------------|
| 1. <u>THRIVES ON RULES AND ROUTINES</u> | 1. <u>THRIVES ON RELATIONSHIP</u> |
| 2. <u>ACTS OUT OF DUTY</u> | 2. <u>ACTS OUT OF DEVOTION</u> |
| 3. <u>MOTIVATION: GUILT</u> | 3. <u>MOTIVATION: GRATITUDE</u> |
| 4. <u>HUMAN OBLIGATION</u> | 4. <u>DIVINE GRACE</u> |
| 5. <u>COMPARISON TO OTHERS</u> | 5. <u>ACCEPTANCE OF OTHERS</u> |
| 6. <u>TIRED PERFORMANCE</u> | 6. <u>EMPOWERED SERVICE</u> |

Performance Versus Service

OBLIGATION

GRACE

Conclusions Regarding Our Problem

- | | |
|------------------------|------------------------|
| 1. <u>PERFORMANCE</u> | <u>SERVICE</u> |
| 2. <u>COMMUNION</u> | <u>COMPETENCE</u> |
| 3. <u>GRACE-GIVERS</u> | <u>GRACE-RECEIVERS</u> |

Our Potential

- | | |
|-----------------|---------------|
| 1. <u>CHILD</u> | <u>WORKER</u> |
| 2. <u>BRIDE</u> | <u>SLAVES</u> |
| 3. <u>GOD'S</u> | <u>OWN</u> |

Grace Foundations

- | | |
|---------------------|--------------|
| 1. <u>MINE</u> | |
| 2. <u>SAVE</u> | |
| 3. <u>DIE</u> | |
| 4. <u>ENABLES</u> | |
| 5. <u>HUMILITY</u> | |
| 6. <u>GRATITUDE</u> | <u>GUILT</u> |

ANSWER KEY

Stepping into Grace

1. REVEAL
2. RELINQUISH
3. RECALL
4. RELEASE
5. REQUEST
6. RENOUNCE
7. RETURN

Leadership Is Stewardship

Understanding God's Principles for Financial Stewardship

*"If you have not been faithful in the use of [worldly wealth],
who will entrust the true riches to you?" (Luke 16:11 NASB)*

BIBLICAL
BASIS

Leaders are stewards, not owners of God's resources (I Corinthians 4:1-2). We must both model and teach God's people about the stewardship of their time, talent and money. The purpose of this study is to teach God's financial principles in order to know Christ more intimately, be free to serve him and to fund the Great Commission.

Because God cares for us He gave us guidelines for handling money. The Bible contains more than 2,350 verses dealing with money and possessions. Jesus taught more about money than almost any other subject. He spoke of it in sixteen of His thirty-eight parables. We all understand that money is a practical issue in life, but it is also a spiritual issue as we lead our families and ministries. Where we put our money reveals much about our spiritual life. Jesus said, "Where your treasure is, there your heart will be also" (Matthew 6:21).

The way we handle our money has an impact on how intimate our relationship is with Christ. Money is a primary competitor with Christ for the lordship of our lives (Matthew 6:24). God desires to exercise Lordship over all... and that includes our finances.

In this session we will look at:

- Ownership versus stewardship
- Earning and budgeting
- Saving and giving
- Spending and debt
- Integrity and teaching your people

Leadership, Ownership and Stewardship

It is important for leaders to recognize the difference between ownership and stewardship. God is the owner. We are stewards. God maintains certain responsibilities and He has given other responsibilities to us. Let's examine the difference:

God's Part

1. God is the _____ of _____. (Psalm 24:1)
2. God is in _____. (Psalm 135:6)
3. God will provide for our _____. (Philippians 4:19)

EXAMINE
THE WORD

Our Part

1. We are stewards of _____ possessions. (A steward is a manager of someone else's possessions).
2. We are to be _____. (I Corinthians 4:2)
3. When we are faithful, we will _____ in three ways:
 - a. We will grow closer to Jesus Christ.
 - b. We will develop godly character.
 - c. We will begin to have financial stability.

KEY
POINTS

John Wesley lived by these financial rules in the 18th Century:

- Earn all you can.
- Save all you can.
- Give all you can.

Let's use this as an outline for our discussion in this lesson.

_____ All You Can

The Bible instructs us to work hard, as if we worked directly for the Lord (Colossians 3:23-25). In Proverbs 6:6-11, we are told to study a tiny bug – the ant – to see a model for our work ethic. The ant displays the following three characteristics:

1. **Initiative** – The ant needs no ruler to tell it to work.
2. **Industry** – The ant works hard preparing food for the future.
3. **Integrity** – The ant does not labor for money or selfish gain.

Earning all you can is not about setting a goal to make more money; it's not about greed. In fact, Scripture warns us about greed. Timothy teaches that greed brings all kinds of snares, and that the love of money is the root of all sorts of evil (1 Timothy 6:9-10).

To earn all you can and not be controlled by greed is essential. The key is contentment. Paul the Apostle wrote, "Now godliness actually is a means of great gain when accompanied by contentment." (1 Timothy 6:6) So, how much can we accumulate as a Christian leader? What material possessions do we need to be content? The same Scripture provides an answer:

"And if we have food and covering, with these we shall be content." 1 Timothy 6:8

Earning all we can is about working hard. It's also about earning more so we can invest it in the needs of others. We'll discuss this in more detail in the "Give All You Can" section of this lesson.

_____ All You Can

Saving is about preparing for the future. Scripture encourages saving. Note the following guidelines for saving money:

1. Save only if you are also _____.
2. Save _____.
3. Why save?
 - a. Save for unexpected _____.
 - b. Save for longer-term _____.
 - c. Save for major _____.
 - d. Save for _____ (future investing).
4. _____ get-rich-quick plans and gambling (Proverbs 28:22).

Budgeting Your Income

In order to save all you can, you will need to use a budget to manage your money. Using a budget is simply telling your money where you want it to go, instead of guessing where it all went.

1. Develop and use a plan to control spending (Proverbs 27:23). Using a spending plan is a practical and wise way for you to control your spending patterns.

Example: Sit down and plan your budget each year. Determine which needs should take priority in the budget, including any debt that you have. Next, establish how much money you can invest in each area before you spend anything. Write it down on paper and choose someone to hold you accountable to it.

2. Repay what is borrowed (Psalm 37:21). If you do have debt, include it in your budget so you can repay it as promptly as possible (Proverbs 3:27-28).

_____ All You Can

The Scripture calls us to give generously. We are never more like God than when we're giving. "For God so loved the world, that He gave..." Jesus celebrated those who gave sacrificially, beyond the call of duty. The following passages of Scripture encourage us to give:

1. Give to your _____. (Malachi 3:10; Matthew 23:23)
Tithing is one tenth of your income: Hebrews 7:3,6; Proverbs 3:9-10
2. Give to other _____. (Matthew 10:42, Mark 10:29-30)
This is investing in the Gospel above your regular gifts: Luke 6:38
3. Give to the _____. (Proverbs 19:17)
This is sharing with people in need, as though they were Christ.

In all three cases God considers our gifts as giving to Him! We are placing treasures in heaven. The Bible teaches that giving is an investment in which God promises a return for you and for God's Kingdom.

How Much Should We Give?

We read about tithing in Malachi 3:8-10. Abraham (before the law of Moses) gave a tenth to Melchizedek, the priest of God. Mosaic law required tithes and offerings. The New Testament principle is to give generously; Jesus praised sacrificial giving (Mark 12:42-44). Both the Old and New Testaments teach we should give our first and best gifts to the Lord.

Giving with the Right Attitude

1. Give out of a heart of love. (I Corinthians 13:3, John 3:16)
2. Give cheerfully. (II Corinthians 9:7)
3. Give to God first as an expression of priority. (Proverbs 3:9)
4. Give to God systematically. (II Corinthians 8:1-4)
5. Give proportionately. (II Corinthians 8:11-15)
6. Give regardless of your circumstances. (Philippians 4:10-19)
7. Give strategically – for maximum Kingdom impact. (Matthew 6:19-21)

CHECK YOUR
HEART

The Blessings of Giving

1. Giving _____ toward Christ.
2. Giving _____ and makes us like Jesus.
3. Giving allows us to put our _____.
4. Giving can produce a _____ to the giver.

Remove All _____ as Fast as You Can

John Wesley didn't include debt in his financial rules, but we feel it is a valid and important issue to address in the 21st Century. For leaders, debt can be a distraction, causing us to lose focus. It can also be a burden, sapping our strength from our ministry. Furthermore it can become like a chain, limiting our options and slowing us down.

The Bible doesn't say borrowing is sin, but it does discourage it. Debt is money or possessions which one person is obligated to pay to another. It includes money owed to banks, friends, relatives, credit companies and other financial institutions.

What Scripture Says about Debt

1. Debt is _____. (Romans 13:8)
2. Debt is considered _____. (Proverbs 22:7)
We have no freedom to decide where to spend our income if we're in debt.
3. Debt _____ on the future. (James 4:13-15)
When we get into debt, we assume that we will earn enough income in the future to pay the debt. The Bible discourages presumption.
4. In the Old Testament debt was a _____ for disobedience. (Habakkuk 2:5-8)
5. Freedom from debt was a _____ for obedience. (Deuteronomy 28:1-2,12,15,43-44)

Seven Steps for Getting Out of Debt

Debt comes from ignorance, from lack of planning, from indulgence and from unexpected emergencies.

1. Pray and trust God to enable you to get free from debt.
2. Accumulate no new debt.
3. List all of your debts and everything you own. List your debts to determine your current financial situation. Then decide whether you should sell any possessions to reduce your debt.
4. Use a written spending plan or budget. Develop a written plan to ensure that your spending does not exceed your income and to identify "extra money" that may be available for paying debts faster.

EXAMINE
THE WORD

ACTION
PLAN

5. Establish a repayment plan for each debt. Communicate with your creditors. Most creditors are willing to work with people who honestly want to repay their debt. Communicate regularly and follow through.

Attempt to pay off the smallest debts or those with the highest interest rates first. Once you have paid off the first debt, add that payment amount to the regular payment for the second one you plan to pay off. When that one is paid, apply both payments to the next debt and so forth until all debts are paid.

6. Consider earning additional income. Many people hold jobs that simply do not produce enough income to meet their needs even if they spend wisely. They may need to earn additional income to stay out of debt.
7. Reduce spending. Some people need to lower their spending in order to get out of debt.

Six Rules If You Must Be in Debt:

1. Be committed to pay it back. (Romans 13:7,8)
2. As a rule, do not co-sign for a loan. (Proverbs 17:18)
3. Avoid "presumption on the future." (Proverbs 27:1)
4. Never place your family at risk. (1 Timothy 5:8)
5. Avoid consumer debt. (Deuteronomy 15)
6. Use revolving credit wisely. (1 Corinthians 4:2)

Integrity and Teaching Your People

The word "integrity" comes from the mathematics word "integer," which means "to be whole and unified, to be complete, to be undivided, without duplicity or pretense." Integrity means to be consistent.

A person of integrity keeps his word even if it hurts him. His public and private standards are the same. This is especially vital when it comes to money. We must model good, honest stewardship of money before we can ask our followers to do so.

God Has Established the Standard of Honesty

1. God wants us to be _____ honest. (Proverbs 6:16-17; 12:22)
2. Truthfulness is one of God's _____ (John 14:6). He commands us to reflect His holy character. (1 Peter 1:15)
3. We cannot be _____ and love God. (Proverbs 14:2)
4. We cannot be _____ and love our neighbor. (Romans 13:9)
5. Integrity _____ God. (1 Chronicles 29:17)
6. Integrity _____ security. (Proverbs 10:9)
7. Integrity _____ credibility for ministry. (Philippians 2:15)
8. Integrity _____ guidance from God. (Proverbs 4:24-26; 11:3)

CHECK YOUR
HEART

Honesty Is Required for Leaders

1. A dishonest leader _____ dishonest followers. (Proverbs 29:12)
2. Dishonesty should _____ a person from leadership. (Exodus 18:21)
3. Integrity _____ leadership. (Proverbs 28:16)
4. Integrity is important even in _____ things. (Luke 16:10)

Teaching Others about Stewardship

As you communicate biblical principles on money and stewardship, you must remember it's about both your words and your life. People may not believe what you say, but they will definitely believe what you do. Do you remember the number one management principle in the world? It can be summarized in one phrase:

People do what people see.

We teach what we know, but we reproduce what we are. This is a law of nature. Consequently, we encourage you to get your own finances in order before you challenge others to do so.

Three Truths That Money and Possessions Reveal about Our Lives:

1. Your money and possessions are a _____.
They are a tool that God wants to use to advance His Kingdom.

Question: Will there be anything eternal that comes from my money or my possessions?

2. Your money and possessions are a _____.
They are a test revealing how well you manage what you have.

Question: Will I gain more because I've invested my money well on earth?

3. Your money and possessions are a _____.
They are a trademark (title) demonstrating who really owns them.

Question: Have I submitted my money and possessions to the true Owner?

ASSESSMENT: *How well do you do when you evaluate your stewardship based on the three truths above?*

APPLICATION: *Create a one-year budget for your personal life or ministry.*

ACTION PLAN

ANSWER KEY – MLM Book 5, Lesson 2: Leadership Is Stewardship

Leadership, Ownership and Stewardship

ANSWER KEY

God's Part

1. OWNER EVERYTHING
2. CONTROL
3. NEEDS

Our Part

1. GOD'S
2. FAITHFUL
3. BENEFIT

EARN

SAVE

1. GIVING
2. REGULARLY
3. a. EMERGENCIES
b. NEEDS
c. PURCHASES
d. PLANNED GIVING
4. AVOID

GIVE

- | | |
|----------------------|------------------------------------|
| 1. <u>CHURCH</u> | 1. <u>DRAWS OUR HEARTS</u> |
| 2. <u>MINISTRIES</u> | 2. <u>DEVELOPS GODLY CHARACTER</u> |
| 3. <u>POOR</u> | 3. <u>TREASURES IN HEAVEN</u> |
| | 4. <u>MATERIAL INCREASE</u> |

DEBT

What Scripture Says about Debt

- | | |
|-----------------------|------------------|
| 1. <u>DISCOURAGED</u> | 4. <u>CURSE</u> |
| 2. <u>SLAVERY</u> | 5. <u>REWARD</u> |
| 3. <u>PRESUMES</u> | |

God Has Established the Standard of Honesty

- | | |
|----------------------|-----------------------|
| 1. <u>COMPLETELY</u> | 5. <u>PLEASES</u> |
| 2. <u>ATTRIBUTES</u> | 6. <u>PROVIDES</u> |
| 3. <u>DISHONEST</u> | 7. <u>ESTABLISHES</u> |
| 4. <u>DISHONEST</u> | 8. <u>PROVIDES</u> |

Honesty Is Required for Leaders

- | | |
|----------------------|--------------------|
| 1. <u>PRODUCES</u> | 3. <u>PROLONGS</u> |
| 2. <u>DISQUALIFY</u> | 4. <u>SMALL</u> |

Three Truths That Money and Possessions Reveal about Our Lives:

1. TOOL
2. TEST
3. TRADEMARK

BIBLICAL
BASIS

Leading Different Personalities

How to Connect with the People Who Follow You

"Conduct yourself with wisdom toward outsiders, making the most of the opportunity. Let your speech always be with grace, seasoned as it were with salt, so that you may know how you should respond to each person." (Colossians 4:5-6)

The Foundation for This Lesson

As leaders mature, they better understand the differences in people. They recognize that those who follow them are motivated by different causes; they respond to different ideas; and they get excited for different reasons. Every leader must learn these basic personality differences that exist within their organization:

1. People should be _____. (This is the beauty of the Body of Christ.)
2. There is _____ in their differences. (Their differences balance weaknesses you have.)
3. Their personalities won't _____. (Personalities don't fundamentally change.)

When the leader fails to understand and relate to the different personalities within the organization, problems result.

Goals for This Lesson

1. Develop an awareness of the different personalities.
2. Develop an appreciation for the different personalities.
3. Develop an effective plan to work with different personalities.
4. Develop a team with a variety of personalities who share a common vision and values.

Good leaders recognize the influence, the personalities and the spiritual gifts of their people. They READ people, and then they LEAD people.

Four Basic Personality Types and How to Spot Them

1. The popular _____
 - a. They want everything to be fun and are energized by people.
 - b. Their work space is a bit messy with clutter and collections.
 - c. They often crave people, activity and conversation.
 - d. They can be self-centered.
 - e. Their motto is, "Look at Me!"
2. The perfect _____
 - a. They think anything worth doing is worth doing right.
 - b. Their work space is tidy – everything is in its place.
 - c. They are detailed and are energized by thinking.

- d. They often are a bit moody. They can be artistic.
- e. Their motto is, "Please understand me."
3. The powerful _____
- a. They want to be in charge; they are strong and are energized by setting goals.
- b. Their work space reflects more function than form.
- c. They want results and want it done their way.
- d. They can be demanding and impatient.
- e. Their motto is, "Do it my way, now!"
4. The peaceful _____
- a. They are easy going, peaceful, happy and relaxed.
- b. Their work space is informal and simple.
- c. They would rather not be involved if it causes conflict.
- d. They may miss deadlines and fail to reach goals because they are in no hurry.
- e. Their motto is, "What difference will it make?"

The Most Effective Way to Connect with These Personality Types

The Sanguine: Give them _____ and _____.

The Melancholy: Recognize their emotional need for _____ and _____.

The Choleric: Communicate you _____ and their _____.

The Phlegmatic: Learn to _____ them.

KEY POINTS

Questions and Answers about Personality Types

1. Which ones are the most natural leaders? Answer: Choleric and Melancholy
2. Which ones are the most natural followers? Answer: Phlegmatic and Sanguine
3. Which ones cause the most problems? Answer: Melancholy and Choleric
4. Which one is the most loyal, naturally? Answer: Phlegmatic
5. Which one is the most naturally gifted? Answer: Melancholy
6. Which one is the most loved naturally? Answer: Sanguine
7. Which one influences most naturally? Answer: Choleric
8. Do some have a mix of personality types? Answer: Yes. Most people do have a mix.

The Same Basic Idea but with Various Names

There are several people who have created their own unique descriptions of these four basic personality types. We've listed a few of them below.

Personality Puzzle	Sanguine	Choleric	Melancholy	Phlegmatic
Personal Profiles	Influencing	Dominance	Cautious	Steadiness
Smalley and Trent	Otter	Lion	Beaver	Golden Retriever
Larry Crabb	Emotional	Volitional	Rational	Personal
Alessandra & Cathcart	Socializer	Director	Thinker	Relater
Merrill-Ried Styles	Expressive	Driving	Analytical	Amiable

CHECK YOUR HEART

How to Effectively Lead Different Personalities

1. Know your _____ personality.
You must understand and lead yourself before you lead anyone else.
2. Recognize the personality of your _____.
Each church and organization possesses its own personality and strengths.
3. Learn the different personalities of your _____.
Good leaders identify the style of their staff, volunteers and board members.
4. Fill team positions by _____.
Certain positions require various strengths; match a person's strengths with a task.
5. Place the team members closest to you according to your _____.
Manage your weaknesses by placing team members with strengths where you are weak.
6. _____ your team members according to their personality.
The three primary motivators: achieving a goal; being together; influencing a team.
7. Be careful not to _____ people.
The successful leader will know what personality will be displayed in a certain situation.
8. Teach your _____ about the different personalities.
Your team members should also recognize personality strengths as they form their teams.
9. Form ministry teams with complementary _____ and personalities.
When you form teams to perform a task, be sure you have various strengths on that team.
10. Lead others from their _____ style.
The Law of Connection: Leaders touch a heart before they ask for a hand.

A Summary Chart

Remember that most people are a combination of the four personality types. We usually have a primary and secondary type within our personalities.

	<u>Choleric</u>	<u>Sanguine</u>	<u>Phlegmatic</u>	<u>Melancholy</u>
Description	People mover	Recognition seeker	Cooperative group	Reserved perfectionist
Work Traits	Goal oriented Acts quickly	People oriented Energetic; inspiring	Team oriented Steady worker	Numbers oriented Plans, organizes
Basic Style	Directing	Interacting	Stabilizing	Cautious
Under Pressure	Bossy Impatient	Emotional Optimistic	Slows down Sulky	Overly critical Strict

	<u>Choleric</u>	<u>Sanguine</u>	<u>Phlegmatic</u>	<u>Melancholy</u>
Conflict Response	Attacks	Tries to sell, then backs off	Bends to authority	Withdraws to prepare
Favorite Biblical Word	Fruitful	Joy	Peace	Truth
Strongly Resists	Personal criticism	Personal rejection	Sudden, vague changes	Criticism of work and ideas
Ideas	Generates ideas	Talks about ideas	Does the work	Makes sure the work is done right
Change	Creates the change	Likes to change the change	Slow to change	Must justify
Basic Fear	Being taken advantage of	Social disapproval	Loss of security	Imperfection/disorganization

**KEY
POINTS**

ASSESSMENT: *What is your personality? What are the personalities of your team?*

APPLICATION: *List one action you can take to connect with each member of your team.*

ACTION PLAN

ANSWER KEY

ANSWER KEY – MLM Book 5, Lesson 3:
Leading Different Personalities

The Foundation for This Lesson

1. DIFFERENT
2. VALUE
3. CHANGE

Four Basic Personality Types and How to Spot Them

1. SANGUINE
2. MELANCHOLY
3. CHOLERIC
4. PHLEGMATIC

The Most Effective Way to Connect with These Personality Types

- | | |
|---------------------------|--------------------|
| 1. <u>ATTENTION</u> | <u>APPROVAL</u> |
| 2. <u>ORDER</u> | <u>SENSITIVITY</u> |
| 3. <u>APPRECIATE THEM</u> | <u>WORK</u> |
| 4. <u>RESPECT</u> | |

How to Effectively Lead Different Personalities

1. OWN
2. MINISTRY
3. TEAM
4. PERSONALITY
5. WEAKNESSES
6. MOTIVATE
7. LABEL
8. TEAM
9. STRENGTHS
10. PERSONALITY

Principles for Getting the Job Done

Helping Yourself and Your Organization Reach Its Potential

*"By this is My Father glorified, that you bear much fruit,
and so prove to be My disciples." (John 15:8)*

*"Where no oxen are, the manger is clean, but much increase
comes through the strength of the ox." (Proverbs 14:4)*

The goal for our organizations is not to look good, hold meetings and survive. The goal is to produce; to bear fruit based upon the mission God has given us. As leaders, we are called to improve the world we live in, and increase the population of heaven by what we do.

BIBLICAL
BASIS

Hard work is necessary, but hard work alone doesn't guarantee results. Activity doesn't always equal accomplishment. We must learn to work smarter, not just harder. In this session we will examine some proven practices for getting things done through the people in your organization. Someone once said, "The world cares very little about what a man or woman *knows* – it is what a man or woman is able to *do* that counts."

Principles and Practices for Getting the Job Done

1. What Gets _____ Gets Done.

Leaders must first listen to their people when they talk. What do they continue to discuss? Whatever it is – that is where their interests lie. Excellent leaders create an environment through words that sends "the message" to their people. The "message" involves whatever your highest goal or mission is.

Words create feelings and attitudes. And feelings and attitudes are what move people to action. Think about marketplace companies who try to move people to buy their products. The effective ones have created a simple message that everyone can remember.

How to Help People Remember What We Say

- a. Relationship – Who says it?
(Communication in Latin means "common ground.")
- b. Repetition – How often is it said?
(Marketers know people must hear it eight times.)
- c. Relevance – Does it apply? Is it relevant?
(People listen to messages that directly relate to them.)
- d. Response – Am I practicing what was said?
(People remember 10% of what they hear, but 70% of what they see modeled.)

2. What Gets _____ Gets Done.

People need to be equipped in order to perform a task well. Most people fear getting personally involved in a ministry because they lack confidence. And they lack confidence because they lack training.

Reasons Why People Fail to Perform Effectively

- They don't know _____ they are supposed to do.
- They don't know _____ to do it.
- They don't know _____ they should do it.
- There are obstacles _____ their control.

The first three of the four reasons involve training. The ideal trainer is someone who has done the task and knows "what" and "how" to do it. The trainer also understands the "why" behind the task. People will naturally learn from this kind of person. Proverbs 13:20 tells us, *"He who walks with the wise grows wise, but a companion of fools suffers harm."*

Tips for Training

- Select well.
- Relate well.
- Give them the tools they need.
- Show them how to use the tools.
- Let them know your expectations.
- Watch them and give them specific feedback.
- Stay with them until they experience success.
- Check on them systematically.
- Affirm and encourage them continually.
- Together select someone for the trainee to train.

3. What Gets _____ Gets Done.

Henry W. Longfellow wrote, "We judge ourselves by what we feel capable of doing; others judge us by what we have done." As a leader, you will soon find that people define what's important by what you take the time to measure.

Every day of his adult life, Benjamin Franklin set aside time to examine two questions. The morning question was, "What good shall I do today?" The evening question was, "What good have I done today?"

Our Goals Should Be:

- | | |
|----------|----------|
| a. _____ | d. _____ |
| b. _____ | e. _____ |
| c. _____ | f. _____ |

KEY
POINTS

4. What Gets _____ Gets Done.

Eugene Habecker said, "Whenever I am tempted not to act in a difficult situation involving people, I ask myself, 'Am I holding back for my personal comfort or for the good of the organization?' If I am doing what makes me comfortable, I am embezzling. If doing what is good for the organization also happens to make me comfortable, that's wonderful. But if I am treating irresponsibility irresponsibly, I must remember that two wrongs don't make a right."

A Checklist for Confrontation

- a. Did I confront as soon as possible?
- b. Did I separate the person from the wrong action?
- c. Did I confront only what the person can change?
- d. Did I give the benefit of the doubt?
- e. Was I specific?
- f. Did I avoid sarcasm?
- g. Did I avoid words like "always" and "never?"
- h. Did I tell them how I felt about what they did wrong?
- i. Did I offer a plan to remedy the problem?
- j. Did I affirm them as a person and a friend?

CHECK YOUR
HEART

5. What Gets _____ Gets Done.

People respond to feedback and rewards. We all love to see results after we've given our best effort and part of the results are the affirmation of those we work alongside. But we must remember to reward RESULTS, not just effort.

The rewards you give can vary. People are usually rewarded by prizes or praises. Note the following tips on praising people below:

Pointers on Praising People:

- a. Be genuine.
- b. Look for opportunities.
- c. Say it first.
- d. Do it privately.
- e. Do it publicly.
- f. Be specific.
- g. Remember to back up your words with actions.
- h. Put it in writing.

Question: Which of these principles do you practice?

Summary

If you plan to lead a productive organization, you'll need to learn and practice the five principles that have just been presented. Now let's examine some steps to take your organization from merely being effective to being excellent.

KEY POINTS

Keys to Excellence in Your Organization

1. Value _____.

In history, the word excellence has been used as a title of honor: Your Excellency. It is derived from the word "excel" meaning to go beyond average.

2. Don't settle for _____.

Excellence can be attained if you care more than others think is wise; if you risk more than others think is safe; if you dream more than others think is practical; if you expect more than others think is possible; and if you work more than others think is necessary.

3. Pay attention to _____.

There's a common phrase that says, "The devil is in the details." This means that the general idea you are trying to accomplish rarely gives you problems; the trouble comes when you get down to sorting out the details. Leaders who direct excellent organizations notice the details.

4. Develop a deep _____ to excellence.

As you build various departments within your ministry, don't allow any of them to be mediocre. Develop each to have a commitment to excel. The concept behind the word "mediocre" comes from mountain climbers. It literally means "the middle of the rock." It is a picture of climbers who become satisfied halfway up the mountain.

5. Possess _____.

To become truly excellent, you must build excellence in both reality and perception. If people see your accomplishments, but believe you don't have any integrity or character – it diminishes the accomplishment. You cannot gain results at the expense of your integrity.

6. Show genuine _____ for others.

Excellence requires leaders to also demonstrate respect. The consequence of results without respect is a bad reputation. Excellent leaders both give and receive respect.

7. Go the _____ mile.

Jesus spoke of walking the second mile even though you are asked to walk only one. This means exceeding the expectation and going beyond what others believe is common and normal. People will remember the ones who surprise others this way.

8. Never stop _____.

Leaders recognize that growth requires change. Self-improvement is where change begins. Self-improvement is the mark of a leader, not a follower. Consistent self-improvement is the only way to remain a leader.

9. Always give _____

Leaders are committed. There are four types of people regarding commitment:

- The Cop Outs – They make no decision or goals, only excuses.
- The Hold Outs – They are uncertain of the future so they fail to start.
- The Drop Outs – They start, but stop when the going gets rough.
- The All Outs – They go all out to set goals, pay the price and reach them.

10. Don't just fix up things temporarily, but make things _____.

When problems occur, don't look for a quick fix. Often the quick answer is a short cut and fails to recognize the deeper problem. Your goal should not be a temporary fix, but it should be to correct the problem and make things right for the long term.

11. Devote yourself to what you do _____.

If you are going to lead with excellence, you will need to identify and focus on what you do best. Your ministry cannot meet every need under the sun. Leaders can do anything, but they can't do everything. Find your strength and give it your best attention.

12. Accept the _____ of the moment or the position.

Leadership is tested when the heat is on. That's when you see what you are made of. When you get into a tough situation, embrace it. See it as part of the territory of being a leader. Look for options. Trust God. Expect a solution to surface.

13. Be _____ in your lifestyle.

Excellence is not an event; it is a consistent lifestyle. Don't excel in only one part of your ministry. You cannot build a good reputation on one small part of your organization's history. Make excellence a lifestyle.

14. Work as unto the _____.

Colossians 3:23-24 tells us to do our work whole-heartedly, as for the Lord rather than for men, knowing that the Lord will reward us with an inheritance.

Therefore, my beloved brethren, be steadfast, immovable, always abounding in the work of the Lord, knowing that your toil is not in vain in the Lord. (1 Corinthians 15:58)

ASSESSMENT: What is your ministry accomplishing right now?

Where do you need to improve?

APPLICATION: Which of the principles for getting things done do you need to begin practicing?

What will you do?

What action will you take to develop the keys to excellence?

ACTION PLAN

ANSWER KEY – MLM Book 5, Lesson 4: Principles for Getting the Job Done

ANSWER KEY

Principles and Practices for Getting the Job Done

1. TALKED ABOUT

2. TRAINED FOR

Reasons Why People Fail to Perform Effectively

a. WHAT

b. HOW

c. WHY

d. BEYOND

3. MEASURED

Our Goals Should Be:

a. SPECIFIC

d. RELEVANT

b. MEASURABLE

e. TRANSFERABLE

c. ACHIEVABLE

f. BIBLICAL

4. CONFRONTED

5. REWARDED

Keys to Excellence in Your Organization

1. EXCELLENCE

8. IMPROVING

2. AVERAGE

9. 110%

3. DETAIL

10. RIGHT

4. COMMITMENT

11. BEST

5. INTEGRITY

12. PRESSURE

6. RESPECT

13. CONSISTENT

7. SECOND

14. LORD

The Power of Partnership

Moving from Isolation to Cooperation in Your Ministry

"One can put a thousand to flight, and two can put ten thousand to flight."
(Deuteronomy 32:30)

"Behold how good and how pleasant it is for brethren to dwell together in unity."
(Psalm 133:1)

BIBLICAL
BASIS

In order to take your leadership to a higher level, you will need to leverage the power of partnership. Partnerships can happen within a ministry between different departments or outside between two separate organizations that share a common goal. Effective partnerships produce synergy – energy coming from blended sources. It is a synthesis of strengths that produce more than the mere addition of the parts. Partnership is about multiplication. The difference between addition and multiplication is profound:

$$4 + 4 = 8$$

$$4 \times 4 = 16$$

In short, partnerships multiply wisdom, energy and resources. Consider what could happen if you no longer held on to the control of your ministry, but invited the strengths of others to join you in the process. What if you joined with other ministries to produce more fruit for God's Kingdom than what you could produce alone? What if your ministry was about something more than you?

Personal Partnership Case Study: Jonathan and David

The story of Jonathan and David is told in I Samuel 18-20. It is a vivid portrait of two men who chose to partner together for the future success of God's people. What makes the story profound is that Jonathan chose to promote David to be the next king of Israel, even though Jonathan was the rightful heir. It is the story of sacrifice and partnership for the good of the Kingdom, not for the benefit of one person.

What qualities did Jonathan and David possess that created such a powerful partnership? We examined this important truth in an earlier *Million Leaders Mandate* lesson. A quick review of I Samuel 20 reminds us of the ingredients that create an effective partnership.

1. They were _____. (I Samuel 20:1-4)

Although Jonathan couldn't believe David was in such danger from his father, he pledged to him that he was at his disposal. Jonathan would do whatever David asked him to do.

Question: Do I have any ministry partner for whom I am completely available?

2. They were _____. (I Samuel 20:5-17)

When they parted ways Jonathan initiated a "vow" that he and David would make to one another. It stated that they would be committed to each other regardless of the cost.

Question: Am I dependable within the partnerships and relationships I am involved?

KEY POINTS

3. They were _____. (I Samuel 20:18-33)

When David failed to join King Saul for dinner, the king became angry. Jonathan was vulnerable, risking his very life to protect David that night.

Question: How vulnerable am I willing to become for someone else?

4. They were _____. (I Samuel 20:34-42)

In the end, David had to leave the palace for a season. These two friends wept at the separation, yet they did what was right. Even when it required a painful decision, they acted responsibly toward each other.

Question: Do I act responsibly and in the best interests of others in my leadership?

The Truth about Partnership

Unfortunately, the power of partnership is rarely seen. It is easier to talk about than to practice. Phil Butler, President of Interdev, outlines several principles for effective partnerships:

1. Effective partnerships are built on _____, openness and mutual concern.

Partnerships are more than coordination, planning, strategies and tactics. It requires relationship.

2. Lasting partnerships need a facilitator or _____.

Partnerships need someone who, by consensus, has been given the role of bringing it to life.

3. Effective partnerships develop in order to accomplish a specific _____ or _____.

Partnerships should focus on "what" (goals) rather than on "how" (structure). Form follows function.

4. Relevant partnerships begin by identifying _____ among the people to be served.

They don't start by writing a common theological statement – but by being moved to meet a need.

5. Partnerships are a _____, not an _____.

The formative stages often take time; exploring and building trust doesn't happen overnight.

6. Great partnerships are even more challenging to _____ than to start.

Making sure the vision survives, the focus is clear and communication is good requires commitment.

7. Fruitful partnerships are made up of ministries who each have a clear _____.

Partner ministries must own a unique and clear vision that complements the vision of each partner.

8. Effective partnerships _____ the differences between the ministries.

Partners celebrate different contributions they make, but focus on what they have in common.

9. Lasting partnerships stay _____ on the ultimate goals, not immediate problems.

Partners don't get distracted from their major objective because of operational demands.

10. Smart partnerships expect _____ and plan ahead for them.

Be sure a process is built in to deal with changes, disappointments, and simply the unexpected.

Question: Are you involved in any effective partnerships right now?

Strategic Partnership Case Study: Saul and Samuel

The Scripture provides a picture for us of how pastors and business leaders can partner together to fulfill a God-given vision. In I Samuel 9-15, we see how Samuel, the priest, and Saul, the King, are both used by God in His sovereign plan. Samuel is the spiritual leader (or the ministry leader) and Saul is the secular leader (or marketplace leader).

Samuel is able to fulfill his role as a spiritual leader to a powerful leader like Saul because he is secure in who he is. Samuel finds security in his divine call and in the One who has called him. While Saul is an intimidating, daunting leader (I Samuel 9:2), Samuel is neither fearful nor envious of Saul's role. Furthermore, he is not diverted from his work in King Saul's life. Note the following observations regarding their relationship and their partnership.

EXAMINE
THE WORD

What Every Pastor Can Learn about These Partnerships

- 1. Samuel could speak into Saul's life because he was _____ in his calling. (9:17-19)** God points out the king of Israel to Samuel, but Samuel never puts Saul into celebrity status. Saul will be King over Samuel – but Samuel's security or emotional health is never placed in a man. With poise and confidence he says to Saul, "I am the prophet." He then proceeds to furnish Saul with instructions concerning the spiritual matters he will be facing as a king.
- 2. Samuel was able to _____ Saul's complementary role and honor him for it. (9:21-23)** Although Samuel has been the visible leader in Israel, he intentionally gives away his status by publicly honoring Saul. He has reserved special food for him and a special place at the table so no one would question whom they are to follow.
- 3. Samuel took _____ and anointed Saul for the ministry role he was to fulfill. (10:1)** Samuel doesn't feel competition or envy over this new king. Samuel knows that others will serve as leaders among God's people and both will complement each other. As Coach Mac once said, "We are not here to compete with each other, but to complete each other."
- 4. Samuel was instrumental in Saul receiving a new _____ to serve people. (10:6-9)** It's at this point that Samuel has every reason to feel awkward or displaced. Now Saul is doing the very thing that Samuel is gifted to do. But Samuel doesn't resist being part of developing Saul into the spiritual leader God has called him to be.
- 5. Samuel was _____ in helping Saul use his spiritual gifts. (10:10-13)**
"When they came to the hill there, behold, a group of prophets met Saul; and the Spirit of the Lord came upon him mightily and he prophesied among them... And the people said to one another, 'What has happened to the son of Kish? Is Saul also a prophet?'"

CHECK
YOUR HEART

6. Samuel was not intimidated or _____ of Saul's conquests. (13:8-13) Despite Saul's position as king and his success as conqueror, Samuel isn't moved by either of those. While Samuel was very affirming, he also understood the role he was to play in Israel and in the king's life. Samuel confronts Saul in his disobedience and clarifies the role each of them is to play: Saul is the king and he is the priest.
7. Samuel was able to speak words of _____ to Saul. (15:1-3) Even after confronting Saul's disobedience, Samuel is able to provide direction for the king and affirm his work on the battlefield. He doesn't shrink from playing his role in Saul's life and again clarifies Saul's place in the scheme of things. He furnishes Saul with great confidence and support as he endeavors to lead the armies of Israel.
8. Samuel _____ and _____ for Saul when he failed. (15:10-11)
"Then the word of the Lord came to Samuel, saying, 'I regret that I have made Saul king, for he has turned his back from following Me, and he has not carried out My commands.' And Samuel was distressed and cried out to the Lord all night."
9. Samuel could confront Saul when he sinned and provide him _____ . (15:12-23) Samuel feels called continually to provide the big picture perspective to Saul, and to remind him of his roots, God's call and what the mission is. He offers an eternal perspective to the king, and refuses to let Saul deviate – trying to do God's will his way.
10. Samuel possessed the _____ to call for repentance from Saul. (15:24-31) Samuel ministers to Saul with a beautiful combination of grace and truth (John 1:17). He speaks the truth in love, never out of spite or superiority. When he returns with Saul, Samuel does not use intimidation, but he treats Saul with as much dignity as possible.

What Every Pastor Should Know about These Partnerships

The Scripture illustrates the partnership role that ministry leaders (or pastors) and marketplace leaders (or laymen) can enjoy if they will work in cooperation.

1. The pastor's role is illustrated by _____. (He is the ministry leader.)
The layman's role is illustrated by _____. (He is the marketplace leader.)

Quite often, neither of these two types of people knows how to relate to each other. The marketplace leader feels he doesn't really understand all of that "spiritual" stuff, and the ministry leader feels at a loss to talk with laymen about business. Neither understands the language of the other world. In the text, the prophet Samuel isn't afraid to enter Saul's world and to talk straight to him about the principles of God.

2. The issue ministry leaders (pastors) must settle is: _____.
The issue marketplace leaders (laymen) must settle is: _____.

The majority of pastors are insecure and intimidated with successful laymen in their congregation. One survey reported that three out of four pastors responded anonymously that they feel intimidated by the lay leaders or the staff with which they work. Nine out of ten said they feel inadequate for the tasks that are before them.

Conversely, many successful laymen have difficulty submitting to a pastor who is insecure. They look for strong, confident leadership. They prefer to call the shots themselves if the one in charge isn't a leader. These laymen frequently need for God

to “break” them (Psalm 51:17-18). The Hebrew word for “brokenness” means “to crush so as to bring into a new state.” To be broken means we no longer press our own agenda but are elated when God’s plan comes to light. Our soul has been tamed and we are no longer self-promoting, self-sufficient or self righteous. We simply want to make a difference, regardless of who gets the credit. In the same way that Jesus took the bread, blessed it, broke it, and then gave it to the people, we must experience the same sequence from God. God has blessed us, but He must now break us before He can use us to feed others.

3. The pastor often envies the layman’s _____. (He envies the money.)
The layman often envies the pastor’s _____. (He envies the mission.)

The relationship between successful laymen and pastors often is one in which each envies what the other one has. Both can generously give of what they have to the other, and share their wealth – whether it is money or a mission from God. The Lord has placed both kinds of leaders in the church to bless the other.

4. Pastors must develop a _____ big enough to attract successful laymen.
Laymen must develop a _____ to enable pastors to fulfill it.

Sometimes it is difficult to admit we need each other. We’d rather just do it ourselves. But there are times when we simply cannot. Our vision should be so large that it requires the gifts of others to accomplish it. Often, the ministry leader has the vision, while the marketplace leader has the resources.

5. Pastors must include laymen in _____ so they can own the ministry.
Laymen must include pastors in both their finances and _____.

What seems to be most valuable to pastors is the power to control the ministry of the church. What seems to be most valuable to marketplace leaders is their time. Both must give what they value most to the other. If they can, they will share ownership of the church’s vision. If they can’t, marketplace leaders will have only a passing interest in the church’s programs, and the pastor will have limited resources.

6. Pastors must give the _____ to laymen.
Laymen must give their _____ to the church’s ministry.

Our local church ministry is so deep it requires the gifts and service of the entire body of Christ (Romans 12:4-5). In this chapter Paul writes that we are “members of one another.” Think about that – we are not merely members of Christ’s Church but of each other: I belong to you and you belong to me!

7. Pastors fail in this partnership because they are _____.
Laymen fail in this partnership because they are _____.

Far too often, this is a picture of the Church. Out of intimidation or sheer independence, the ministry leader or marketplace leader jumps out of the partnership early.

8. Pastors can offer one thing that laymen want most - _____.
Laymen can offer one thing that pastors need most - _____.

“There are no problems we cannot solve together,
and very few that we can solve by ourselves.” (Lyndon B. Johnson)

CHECK
YOUR HEART

ACTION PLAN

What Every Pastor Should *Do* about These Partnerships

1. Pastors must become secure in their call and their role in marketplace leaders' lives.

APPLICATION: *How can you build this into your life?*

2. Pastors must initiate relationship and partnership with marketplace leaders.

APPLICATION: *When will you do this? With whom?*

3. Pastors must create places for marketplace leaders to use their gifts.

APPLICATION: *Where might these people use their gifts in your church?*

4. Pastors must allow marketplace leaders to own the ministry by making decisions.

APPLICATION: *How could you include them on decisions?*

5. Pastors must know and communicate their principles (core values) and vision.

APPLICATION: *When and how will you do this?*

6. Pastors must challenge marketplace leaders to God's call on their lives as well.

APPLICATION: *What platform can you use for this?*

7. Pastors must equip marketplace leaders to become spiritual leaders in their own arenas.

APPLICATION: *How will you accomplish this?*

**"The Law of Significance: One is too small a number to achieve something great."
(John C. Maxwell)**

ANSWER KEY – MLM Book 5, Lesson 5: The Power of Partnership

Personal Partnership Case Study: Jonathan and David

1. AVAILABLE
2. DEPENDABLE
3. VULNERABLE
4. RESPONSIBLE

ANSWER
KEY

The Truth about Partnership

- | | |
|--------------------------------|---------------------|
| 1. <u>TRUST</u> | 6. <u>MAINTAIN</u> |
| 2. <u>COORDINATOR</u> | 7. <u>IDENTITY</u> |
| 3. <u>VISION</u> <u>TASK</u> | 8. <u>CELEBRATE</u> |
| 4. <u>NEEDS</u> | 9. <u>FOCUSED</u> |
| 5. <u>PROCESS</u> <u>EVENT</u> | 10. <u>PROBLEMS</u> |

What Every Pastor Can *Learn* about These Partnerships

- | | |
|----------------------|----------------------------------|
| 1. <u>SECURE</u> | 6. <u>ENVIOUS</u> |
| 2. <u>AFFIRM</u> | 7. <u>DIRECTION</u> |
| 3. <u>INITIATIVE</u> | 8. <u>PRAYED</u> <u>HURT</u> |
| 4. <u>HEART</u> | 9. <u>PERSPECTIVE</u> |
| 5. <u>KEY</u> | 10. <u>SPIRITUAL CREDIBILITY</u> |

What Every Pastor Should *Know* about These Partnerships

- | | |
|-----------------------------|----------------------------|
| 1. <u>SAMUEL</u> | <u>SAUL</u> |
| 2. <u>PERSONAL SECURITY</u> | <u>PERSONAL SUBMISSION</u> |
| 3. <u>SUCCESS</u> | <u>SIGNIFICANCE</u> |
| 4. <u>VISION</u> | <u>GENEROUS SPIRIT</u> |
| 5. <u>DECISIONS</u> | <u>CALENDAR</u> |
| 6. <u>CHURCH'S MINISTRY</u> | <u>SPIRITUAL GIFTS</u> |
| 7. <u>INTIMIDATED</u> | <u>INDEPENDENT</u> |
| 8. <u>FULFILLMENT</u> | <u>RESOURCES</u> |

Your Decision Determines Your Destiny

Effective Leadership Requires Making Wise Decisions

BIBLICAL BASIS

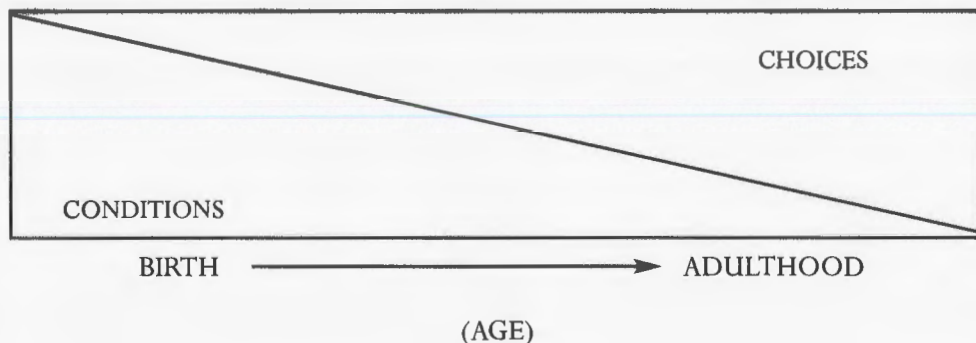
"I call heaven and earth to witness against you today, that I have set before you life and death, blessing and the curse. Therefore, choose life in order that you may live, you and your descendants." (Deuteronomy 30:19)

"Now, therefore, fear the Lord and serve him in sincerity and truth; and put away the gods which your fathers served beyond the river and Egypt, and serve the Lord. And if it is disagreeable in your sight to serve the Lord, choose for yourselves today whom you will serve; whether the gods which your fathers served which were beyond the river, or the gods of the Amorites in whose land you are living; but as for me and my house, we will serve the Lord. And the people answered and said, '... We will also serve the Lord.'" (Joshua 24:14-21)

The Bible is clear about two fundamental truths. First, God is sovereign. He reigns providentially over earth and its history. Second, He has allowed us to choose whether we cooperate with Him in our leadership or not. The prophet Jonah is a great example of both of these truths. He freely chose to run from God's purposes. However, God ultimately persuaded him to return and fulfill His purposes in the end. In this lesson, we will examine the art of decision-making and how it affects not only our own lives, but the lives of those who follow us.

Conclusions about Our Choices

1. Leaders bring _____ to a point of decision.
2. In some areas, we have no _____.
3. In some areas we do have a _____.
4. We are _____ to make right choices.
5. The _____ we make right choices the better.
6. Leaders make choices _____.
7. A leader's choices _____ others.



In our early years, our life is determined mainly by our conditions. A baby does not choose his family or environment. But as his age increases, so do his options. The difference between the conditions and choices is as follows:

Conditions	Choices

KEY
POINTS

The loneliest place in leadership is reserved for the person who makes the first decision. The leader who will not make decisions creates insecurity among followers and a platform for potential leaders who recognize a decision must be made.

A CEO of a major international corporation once said: "95% of the decisions you make as a leader can be made by a reasonably intelligent teenager. They simply require common sense. However, you get paid for the other 5%."

Six Phases of Decision Making

Once you recognize that good decision making is part of the territory of being a good leader, you should experience at least six phases in the decision making process:

1. _____ – What is the history?

This is where you study to understand what has gone on before you arrived, and what is underneath the structure for which you are trying to make decisions. What have been the struggles in this organization? What have been the victories? What is the organizational culture? Why is it this way? What are the peoples' goals and expectations?

2. _____ – What are the facts?

This is where you gather all the facts and information available to give you insight concerning the situation. Often there are at least two sides to every issue; be sure to discover what's behind both sides of an issue. Your investigation will help you get beyond intuition and guesswork. You will have hard data to use in the decision making process.

3. _____ – What are the emotions?

This is where you ask for feedback from the people involved to hear where their heart is. They will give you insight about both the situation and about how much the people are willing to give themselves to the decision. Effective leaders read their people before they lead their people.

4. _____ – What is the wise choice?

This is the key question in all decision making. Proverbs tells us that wisdom cries out in the streets...but few listen. When we are forced to make a decision, God's wisdom almost always surfaces when we simply pose the question: what is the wise choice? The greatest difficulty in making decisions is not *knowing* the right decision but in *making* it.

At this point, you make a decision

5. _____ – How can this decision bear fruit and be successful?

This is where you focus on the problems that can hinder the decision and the procedure of communicating the decision to others. Once you determine the direction you believe is best, you need to think through possible obstacles and how to communicate with those who need to know. Successful leaders address potential problems before the followers ask.

6. _____ – When do we move?

This is when you stop talking about doing something and you act. You determine the right time to move forward and take a step. You are no longer wrestling with what step to take, but simply when to take it. Remember these important truths:

- The wrong decision at the wrong time = _____
- The wrong decision at the right time = _____
- The right decision at the wrong time = _____
- The right decision at the right time = _____

A Process for Decision Making (James 1:1-8)

In James 1:1-8, we read a three-step process for making decisions. James tells us what to do if we lack wisdom yet face an important choice. Here are his three steps:

1. _____ (v. 2-4)

We can find joy in the midst of problems only when we recognize their purpose and results. The key is perspective. Leaders must think correctly about problems. They must see them from God's perspective so that their followers grow stronger through them.

2. _____ (v. 5)

God gives us struggles so that we will lack nothing in the end. James says, however, that if we lack wisdom, we should ask God for it. It is no sign of weakness for a leader to pray for wisdom when facing problems or big decisions.

3. _____ (v. 6-8)

If we do ask God for wisdom, we must ask in faith, expecting His answer. Once leaders gain perspective and trust God for wisdom, the only thing left to do is to anticipate solutions and express optimism.

Question: What is one decision you face that you feel you don't have the wisdom to make?

Decision Making in the Gray Areas (I Corinthians 10:24-33)

Leaders regularly face choices that affect not only their own lives, but many others. What's more, many of these decisions have no clear answer; they do not appear black and white, but gray. So, how does a leader make good decisions in the gray areas? Paul describes a system for making tough decisions like this.

EXAMINE
THE WORD

CHECK YOUR
HEART

1. _____
Leaders must not make decisions based upon what benefits them the most. The term "others" in this Scripture refers to people who are "unlike you." They are different and are not likely to see the issue as you do. Leaders must choose what is best for others, not what appeals to their own tastes. Ask yourself: Who will benefit most from this decision?
2. _____
Does the decision glorify God or someone else? Paul would agree with the shorter catechism, "the chief end of man is to glorify God and to enjoy Him forever." All big decisions should somehow bring honor to God. Ask yourself: Does this decision give people a better picture of who God is?
3. _____
The ultimate purpose for our being here on earth is to bring others to Christ. While leaders may have many small goals, this is the ultimate goal. We must always move toward fulfilling this mission. Ask yourself: Will this decision please God and fulfill His purposes?

Principles on Decision Making

1. Choice, not chance, determines my _____.
Notes...
2. To choose not to decide is to choose to let _____ control my life.
Notes...
3. To choose to decide is to take _____.
Notes...
4. Indecision is the mark of a _____ mind.
Notes...
5. Decisiveness is the mark of a _____.
Notes...
6. Followers can live without certainty, but they cannot live without _____.
Notes...
7. The leader who _____ on perfect knowledge before he decides, never decides.
Notes...
8. Decisions _____ energy, insight, commitment and support.
Notes...

9. The larger the group of followers, the greater the _____ to conform.

Notes...

10. Great people are ordinary people who make extraordinary _____.

Notes...

11. Decisions should be made at the _____ level possible in an organization.

Notes...

12. Success is not for the chosen few, but for the few who _____.

Notes...

ASSESSMENT: *What decisions in your leadership do you hesitate to make?*

Why do you hesitate? What makes decisions difficult to make?

ACTION PLAN

APPLICATION: *List two action steps you can take to make better decisions.*

1.

2.

ANSWER KEY – MLM Book 5, Lesson 6: Your Decision Determines Your Destiny

Conclusions about Our Choices

1. PEOPLE
2. CHOICE
3. CHOICE
4. RESPONSIBLE
5. SOONER
6. FIRST
7. INFLUENCE

Conditions

Choices

EARLY LIFE

LATER LIFE

INVOLUNTARY

VOLUNTARY

OTHERS CHOOSE

WE CHOOSE

WE REACT

WE INITIATE

Six Phases of Decision Making

1. FOUNDATION STAGE
2. FACT STAGE
3. FEEDBACK STAGE
4. FOCUS STAGE
5. FRUIT STAGE
6. FORWARD STAGE
 - a. DISASTER
 - b. MISTAKE
 - c. UNACCEPTANCE
 - d. SUCCESS

A Process for Decision Making

1. CONTEMPLATION
2. SUPPLICATION
3. ANTICIPATION

Decision Making in the Gray Areas

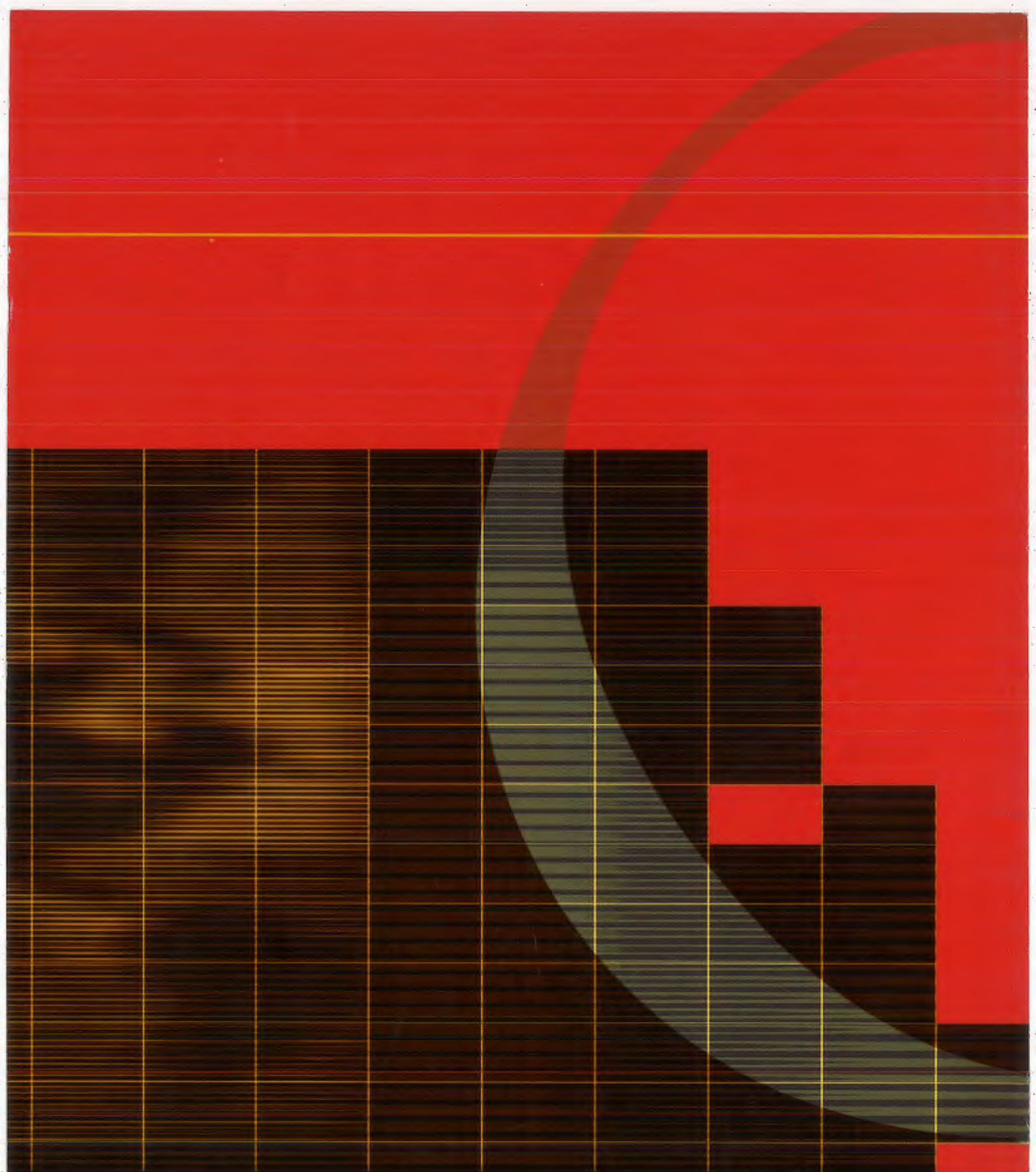
1. PRIORITIZE GOD'S PEOPLE
2. PURSUE GOD'S GLORY
3. PERCEIVE GOD'S PURPOSE

ANSWER KEY

ANSWER KEY

Principles on Decision Making

1. DESTINY
2. SOMEONE ELSE
3. RESPONSIBILITY
4. FEARFUL
5. LEADER
6. CLARITY
7. INSISTS
8. RELEASE
9. PRESSURE
10. DECISIONS
11. LOWEST
12. CHOOSE



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