



## **SECTION FOUR**

*A MAN OF GOD IS A LEADER*

# Section FOUR

## A Man of God IS A LEADER

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## Session 1 A Leader IS before a Leader DOES

### INTRODUCTION:

#### Leadership is Mandated by Scripture

Men are called to be leaders reproducing leaders in their homes and in the church.

#### Leadership Defined

The following definitions are from a group of men who studied 1 and 2 Timothy and Titus and took the leadership examples and precepts therein for their foundational understanding of a leader. See if you agree.

***Choose the three best definitions below as per your perspective, and underline the key words/phrases that caused you to pick it.***

1. A leader is an individual whose disciplined example of words and actions is so Christ-like that it compels others to follow and be influenced by him to become more Christ-like themselves.
2. A leader is one who draws ... rather than drives... people toward the full life God has for them.
3. A leader is a person who gives his life as a showcase for the handiwork of God.
4. A leader is a person who is godly, who sets and lives high moral standards, mentors and encourages others to be their best even if they surpass him, all the time with his mind on an eternal perspective but focused on individual people.
5. A leader is a person who is grounded and growing, who breaks the trail for and guides the way for a group of people both directly and by example.
6. A leader is a person who, through example, guidance, and self-sacrifice, can motivate others to become growing Christians following God.
7. A leader is a person who is in humble subjection to the commands and exhortations of God's Word and is yielded to the ministry of the Holy Spirit. The leader possesses the spiritual gift that permits the leader to influence and provide guidance to a group of individuals. He is a co-laborer with and an example to those he leads. He selects proper examples after whom to model his ministry. His personal life will be an example that pleases the Lord and supports his ministry. He is a godly steward of his time, finances, and resources. He is totally committed to his divinely called task.

8. A leader is a person who is a godly, disciplined follower of Christ who is committed to be a servant and leads by being an example with a humble, gentle spirit, who desires to teach others (II TIM. 2:2) with respect and honesty, and ,as a result, accomplishes the responsibilities given to him from God.
9. A leader is a person who leads by example, takes a servant attitude, allows followers to excel and even pass him by. He is a follower of and accountable to Christ.
10. A leader is a person who is disciplined to imitate Christ, strengthens the faith of others, and never forgets to be a servant.
11. A leader is a person who takes God's word, applies it to his life, and turns that around and guides the people around him by being an example.
12. A leader is a person who, by word and deed, helps others to become more like Christ, as he himself strives to do the same.
13. A leader is a person who encourages his followers, but he himself is also a good follower. He is one who listens well and acts only at the proper time. He lives by example and is strong and truthful. He puts others before himself and expects no accolades when he is done. A leader is all of this and more, but only if his foundation is on Christ.
14. A leader is one whose hands are in two places: one in the pierced hand of Christ and the other in the hand of those who need a helping hand to stand.
15. A leader is someone who is faithful, loyal, obedient, always seeking direction from God, unthreatened by others, willing to help without seeking any gain, seeking fellowship with Christian brothers, focused on an eternal perspective, always open to others and their needs, honest, fair, even-keeled, secure in belief and not easily distracted. A leader serves.
16. A qualified spiritual leader is a loyal, disciplined, obedient servant of God. He seeks to mold his leadership abilities from the word and fellowships with other Christian leaders. A spiritual leader needs to be open to criticism but not argumentative, showing restraint. It is essential to be direct, honest, fair and clean thinking. He must earn the trust of the church and the people he is leading.
17. A person who is faithful, unselfish in his ways, content with what he has, compassionate, secure in his beliefs, controlled in his actions and thinking, actively seeking the truth through scripture, standing firm in his faith with a desire to grow and is not swayed by worldly ways.

SESSION ONE: DAY ONE

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**1 Kings 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**Proverbs 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**John 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

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SESSION ONE: DAY TWO

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**1 Kings 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**Proverbs 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**John 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

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SESSION ONE: DAY THREE

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**1Kings 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**Proverbs 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**John 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

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SESSION ONE: DAY FOUR

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**1 Kings 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**Proverbs 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**John 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

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SESSION ONE: DAY FIVE

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 **1 Kings 5**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 5**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 5**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY SIX

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 **1 Kings 6**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 6**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 6**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY SEVEN

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 **1 Kings 7**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 7**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 7**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY EIGHT

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 **1 Kings 8**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 8**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 8**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY NINE

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 **1 Kings 9**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 9**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 9**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY TEN

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 **1 Kings 10**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 10**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 10**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY ELEVEN

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 **1 Kings 11**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 11**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 11**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY TWELVE

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 **1 Kings 12**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 12**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 12**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY THIRTEEN

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 **1 Kings 13**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 13**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 13**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION ONE: DAY FOURTEEN

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 **1 Kings 14**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 14**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 14**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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## Session 2 Leaders Plan

In his interesting little book, *The Leadership Secrets of Jesus* (Honor Books), Mike Murdock says some riveting things about the importance of planning in leadership. *Although this is likely more management than leadership, here it is anyway.*

**Planning is the starting point for any dream or goal that you possess.** *What is a plan? A plan is a **written list of arranged actions** necessary to achieve your desired goal....God always honored men who planned.*

**Noah planned** the building of the ark.

**Moses**, the great deliverer who brought the Israelites out of Egypt, **took time to plan** the building of the tabernacle and found the best team members available to help him.

**Solomon**, the wisest man who ever lived on earth, **took time to plan** the building of the temple.

**Nehemiah planned** the rebuilding of the wall and was a masterful delegator.

*Your Bible is the plan of God for you, the world, and eternity.... Use it!*

1. *Make a list of things to do today; do it every day of your life.*
2. *Write the top six things you want to accomplish today.*
3. *Focus your total attention on each task.*
4. *Assign each task to a specific time.*
5. *Think of each hour as an employee.*
6. *Delegate a specific assignment to each hour.*
7. *Re-prioritize when necessary. Stay on task.*

**Successes are usually scheduled events.....failures are not!**

**The secret of your future is hidden in your daily routine.**

### THE JAR AND THE ROCKS – A Time Management Parable

A while back, I was reading about an expert on the subject of time management. One day, this expert was speaking to a group of business students and, to drive home a point, used an illustration those students will never forget.

As this man stood in front of the group of high-powered overachievers he said, "Okay, time for a quiz." Then he pulled out a one-gallon, wide-mouthed Mason jar and set it on a table in front of him. Then he produced about a dozen fist-sized rocks and carefully placed them, one at a time, into the jar. When the jar was filled to the top and no more rocks would fit inside, he asked, "Is this jar full?"

Everyone in the class said, "Yes." Then he said, "Really?"

He reached under the table and pulled out a bucket of gravel. Then he dumped some gravel in and shook the jar causing pieces of gravel to work themselves down into the spaces between the big rocks.

Then he asked the group once more, "Is the jar full?"

By this time, the class was onto him. "Probably not," one of them answered. "Good!" he replied. He reached under the table and brought out a bucket of sand. He started dumping the sand in and it went into all the spaces left between the rocks and the gravel.

Once more he asked the question, "Is this jar full?" "No!" the class shouted. Once again he said, "Good!" Then he grabbed a pitcher of water and began to pour it in until the jar was filled to the brim.

Then he looked up at the class and asked, "What is the point of this illustration?"

One eager beaver raised his hand and said, "The point is, no matter how full your schedule is, if you try really hard, *you can always fit some more things into it!*"

"No," the speaker replied, "that's exactly *not* the point. The truth is this: ***If you don't put the big rocks in first, you'll never get them in at all.***"

***What are the 'big rocks' in your life?*** A project that YOU want to accomplish? Time with your loved ones?

Your faith, your education, your finances? A cause? Teaching or mentoring others?

***Remember to put these BIG ROCKS in first or you'll never get them in at all.*** So, tonight or in the morning when you are reflecting on this short story, ask yourself this question:

**What are God's 'big rocks' in my life? Now, put those in your jar (time) first.**

***"A leader is before a leader does!"***

#### **A definition**

"A leader is a person who **influences** others through **example, encouragement, and guidance** to become what **he himself is**....a **growing** follower of Jesus Christ fulfilling God's purpose as a **saint** in God's image, a **servant** in the church and a **witness** in the world."

#### **Principle #1**

**A Leader is reproducing himself not just accomplishing a task!**

**"A leader is before a leader does!" I Cor. 11:1**

**Q:** If, as a leader, everyone in church followed my example, what would the result be?

**Principle #2****The Foundation of Leadership is the personal life of the Leader!**

“Reproduction requires reliability” I Cor. 11:1 I Tim. 4:12-16

**Q:** What kind of model do I present in my own personal.....

**Devotional Life** (Living by the Truth)

**Home Life** (Living in Relationships)

**Time Use and Schedule** (Living by Priorities)

**Spiritual Gifts** (Living by Design)

**Finances** (Living within my Means)

**Convictions** (Living with a Clean Conscience)

**Principle #3****Being a Leader means always being a follower!**

“...growing as a saint....servant.....witness...”

**Q:** Am I following Christ and growing in my personal life as a . . .

**Saint – is my character becoming more Christ-like?**

List areas of your life that are progressing

List areas of your life that need a lot of change

**Servant – am I faithful, active and productive in ministry in the church?**

List the ministries you are active in

List some ministries you would like to investigate for potential future ministry

**Witness – am I actively praying for and pursuing relationships with lost people to win them to Christ?**

List people you have shared the gospel within the last 5 years

List people you have won to Christ in the last 5 years

List people you are actively pursuing friendships with to reach them for Christ

List people you should pray for and begin to pursue for Christ

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SESSION TWO: DAY ONE

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 **1 Kings 15**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 15**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 15**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY TWO

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 **1 Kings 16**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 16**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 16**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY THREE

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 **1 Kings 17**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 17**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 17**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY FOUR

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 **1 Kings 18**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 18**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 18**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY FIVE

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 **1 Kings 19**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 19**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 19**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY SIX

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 **1 Kings 20**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 20**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 20**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY SEVEN

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 **1 Kings 21**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 21**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **John 21**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY EIGHT

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 **1 Kings 22**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 22**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **James 1**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY NINE

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 **2 Kings 1**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 23**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **James 2**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY TEN

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 **2 Kings 2**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 24**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **James 3**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY ELEVEN

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 **2 Kings 3**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 25**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **James 4**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION TWO: DAY TWELVE

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 **2 Kings 4**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 26**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **James 5**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

SESSION TWO: DAY THIRTEEN

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- 2 Kings 5**
  - ❖ Favorite Verse: \_\_\_\_\_
  - ❖ Main Truth Emphasized: \_\_\_\_\_
  - ❖ Key thought that stood out to me: \_\_\_\_\_
- Proverbs 27**
  - ❖ Favorite Verse: \_\_\_\_\_
  - ❖ Main Truth Emphasized: \_\_\_\_\_
  - ❖ Key thought that stood out to me: \_\_\_\_\_
- Joshua 1**
  - ❖ Favorite Verse: \_\_\_\_\_
  - ❖ Main Truth Emphasized: \_\_\_\_\_
  - ❖ Key thought that stood out to me: \_\_\_\_\_
- MEMORY VERSE(S):**  
\_\_\_\_\_

SESSION TWO: DAY FOURTEEN

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- 2 Kings 6**
  - ❖ Favorite Verse: \_\_\_\_\_
  - ❖ Main Truth Emphasized: \_\_\_\_\_
  - ❖ Key thought that stood out to me: \_\_\_\_\_
- Proverbs 28**
  - ❖ Favorite Verse: \_\_\_\_\_
  - ❖ Main Truth Emphasized: \_\_\_\_\_
  - ❖ Key thought that stood out to me: \_\_\_\_\_
- Joshua 2**
  - ❖ Favorite Verse: \_\_\_\_\_
  - ❖ Main Truth Emphasized: \_\_\_\_\_
  - ❖ Key thought that stood out to me: \_\_\_\_\_
- MEMORY VERSE(S):**  
\_\_\_\_\_

## Session 3 Biblical Leadership – Essentials and Examples

The leadership office referred to as Bishop and also as Elder is the primary leadership position in the New Testament Church. Although most “Christian leaders” will not occupy this office, the qualifications recorded in scripture form a measurable and practical guide for examining essentials for biblical leaders.

**THE UMBRELLA TERM IS “BLAMELESS “ Blameless Means: WITHOUT HANDLES**

**The Qualifications of Spiritual Leaders Titus 1:6-9**

**“A Titus 1 Man”**

### **Family Qualifications**

Husband one wife  
Faithful children

### **Which Means.....**

Faithful husband  
Obedient children

### **Job Qualifications**

not self willed	not demanding and stubborn
not soon angry	understanding, patient
not a drunk	not abusive, undisciplined
not a striker	not a fighter, argumentative
not greedy	content, lives by faith
hospitable	loves to care for people
loves good men	godly friends, appreciates others
sober	wise, thoughtful
just	fair, impartial, honest
holy	separated to God, purity
temperate	self controlled, disciplined
holds the truth	well taught, solid in doctrine

**Create a complete description of a biblical leader using the concepts found in the Titus 1 passage above.**

**What results would likely follow this kind of leadership model? Why?**

**Describe, Discuss, and Analyze these Qualifications**

**What's the meaning?**

**Why the importance?**

**1 Husband of one wife**

**Faithful Husband**

**2 Faithful children**

**Obedient, Respectful Children**

**3 Not self willed**

**not demanding, stubborn**

**4 Not soon angry**

**understanding, patient**

**5 Not a drunk**

**not abusive or undisciplined**

**6 Not a striker**

**not a fighter, argumentative**

**7 Not greedy**

**content, lives by faith**

**8 Hospitable**

**loves to care for people**

**9 Loves good men**

**godly friends, appreciates others**

**10 Sober**

**wise, thoughtful**

**11 Just**

**fair, impartial, honest**

**12 Holy**

**separated to God, purity**

**13 Temperate**

**self-controlled, disciplined**

**14 Holds the truth**

**well taught, solid in doctrine**

**From your present viewpoint, what are the 3 most important character qualities in the list of 14.**

**1**

**2**

**3**

**Now, give several reasons for choosing those three.**

**1**

**2**

**3**



## Thoughts on Character

“Fame is a vapor, popularity an accident, riches take wings, those who cheer today will curse tomorrow; only one thing endures – character” Horace Greeley

“No change of circumstances can repair a defect of character” Ralph Waldo Emerson

“You can tell the character of every man when you see how he gives and receives praise” Seneca the Younger

“Your character is built by what you stand for, your reputation by what you fall for”

“The highest reward for a man’s toil is not what he gets for it but what he becomes by it”

“A crisis doesn’t make a person; a crisis reveals what a person is made of”

“As the excellence of steel is strength, and the excellence of art is beauty, so the excellence of mankind is moral character.” A.W. Tozer

### THE CHARACTER ISSUE: Integrity and Humility (Chuck Wood)

There are four absolutely essential aspects of leadership: character, relationships, vision, and passion. Character is listed first because it looms larger than any of the other aspects. Independent Baptist fundamentalists have already been treated to too many demonstrations of the disastrous effects of character flaws and failures!

The subject of character is a broad one. Bill Gothard lists fifty character qualities, and others have suggested additional traits or aspects thereof. There are two qualities, however, which are absolutely essential to leadership. One of them is very obvious; the other is not.

Integrity is a subject that includes many additional sub-categories under its expansive definition. Honesty, dependability, transparency, truthfulness, straightforwardness, etc. are all aspects of integrity. It would be impossible to over- stress the importance of this amalgam of qualities in the life of the leader. Integrity is essentially what makes the difference between good and bad leaders and leadership.

The other necessary quality is not nearly so apparent. It is, of all things, humility! Humility is an interesting trait, and it is not at all what is usually put forth by way of definition. A humble man knows who he is, but he also knows who **He** is. He is quite aware of his abilities and talents, but he is also fully aware of the Source of all that he is able to do. Therefore, a humble man is never arrogant. He doesn't believe that he is right all of the time or even completely right any of the time. He recognizes the rights of others including the right to have and express opinions. He stands ardently for truth, but he defines truth as that which can be squarely based on a clear interpretation of the Word of God or on a principle that is obviously drawn from the Word of God. He realizes that he has great importance to God, but he sees God as more important than self.

One concomitant of humility has to do with the individual's view of the relative importance of God and God's work. A truly humble man recognizes that God is more important than he is and that God's work is more important than anything that pertains to him. Therefore, he will not force his own way in the context of the local church (if he cannot persuade, he will not force, except in the most unusual circumstances), and he will not seek his own vindication, especially if that vindication would bring reproach on the name of the Lord or the reputation of His work.

Integrity is obviously in short supply in our world. Emboldened, no doubt, by the example of our nation's number-one politician, many have allowed dishonesty, immorality, deceitfulness, and other virtues to "come out of the closet." The real tragedy, however, is that Christianity has often kept pace with society in these dubious pursuits. It is even more regrettable that independent Baptist fundamentalism has suffered its own famine of integrity in recent years.

If one would lead in such a way as to hear a "well done" at the end of the road, he needs to settle the character issue at the very outset. If a man lacks integrity, let him follow but not lead. If an individual lacks humility, let him "stay by the stuff" lest the name and work of the Lord be dealt mortal blows by self-will's posing as the Spirit-leading.

SESSION THREE: DAY ONE

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 **2 Kings 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 29**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY TWO

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 **2 Kings 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 30**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY THREE

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 **2 Kings 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 31**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY FOUR

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 **2 Kings 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Ruth 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY FIVE

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 **2 Kings 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Ruth 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY SIX

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 **2 Kings 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Ruth 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY SEVEN

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 **2 Kings 13**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Ruth 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY EIGHT

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 **2 Kings 14**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY NINE

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 **2 Kings 15**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY TEN

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 **2 Kings 16**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY ELEVEN

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**2 Kings 17**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**Daniel 3**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**Joshua 13**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

\_\_\_\_\_

SESSION THREE: DAY TWELVE

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**2 Kings 18**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**Daniel 4**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**Joshua 14**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

\_\_\_\_\_

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SESSION THREE: DAY THIRTEEN

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 **2 Kings 19**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 15**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION THREE: DAY FOURTEEN

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 **2 Kings 20**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 16**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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## Session 4 Five Levels of Leadership – John Maxwell’s “Developing the Leader Within”

### The five levels are:

1. **Rights** - People follow you because **they have to**
2. **Relationships** - People follow you because **they want to**
3. **Results** - People follow you because of what you have done **for the organization**
4. **Reproduction** - People follow you because of what you have done **for them**
5. **Respect** - People follow you because of **who you are and what you represent**

Maxwell further states in relation to #5, "Few make it." He does not mean by that statement that all who are below level #5 are failures. Instead, he is saying that everyone starts at level #1. As we grow in leadership, we will progress up the levels. Maxwell also cautions against trying to skip over any level. We must grow from one level to the next.

**What level am I on?**

**Do I want to progress?**

**What steps do I need to take to reach the next level?**

**LEADERSHIP ESSENTIALS: Maxwell proposes that vision includes four aspects**

### 1. **Awareness - the ability to see**

He, then, demonstrates how to increase your awareness, especially your awareness of what God wants to do in and through you:

- Choose to believe that the Holy Spirit wants to do your day with you.
- Learn to take a "precious pause" in the midst of all your excitement and pressure

- Saturate your mind with Scripture -

Knowledge is learning what God has said and done;

Perspective is understanding why God has said or done it.

## 2. Attitude – The Faith to Believe

- "Never tell a person that something cannot be done. God may have been waiting for centuries for somebody ignorant enough of the impossibilities to do that very thing."
- Eugene Peterson paraphrases Romans 4:18-21 as follows: "When everything was hopeless, Abraham believed anyway - deciding not to live on the basis of what he saw he couldn't do, but on the basis of what God said He would do. Abraham didn't focus on his own impotence and say, 'It's hopeless. This hundred-year- old body could never father a child.' Nor did he survey Sarah's decades of infertility and give up. He didn't tiptoe around God's promise, asking cautiously skeptical questions. He plunged into the promise and came up strong, ready for God, and sure that God would make good on what He had said."
- There are many factors which influence your ministry which you have no control over: your background, nationality, age, giftedness. These were determined by the sovereignty of God. But there is one important factor that you do have control over: how much you choose to believe God.
- "Saying, 'It is impossible,' is not an excuse. Today we are doing thousands of things our grandparents knew to be impossible."

## 3. Action – The Courage to Do

Churchill said, "There comes a moment in everyone's life, a moment for which that person was born. That special opportunity, when he seizes it, will fulfill his mission, a mission for which he is uniquely qualified. In that moment, he finds greatness. It is his finest hour."

### Comments about courage

- Courage rises when the cause is greater than the circumstances; courage falls when the circumstances are greater than the cause.
- The leadership position doesn't give us courage, but courage may give us the leadership position. Great leaders display courage based on passion, not position.
- When we fail to have courage, Jesus encourages us to deal with our failure.

- Our flesh encourages us to live in the comfort-zone. God encourages us to live in the courageous zone.

- Henry Blackaby in Experiencing God says: "Some people say, 'God will never ask me to do something I can't do.' I have come to the place in my life that, if the assignment I sense God is giving me is something I know I can handle, I know it probably is not from God. The kind of assignments God gives in the Bible are always God-sized. They are always beyond what people can do because He wants to demonstrate His nature, His strength, His provision, and His kindness to His people and a watching world. That is the only way the world will come to know Him."

Maxwell's "lessons on the courageous zone":

- Courage begins with fighting the battles over my own character, self- discipline, and will.
- Courage will be called for almost immediately in a leader's life. It's lonely at the top so you had better know why you are there.
- Courage means making things right, not fixing things up. Courage deals with principles, not perceptions.
- Courage by the leader usually translates into commitment by the followers.
- My life has expanded in proportion to my courage. Courage: the power to let go of the familiar.

#### **4. Achievement – The Hope to Endure**

- Paul said, "I have fought the good fight, I have finished the course, I have kept the faith."
- James wrote, "Blessed is the man who endures temptation, who perseveres under trial; because when he has stood the test, he will receive the crown of life that God has promised to those who love Him"
- The word "endure" means to "hold up under fire; having the ability to withstand hardship, adversity or stress; to remain firm under difficulty, without yielding."
- "The nose of a bulldog is slanted backwards so he can continue to breathe without letting go." - Churchill
- When nothing seems to help, look at a stonecutter hammering away at his rock, perhaps a hundred times without as much as a crack showing in it. Yet at the hundred and first blow it will split in two! It was not that blow that did it - but all that had gone before.

## GOSPEL COMMANDMENTS OF LEADERSHIP

The following "Ten Commandments" by an unknown author, have been adapted and supplemented with Scripture passages to further enhance their great truths.

**I. People are illogical, unreasonable, and self-centered. Love and trust them anyway.** "Father, forgive them; for they know not what they do."

**II. If you do good, people will accuse you of selfish, ulterior motives. Do good anyway.** "But whereunto shall liken this generation? For John came neither eating nor drinking, and they say, He hath a devil. The Son of man came eating and drinking, and they say, Behold a man gluttonous, and a winebibber, a friend of publicans and sinners."

**III. If you are successful, you will win false friends and true enemies. Strive to succeed anyway.** The crowds who cheered Him on Sunday and called Him "King" were the same who on Friday cried, "Crucify Him!" Even the priests said, "We have no king but Caesar."

**IV. The service you render today will be forgotten tomorrow. Serve people anyway.** "Were not ten lepers cleansed; but where are the nine?"

**V. Honesty and frankness will make you vulnerable. Be honest and frank anyway.** "Suppose ye that I am come to give peace on earth? I tell you, Nay; but rather division."

**VI. The biggest man with the biggest ideas can be shot down by the smallest man with the smallest ideas. Think big anyway.** ".....they began to inquire among themselves, which of them it was that should do this thing...and there was also a strife among them, which of them should be accounted the greatest."

**VII. People pretend to love the "little" people but sell their souls to the "big" people. Fight for the "little" people anyway.** "Suffer little children to come unto me, and forbid them not; for of such is the kingdom of God."

**VIII. What you spend years building may be destroyed overnight. Build anyway.** "Judas, one of the twelve, went ...unto Jesus to kiss him... the Disciples forsook Him and fled."

**IX. People really need help, but may attack you if you do help. Help people anyway.** "The Spirit of the Lord is upon me...to...preach...they heard these things...and thrust him out of the city."

**X. Give the world the best you have and you'll get kicked in the teeth. Give the world the best you have anyway.** "Pilate said unto them, 'Whom will ye that I release unto you? Barabbas, or Jesus, who is called the Christ?'... they said, 'Barabbas.'"

LESSION FOUR: DAY ONE

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**2 Kings 21**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**Daniel 7**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**Joshua 17**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

\_\_\_\_\_

SESSION FOUR: DAY TWO

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**2 Kings 22**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**Daniel 8**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**Joshua 18**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

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SESSION FOUR: DAY THREE

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 **2 Kings 23**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 19**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY FOUR

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 **2 Kings 24**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 20**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY FIVE

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 **2 Kings 25**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 21**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY SIX

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 **Numbers 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Daniel 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 22**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY SEVEN

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 **Numbers 1**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 23**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 1**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

SESSION FOUR: DAY EIGHT

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 **Numbers 2**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **Joshua 24**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 2**

❖ Favorite Verse: \_\_\_\_\_

❖ Main Truth Emphasized: \_\_\_\_\_

❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

SESSION FOUR: DAY NINE

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 **Numbers 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY TEN

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 **Numbers 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY ELEVEN

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 **Numbers 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY TWELVE

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 **Numbers 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY THIRTEEN

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 **Numbers 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FOUR: DAY FOURTEEN

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 **Numbers 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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## Session 5 Pondering the Reasons for Biblical Essentials in Leadership Titus 1:6-9

Describe the **OPPOSITE** of the “**Titus 1 Biblical leader**”. Based on your study of the 14 attributes of a Biblical leader, **describe the unbiblical leader**, using the opposite of each characteristic described.

<b>Family Qualifications</b>	<b>Which Means.....</b>	<b>THE ANTITHESIS/OPPOSITE</b>
Husband one wife	Faithful husband	
Faithful children	Obedient children	
<b>Job Qualifications</b>		
not self-willed	not demanding or stubborn	
not soon angry	understanding, patient	
not a drunk	not abusive, undisciplined	
not a striker	not a fighter, argumentative	
not greedy	content, lives by faith	
hospitable	loves to care for people	
loves good men	godly friends, appreciates others	
sober	wise, thoughtful	
just	fair, impartial, honest	
holy	separated to God, purity	
temperate	self controlled, disciplined	
holds the truth	well taught, solid in doctrine	

**A summary, full description of the *unfit leader***

**Describe the predictable results if this kind of person were in leadership in the church?**

Don't look at the next page until you complete this assignment.

## **Opposite of a Biblical Leader - the opposite of a Titus 1 Described Leader**

Someone who has un-confessed sins, disrespectful children, seeking self-glorification, always on the edge, influenced by unhealthy choices, always sees the glass as half empty, always wanting more, attitude of "if I help you, what can you do for me?", ungodly influences, focused on right now and not tomorrow, unfair, not honest, wavering with decisions that need to be made and never taking a stand for what is right.

Self-seeking, dishonest and greedy. Displaying a lack of control in habits, a lack of discipline for God and his word. He cannot be fair, clean thinking or caring because he is not close to God. He is argumentative critical, impatient and unrestrained. Above all, he cannot be trusted and is not someone whom we should fellowship with. He is the person we are praying for, not praying with.

A person who has no loyalty to anyone or anything, thinking only of what he can gain personally by whatever means, surrounding himself with like-minded people and people he can control and manipulate to achieve his personal goals, having no patience or compassion and bending the scriptures however necessary to justify his actions for personal gain.

### **Why would this kind of man seek leadership?**

### **What would the consequences be?**

### **Lincoln on Leadership by Donald T. Phillips (Warner Books). (Review by C. Woods)**

Although I am convinced that Lincoln was a Christian, this is not a Christian book as we normally think of that genre. It was **written for the secular business field**, and there is no particular evidence in the book that the author is a Christian. In spite of those factors, however, it is a phenomenal book, and it should be read by everyone who is involved in Christian leadership.

**The most outstanding aspect of the work may lie in the fact that it purports to address leadership and actually does what it claims to do.** Most secular (and many Christian) books on leadership actually deal with management. In fact, there is almost nothing here on management.

Assuming the fact that Lincoln was the outstanding leader of the nineteenth century in our nation - a claim which most would readily accept - the author proceeds to dissect that leadership and expose that which made such a common man so great. He succeeds admirably, in my estimation, and paints a picture of a man from whom most of us could learn a great deal.

Lincoln reveals an ultimate "**people person**," who seized the moments afforded him by the circumstances which he faced.

The author makes much of Lincoln's character, detailing such aspects as his **unquestioned integrity, his courage, his decisiveness, his sense of security, and his almost superhuman determination**. A significant portion of the book is devoted to demonstrating Lincoln's **relational skills**. He excelled in such areas as **trusting people** (until given proof that he could no longer do so), **being available, providing encouragement, using persuasion rather than coercion, allowing for delegation accompanied by sufficient authority, and refusing to retaliate**. **Undergirding all of these "people skills" was a marvelous and highly directed sense of humor**. Phillips also details **Lincoln's vision and sense of destiny, pointing out that he was possessed of an incredible ability to see the big picture and maintain perspective even in the midst of incredible conflict** (almost chaos). Lincoln was not only able to see the big picture, but he was **also intensely results-oriented, a quality which kept him doggedly to the task of making dreams into realities**. His **communication skills were also exceptional** (especially for a man who was lacking in education even by the minimal standards of his day) and finely honed. He was a story-teller without peer, a master of extemporaneous speech (although even his extemporaneous utterances were not without careful thought, preparation, and organization), a clear writer, and one who labored to be understood (Phillips points out that **his oft-remarked simplicity was actually the product of a purposeful determination** rather than the result of lack of education or intellectual ability). His sense of when to speak, when to be silent, and when to stop speaking also contributed greatly to his success as a communicator.

Lincoln has always towered above all else on the political landscape of America. Reading Lincoln on Leadership has actually enhanced and increased esteem for this great giant of a man. Any pastor or Christian leader cannot help but benefit from a closer acquaintance with what made this man probably the greatest of the American Presidents and doubtlessly among the most effective of national leaders. Twelve dollars and a couple of hours will prove a very wise investment in leadership enrichment. It's yours for the taking in Lincoln on Leadership.

#### **Other worthy reads**

**36 Steps to Christian Leadership**, D.E. Hoste OMF International ISBN 0-85363-801-2

**On Being a Servant of God** – W.W. Wiersbe Baker Book

**The Top Ten Mistakes Leaders Make** – Hans Finzel Victor Books

**The 21 Irrefutable Laws of Leadership** – J. Maxwell Nelson Pub.

SESSION FIVE: DAY ONE

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 **Numbers 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY TWO

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 **Numbers 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY THREE

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**Numbers 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**Proverbs 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**1 Chronicles 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

\_\_\_\_\_

SESSION FIVE: DAY FOUR

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**Numbers 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**Proverbs 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**1 Chronicles 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

\_\_\_\_\_

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SESSION FIVE: DAY FIVE

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 **Numbers 13**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 13**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY SIX

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 **Numbers 14**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 14**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY SEVEN

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 **Numbers 15**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 13**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 15**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY EIGHT

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 **Numbers 16**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 14**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 16**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY NINE

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 **Numbers 17**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 15**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 17**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY TEN

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 **Numbers 18**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 16**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 18**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY ELEVEN

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 **Numbers 19**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 17**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 19**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

SESSION FIVE: DAY TWELVE

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 **Numbers 20**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 18**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 20**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

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SESSION FIVE: DAY THIRTEEN

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 **Numbers 21**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 19**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 21**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION FIVE: DAY FOURTEEN

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 **Numbers 22**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 20**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 22**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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## Session 6 Leadership is Learned – Part 1

*“Great leaders inspire us to go places we would never go on our own and to attempt things we never thought we had in us” H. Finzel*

**Biblical leadership means** influencing people to follow the purpose of God for their lives

Top-flight leaders really aren’t born; they learn by trial and error. The severity of their errors determines their survival or demise. One or two glaring faults remaining unchanged are the undoing of most great leaders.

Name some of the leaders you admire – whether historic or contemporary, biblical or secular.

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

Write a single sentence after each name that describes the traits, skills or attributes that you see in them and admire.

Most leaders have not had formal training or good role models!

Many leaders often get off on the wrong foot because

- They replicate the poor leadership habits of others
- They aren’t born with leadership skills
- They lack good models and mentors
- They lack training in leadership
- They are confused over secular and sacred models

### Among the most common leadership faults are

- **Attitudinal Arrogance** – the “Top-Down” Attitude
- **Dictatorship** in Decision-making – Edicts from Olympus
- **Dirty Delegation** – keeping one hand on the wheel
- **Paper Before People** – cloistered versus MBWA
- **Affirmational Absence** – forgetting to praise
- **My Way or the Highway** – no room for mavericks
- **Unclear Communication** – expecting by assuming
- **Cultural Blindness** – corporate and community culture
- **Absence of Evaluations** – learning to listen and change
- **No successors** – failure to prepare new leadership

While these are not the only faults leaders make, they are common and chronic and are a worthy place to start.

#### 1 **Attitudinal Arrogance – the “Top-Down” Attitude**

**Luke 22:24-27 Phil. 2:5-8**

“He that thinketh he leadeth...and hath not followers....only taketh a walk” J. Maxwell

A military model of leadership demands unquestioned and immediate submission. It is necessary for survival in combat. But it will almost certainly result in continual battles in the workplace. How does this Top-Down Attitude reveal itself?

- Abusive authority
- Dirty delegation
- Lack of listening
- Dictatorship in decision-making
- Lack of letting go - control
- Egocentric manner



### **Why is it so commonly repeated generation after generation when it is so obviously ineffective and problematic?**

- It's traditional – it's what has been observed
- It's the most common approach – so it must be right! Right?
- It's easiest – I don't have to listen to others or change or be vulnerable
- It comes natural – it fits our sinful disposition to control

Bradford and Raines, in their book "Twenty-something" outline the following in their analysis of UNDERSTANDING YOUNG WORKERS

#### Turn-ons

- Recognition and praise
- Time spent with managers and leaders
- Seeing that their experience is making them more marketable
- Opportunities to learn new things
- Fun at work – structured play, jokes, surprises, cartoons
- Small, unexpected rewards for jobs well done

#### Turn-offs

- Hearing about the past – especially yours
- Inflexibility about time
- Workaholism
- Being watched and scrutinized
- Feeling pressured to conform
- Disparaging comments about their generation's tastes and styles
- Feeling disrespected

### **Douglas McGregor, *The Human Side of Enterprise***

McGregor challenged contemporary thought regarding the workplace in 1960 by giving another perspective to traditional assumptions concerning workers.

Theory X is Traditional      Theory Y is McGregors

- X Most people hate work  
Y Work is as natural as play if conditions are good
- X Most people are not ambitious  
Y Self control is essential to achieve corporate goals
- X Most people cannot solve problems  
Y The capacity to creatively solve problems is widely distributed among the population
- X Motivation occurs only at the Physiological and safety level  
Y Motivation occurs at all levels – including social, self esteem, personal development, physiological and safety levels
- X Most people must be closely controlled and often coerced to achieve organizational goals  
Y People can be self-directed and creative at work if properly motivated

**Servant-Leadership is still leadership – but the style is totally a non-military approach.**

**Luke 22:24-27      Phil. 2:5-8**

- Participatory management – allow the group the privilege of input before you move on a course of action. This is more time consuming, but it motivates and inspires people, and allows you to benefit from their insights in the rare case you haven't thought of absolutely everything yourself!
- Facilitator style – see your role as one who makes it possible for those who work for you to be successful. You are there to empower and enable others to become more effective in what they do.
- Democratic leadership – build a leadership team with a democratic process that enables the group to have a vital role in the nature and direction of their organization.
- Flat organizational chart – view yourself as a side-by-side or leading the charge, but not on the top of a giant pyramid

## Remember J. Maxwell's 5 Levels of Leadership

Rights – people follow you because they have to - job description

Relationship – people follow you because they want to

Results – people follow because of what you've done for the organization

Reproduction – people follow you because of what you've done for them

Respect – people follow you because of who you are and what you represent

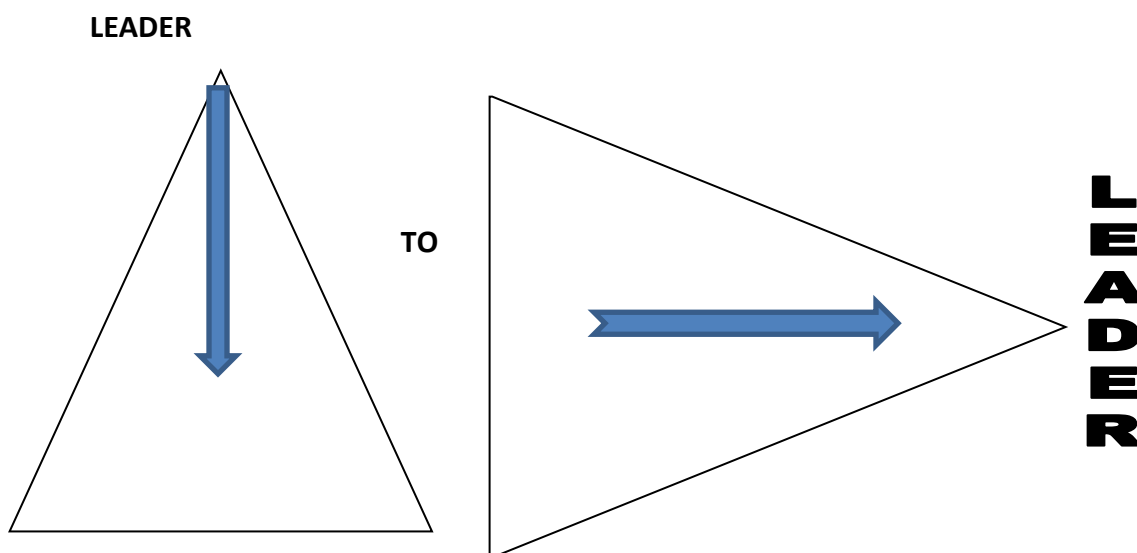
Leadership is a growing, developing, living thing that requires the leader to be real, transparent, growing, developing, caring, serving, and trustworthy. Every day adds to your credibility or takes away from it in the lives of those with whom you serve.

## 2 Dictatorship in Decision-making – Edicts from Olympus

Leadership is the art of influencing others towards a common purpose. It isn't the ability to know everything and decide everything all on our own.

Leaders who fail to listen to their followers and learn from them, will soon find that the best and brightest will go elsewhere.

### Top-Down must be transformed into Leading-the-Charge



### Core Values that Leading the Charge Leaders must model

**Individual Dignity** – every part of the organization is important and must be treated with respect, which includes listening to their ideas and concerns

**Corporate Creativity** – Leading the charge leaders lead leaders

This must allow for leadership development within the ranks.

Let those who are responsible decide how the jobs will be done.

Involve those who will be affected in the process of evaluation.

If you don't listen to those who are most affected during the process, you will certainly hear from them after the decision is made. Because that decision will usually be a poor and ineffective one.

**Servant Leadership** – leaders are responsible for those they lead. A willingness to help those who follow us succeed will cause the larger purpose to succeed as well. Help people develop their skills and abilities. Show your confidence in them by giving them ownership of responsibilities as they prove faithful, and increasing that responsibility as they grow and mature.

“You do not lead people by hitting them over the head...that is assault, not leadership” D. Eisenhower

“Leadership is the ability to recognize the special abilities and limitations of others, combined with the capacity to fit each one into the job where he will do his best.” J. Oswald Sanders

Don't be a dirty delegator! Dirty delegators delegate responsibilities, then turn around and take it back or give it to others without their knowledge, or hover over their shoulders every step of the way. . Effective “Leading the Charge” leaders must learn to have confidence in the leaders they lead. Dirty delegation defeats and discourages development of leaders.

“I'd rather get ten men to do the job than to do the job of ten men” D.L.Moody

“The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.” T. Roosevelt

Delegation means giving ownership! This is a major part of delegation and leadership development. Those we lead must know they have ownership of the tasks assigned to them. It must become “theirs”, not “yours”.

#### **4 Questions Followers Ask (L. Sanny, 1992)**

1. What am I supposed to do
2. Will you let me do it
3. Will you help me when I need it
4. Will you let me know how I'm doing

#### **4 Steps for Good Delegation (H. Finzel, 1994)**

1. Assignment – clearly communicate all aspects of the job
2. Authority – give them the resources they need at the start
3. Accountability – they must know to whom to report, and what
4. Affirmation – they need to be rewarded verbally for good work

#### **Delegation works differently with different people**

Low interest

High Interest

Low motivation

High motivation

Low skill

High skill

Delegation - in its pure form, works best with HIGH people – self initiators, self-motivators

Participation - works best when people need to know how to do a task from beginning to end. The leader walks the individual through the entire process from beginning to end before delegating it.

Selling – people who are highly skilled but skeptical of the process or task must be “sold” on the importance and relevancy of the task to be assigned. You must be sure the person who is asked to “own” the task is willing to “own” it or just willing to “hold” it until someone else comes along.

Telling – low interest, low motivation and low skill people must be assigned tasks suitable for them to handle well. Not everyone will become a leader. This is the lowest form of delegation and should be used only when necessary, and as rarely as possible.

#### **5 Essentials for Clean Delegation**

1. Faith – in the ones you lead
2. Release – from the obsession of doing it all yourself
3. Patience – in your desire to do it faster yourself
4. Vision – to see others develop under your leadership

SPEAK TO THE HEAD MAN -- Most of us have watched enough missionary movies to know the importance of checking in with the "head man" in a village, prior to trying to start any work there. The same principle applies in our daily jobs. And the funny thing is -- in a weird sort of way -- I believe it applies in both directions across the organizational chart. See if you agree.

"I serve as the president of an agency with just over 300 full-time missionary workers. It's set up in such a way that I coach just 4 workers (heads of departments). They, in turn, lead sub-team leaders in their respective divisions. If a sub-team \*member\* on one of those sub- teams comes directly to me with an issue... say... regarding a sub-team leader, I have a choice: I can a) try to fix it by going to the department head that I coach, b) try to fix it by going directly to the sub-team leader, or c) briefly mentor the sub-team member on how to fix it solo. The correct answer? You probably already guessed: I believe it is "c". I have to apply the "go to the head man" rule -- in reverse. I have to mentor that worker on the importance of going one-on-one with the sub-team leader to work out the issue. Then I let the process take its course and trust the respective leader to work it out.

Imagine... if I go to the department head (the one that I coach), he first of all feels a bit embarrassed and ashamed that I became involved in an issue in his department -- one of which he probably wasn't even aware. But what's worse, he now has to go to his sub-team leader and explain that this issue came to the president's desk. He has to ask all about it . . . and the wild thing is... maybe the sub-team leader didn't even \*know\* about it. So now the sub-team leader is mad at the sub-team member and all this is in \*addition\* to the original presenting issue. By this time, perhaps the \*process\* has become bigger than the original issue. By now the problem is bigger than life because people have emailed and met and phoned and... well you get the picture.

So I'm convinced, after having made more than my share of errors on this part of the game plan... I have to say to the sub-team member, "Have you discussed this issue with your sub-team leader?" If the answer is, "Well ... no.," then my answer has to be, "Well trust me -- that's where this needs to start. If, after sharing it with your sub- team leader, you feel you can't work it out, then explain to your sub- team leader that you'd love a chance to talk it through with your department's head, with the sub-team leader present. If you still can't resolve things, ask them if we can all meet -- the four of us. Until you've taken those steps, trust me ... you don't want me to barge in like gangbusters to try to fix this." Does this process sound familiar?

I have found that it functions equally as well in the workplace as it does in Matthew 18:15-17. True -- the passage deals with sin. But in everyday management and problem-solving, I have found it to function well in teams. Next week... what to do if the problem is with someone in a different department or team."

### 3 Men or Machines, Putting Paper Before People

The Cloistered CEO versus MBWA (Managing by walking around)

“How can I get anything done if people are always interrupting me?”

#### Signs of misplaced and misunderstood priorities:

1. Listens poorly if at all
2. Out of touch with currents in the workplace
3. Tends to run over people – insensitive
4. Impatient – tends to say “Out with it”
5. Alone...aloof...lonely

#### Why do we put paper over people?

1. Seen, measurable results
2. Relationships take so much time and are so intangible
3. We are evaluated by what we do, not who we are
4. I can control paper
5. Relationships won't fit into deadlines

H.J.Nouwen

“...an old professor at Notre Dame..said with a funny twinkle in his eyes: “I have always been complaining that my work was always interrupted, until I slowly discovered that my interruptions were my work. This is the great conversion in life: to recognize and believe that the many unexpected events are not just disturbing interruptions of our projects, but the way in which God molds our hearts and prepares us for His return.”

#### T.O. or P.O. Which are you?

Task Oriented versus People Oriented

Type A personality

Type B personality

Often affected by birth order

**Leadership is basically a people business.** Experts confirm that the best and most effective leaders are those who spend most of their time being with people and solving people problems.

“Our top executives spend roughly 90% of their time concerned with the messiness of people problems”

Bennis and Nanus 1985

**Influencing people changes people. People change people by direct contact.**

Well, doesn't the job have to get done?

We can't spend all our time talking, can we?

Don't most of us waste an incredible amount of time?

**Which comes first, the person or the task?**

"If you're at a party, it's people first,

if you're at a fire, it's task first" Lorne Sanney

(Blessed is he who knows the difference between the two!)

**HOW TO PUSH ASIDE THE PAPER TO MAKE ROOM FOR PEOPLE**

1. Love your wastebasket – next to your dog it's your best friend
2. Do lunch away from work if possible
3. Take time off with your spouse, kids, and friends
4. Pray for particular people
5. Do something fun with your colleagues – job, walk, golf, play ball, bowl, whatever
6. Make sure you get out and get acquainted with people
7. Delegate more
8. Learn to browse, you don't have to read everything
9. MBWA – manage by wandering around

**Skills to learn in relating to those you are seeking to lead**

1. Stand when a guest enters your office (anyone not usually there)
2. Extend your hand, smile, and welcome folks by name
3. Stand when they leave, thank them for coming
4. Make folks feel like they did you a favor by coming in to talk with you
5. Remember something about the person – ask sincere questions
6. Don't rush the point – let them get ready to address the issue on their mind
7. Seek to relate to their concerns or problems
8. Ask sincere and intelligent questions to make sure you understand the real issue
9. Check back with them after a few days to see if any improvement has occurred



#### 4 Affirmational Absence – forgetting to praise

What could possibly be better than a pay-raise?

The soft sciences: Affirmation and praise are essential to bring out the best in others

We wildly underestimate the power of the tiniest personal touch of kindness

Each person needs a different level of affirmation

##### ***Seekers***

Little confidence

Laps up affirmation

More is better

Fragile

##### ***Auto-pilots***

Self-reliant

Skeptical of affirmation

Leave me alone

Tough as nails

#### **Certain times call for extra affirmation**

1. Just starting a new task, job, position – where we feel out of the loop and practically useless to the company or team
2. After completing a major project
3. After changes, reversals, difficulties, or in the midst of stress

#### **How do I give affirmation to my co-workers?**

1. Remember that affirmation doesn't last – it requires application repeatedly
  2. Listen – the L in Leader means “listen”
  3. Empathize – share in the lives of others, let them know you're human too
  4. Comfort – reach out in word and deed
  5. Carry burdens – give practical assistance when the burden is getting heavy
  6. Get out of your office – when someone does a good job, go to him or her
  7. Don't let good work be a secret – thank them personally
  8. Public Affirmation – at meetings, conferences, etc. – give public recognition
  9. to team members by name, and when introducing them
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SESSION SIX: DAY ONE

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 **Numbers 23**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 21**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 23**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION SIX: DAY TWO

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 **Numbers 24**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 22**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 23**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION SIX: DAY THREE

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 **Numbers 25**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 23**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 25**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

SESSION SIX: DAY FOUR

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 **Numbers 26**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 24**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 26**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SIX: DAY FIVE

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 **Numbers 27**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 25**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 27**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

SESSION SIX: DAY SIX

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 **Numbers 28**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 26**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 28**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SIX: DAY SEVEN

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 **Numbers 29**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 27**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **1 Chronicles 29**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION SIX: DAY EIGHT

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 **Numbers 30**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 28**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION SIX: DAY NINE

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 **Numbers 31**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 29**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

SESSION SIX: DAY TEN

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 **Numbers 32**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 30**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

\_\_\_\_\_

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SESSION SIX: DAY ELEVEN

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 **Numbers 33**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 31**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION SIX: DAY TWELVE

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 **Numbers 34**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION SIX: DAY THIRTEEN

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 **Numbers 35**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION SIX: DAY FOURTEEN

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 **Numbers 36**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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## Session 7 Leadership is Learned – Part 2

### 4. My Way or the Highway – no room for Mavericks

Webster on Mavericks: “a pioneer, an independent individual who does not go along with a group”

#### Great Mavericks

Martin Luther – passionate about his core beliefs

William Carey – when told to sit down and shut up, he went to India and started the modern missionary movement

Lee Iacocca – outsider who reinvented Chrysler from the top down

Chuck Colson – Nixon hatchet man to prophetic voice for American church

Martin Luther King – a dream to die for, changed America

Stephen Jobs – from his little garage with big ideas brought IBM to its knees

Thomas Edison, Chester Carlson, George Washington Carver

#### *Mavericks think outside the lines*

Henry Ford: “I’m looking for a lot of men with an infinite for not knowing what can’t be done.”

*Smart Businesses encourage Mavericks* 3M requires its employees to goof around with new ideas and experiment at least 3 hours of every work week on company time! Any idea that becomes marketable guarantees them a 3% ongoing share of all profits!

*Mavericks can save institutions from decline and death*

#### The Institutional Aging Process

**Stage 1 Conviction and Vision** – overwhelmed by the need to begin. Often the focus is on what we won’t do and what we won’t be due to faults seen in the mother company

**Stage 2 Definition** – coming to grips with who we are and how we intend to become what we have envisioned

**Stage 3 Exploration** – expanding markets, methods, and means

**Stage 4 Organization and Systemization** – defining job descriptions, developing flow, traditions, and corporate culture

**Stage 5 Institutionalization** – next generation inherits a fully functional organization. The organization has become an institution. Promotions come from playing the game according to well-established rules, not from improving the organization. Suggesting change viewed as attacking or criticizing previous leadership or values.

**Stage 6 Fossilization** – decline, hardened habits, tendency to irrelevancy, standing for policies that employees see as irrelevant and counterproductive, eventual death of the organization

“I think there is a world market for about 5 computers” Thomas Watson, CEO of IBM, 1943

“There is no reason for any individual to have a computer in their home” Ken Olson, President of Digital Equipment Corp, 1977

Don't kill great ideas by committee control

#### **A Maverick's definition of committees.....**

A committee: keeps minutes and wastes hours

A committee: the unfit leading the unwilling to accomplish the unnecessary

A committee: those who separately do nothing and together decide nothing can be done

God so loved the world...He didn't send a committee

“The old organization was built on control. But the world has changed. The world is moving at such a rapid pace that control has become a limitation. We must balance freedom with control. But there is room for far more freedom than you ever dreamed of.” Tichy and Sherman, 1993

Not all malcontents are mavericks. Some are just troublemakers. Some are a pain and don't do anyone much good. How do you tell the difference between a healthy maverick and a problematic malcontent?

#### **Maverick**

Cares about the good of the organization

Has same basic goals and values

Making a positive difference

Willing to earn the right to be heard

Their influence produces positive results

#### **Malcontent**

Cares only for their own ideas

Differing values and beliefs

Creating circle of discontent

Demand to be heard now

Their influence creates chaos

#### **How to harness the power of Mavericks**

- Give them a long tether – trust them
- Put them in charge of something they can own
- Listen to their ideas – they think outside the lines

- Give them time to grow – help them see the positives
- Let them work on their own if they wish, or choose their team workers
- Keep communicating, but don't hover
- Don't make them go through multi-levels of management or committees
- Don't make them wait months for decisions to be made

## 5. Unclear Communication – expecting by assuming

### Rules to break the curse of assuming...

1. Never assume anyone knows anything
2. Talk it through! Nothing happens until people talk. Nothing good, that is!
3. State, repeat, illustrate, summarize, ask questions, listen.
4. The bigger the group, the more attention must be given to clear, thorough communication.

### Remember: We never communicate enough. Never!

Communication is the red blood cell of an organization.

Without it, health disappears, disease and weakness take over.

Organizations must learn to grow in communication.

Patterns of communication tend to atrophy with age.

**Birth:** Oral Informal Spontaneous Active Lively

**Maturity:** Written Formal Planned Passive Liturgical

### When left in the dark, people dream up wild rumors

“The two words information and communication are often used interchangeable, but they signify quite different things. Information is giving out; communication is getting through!” S. J. Harris

Share an example of communication breakdown and its results in your own experience.

Leaders must be effective communicators, privately as well as publicly....within the organization as well as to those on the outside.

“There may be no single thing more important in our efforts to achieve meaningful work and fulfilling relationships than to learn and practice the art of communication.” Max DePree

### **What happens when communication breaks down**

1. Chaos about the groups direction
2. Arguments and disagreements about priorities
3. Waste of resources through cancelled jobs
4. Idle and unused resources
5. Duplication of efforts
6. Poor morale
7. Conflicts among departments
8. Poor productivity and job insecurity

### **Why leaders fail to communicate, listen, and succeed.**

1. Too little time
2. Too many people
3. Pressure
4. Distance
5. Too much knowledge
6. Pride
7. Communication overload
8. Isolation

### **CRM, Inc. Expectations and Privileges of CRM Staff**

1. To know those who lead me and what they believe
2. To have leaders who will explain to me their vision
3. To never be left in isolation
4. To be heard
5. To be trusted
6. To be provided a context for growth
7. To be held accountable
8. To be the object of grace

### **How to assist in the art of communication organizationally**

1. Provide a clear purpose/vision statement that is genuine
2. Provide a clear chain of command – who to go to for what
3. Provide a people map – who does what and where
4. Provide a clear, workable job description for everyone
5. Keep memos brief
6. Include one-page summaries on top of lengthy reports

7. Use fax and e-mail to keep up to the minute
8. Use stand-up meetings when lengthy discussions aren't needed
9. MBWA (manage by wandering around) Stay face to face with your key workers
10. Practice HOT communication

**Honest, Open, Transparent, remember... Nothing happens until people talk! Nothing good, that is.**

#### **Evaluations – learning to listen and change**

1. Doing regular, timely, honest, written evaluations are an essential process in fostering clear communication and listening to those who are most passionate and affected by the status quo.
2. Evaluate procedures, processes, plans, productivity, and people.
3. Everyone needs to be evaluated by someone.
4. Evaluations may be formal or informal.
5. Personal formal evaluations are less threatening and less
6. conflictive than informal ones
7. Formal evaluations are up-front and expected.
8. Formal evaluations are announced and prepared for.
9. Formal evaluations are fair, in that everyone affected has the
10. Opportunity to hear and be heard.

#### **6. Cultural Blindness – corporate and community culture**

**Corporate culture is “the way we do things around here”**

Knowing the culture is essential.

Working within it is essential.

Changing it is not easy.

**Never underestimate the mighty power of your organization’s corporate culture.**

Corporate culture is the way insiders behave based on the values and group traditions they hold.

**Beliefs and Values must be understood distinctly**

**Beliefs are moral absolutes, black and white issues**

1. We will be honest, open, forgiving
2. Theft will not be tolerated among our people
3. We will not hold bitterness
4. We will not lie to each other, ever
5. The Bible is God’s inerrant word to the world

### **Values are the preferences and tastes of the organization**

1. We will use the latest technology to get our work done
2. We will do quality work, even if it takes longer
3. Speed is important, faster is better
4. We will write our memos down
5. We will provide monthly ministry reports

### **Churches, businesses, organizations all have corporate culture**

Leaders must embody that culture for their leadership to flourish.

Effective leaders create culture over time.

“I am Moody Bible Institute and Ministries” J. Stowell, III

### **What are some examples of the corporate culture in your workplace, neighborhood, church, and ministry?**

#### **REACTIONS TO CULTURE CONFLICT**

The Conformer – “I just accept things and work within it”

The Complainer – “I may have to work here, but I don’t have to like it”

The Innovator – “Let’s change a few things around here”

The Ritualist – “Job? What job? I just put in my time and go through the motions.

The Retreatist – “I’ve got to get out of here, now!”

The Rebel – “They can’t make me conform. I’ll just show them”

#### **Who stays and who leaves?**

1. Adapt, embrace and promote the culture wholeheartedly
2. Adapt reluctantly and submit passively
3. Reject the culture and try to change it
4. Reject the culture and be a troublemaker and be miserable
5. Reject the culture and leave
6. Reject the culture and make everyone miserable trying to change it

### **7. No Successors – failure to prepare future leadership**

“Success without a successor or failure” W. Webster

“Finishing well is an important and final measure of your leadership success.” H. Finzel

## Transitions in Leadership (Lyle Schaller)

**Of all the leadership transition mistakes, two occur most frequently:**

- Leaders tend to stay too long in a position rather than not long enough
- Leaders who stay too long do much more damage than those who don't stay long enough

Everything costs something, and some-things cost everything. There is a price to pay in leadership transitions. It is costly for both the new as well as the old leader. But the cost is far greater if the price isn't paid up front!

### The Price of Letting Go

1. Job security – what am I going to do next
2. Fear of Retirement – loss of significance, self-worth – this job is my life
3. Resistance to change – the saddle is comfortable
4. Love for the role – I love this job
5. Loss of investment – I've poured my life into this group

### The Price of coming on board as a new leader

1. No track record in the new role – no confidence in your leadership
2. Inheriting the unknown surprises – people and situations
3. Inheriting the corporate culture without really knowing it
4. Listening to the stories about your predecessor
5. Feeling out of the loop, not part of the family, no backlog of memories

### Facing the Future.....Leadership demands looking ahead.

“A leader is one who sees more than others see, sees farther than others see, and sees before others see”  
Leroy Eims

“Stay one step ahead of your people and you are a leader. Stay ten steps ahead of them and you are a martyr.” Unknown

“Leaders are pioneers...people who venture into unexplored territory....they guide us to new and unfamiliar destinations....the unique reason for having leaders is to move us forward....leaders get us going someplace”  
Kouzes and Posner

“Leadership is seeing the consequences of our actions further in the future than those around us can” B. Gothard

If we do not make time to plan for the future, we will be its victims. We will become reactionary, defensive, critical, and fearful. When organizations theologize their methodology they freeze. We need proactive leadership that anticipates the future and moves into it with confidence.

**DREAMERS T. E. Lawrence**

All men dream; but not equally.

Those who dream by night

in the dusty recesses of their minds

awake to find that it was vanity.

But the dreamers of day are dangerous men,

that they may act their dreams

with open eyes

to make it possible.

**Leaders plan for the future, and prepare the men and women who will inherit it.**

Who will you begin preparing for future leadership?

Set aside time to think about the following....

1. What are our strengths
2. What are our greatest weaknesses
3. What should be our highest priorities
4. What do we do well
5. What do we do poorly
6. What barriers do we need to remove to enhance our effectiveness for the future in truly substantial (not just cosmetic) ways

**Annual Goals** for every department of your organization

**Quarterly Goals** for every department of your organization

**SMART GOALS**

Specific

Measurable

Attainable

Relevant

Trackable



**KEY QUESTIONS FOR ALL PLANS**

Who will do what,  
when,  
how,  
with whom,  
who needs to know,  
who will be most affected,  
when will it start,  
when will it end,  
how much will it cost,  
who will fund it,  
what will be needed (supplies),  
how will we inform,  
how will we promote,  
what will determine if we are successful?

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SESSION SEVEN: DAY ONE

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 **Nehemiah 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY TWO

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 **Nehemiah 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY THREE

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**Nehemiah 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**Proverbs 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**2 Chronicles 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

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SESSION SEVEN: DAY FOUR

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**Nehemiah 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**Proverbs 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**2 Chronicles 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

**MEMORY VERSE(S):**

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SESSION SEVEN: DAY FIVE

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 **Nehemiah 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY SIX

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 **Nehemiah 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 13**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY SEVEN

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 **Nehemiah 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 14**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY EIGHT

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 **Nehemiah 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 15**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY NINE

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 **Nehemiah 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 16**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY TEN

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 **Nehemiah 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 13**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 17**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY ELEVEN

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 **Nehemiah 11**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 14**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 18**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY TWELVE

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 **Nehemiah 12**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 15**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 19**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION SEVEN: DAY THIRTEEN

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 **Nehemiah 13**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 16**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 20**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION SEVEN: DAY FOURTEEN

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 **Esther 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 17**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 21**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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## Session 8 Leadership and Teamwork

### Committees or Teams - it's more than just changing words!

Committee's control.....teams create

Committees decide.....teams produce

Committees rule.....teams play

The concept of "team" comes from the sports world.

Describe a "sport"

Describe a "team"

Describe a "team-player"

### TEAM PLAYERS

If you're part of a team - whether it is a choral group at church or a business management team - you know that the success of your endeavor depends on **how well you work together for the common good and final outcome.**

**A team player is committed to the cause.** Instead of doing your own thing or fostering your own agenda, team members are focused on the goals of the organization, congregation, or business. **Philippians 2:2** tells us to be like-minded, having the same love, being one in Spirit and purpose. When everyone on a team is intent on the same purpose, that team will do great things.

**A team player is committed to resolving relational conflict.** If each team member owns the responsibility for team unity, making every effort to keep the unity of the Spirit through the bond of peace (**Eph. 4:3**) then the team will remain intact. **Conflict is inevitable** whenever people are gathered together in community and deepening their relationships. **The determination to resolve the conflict is the key to success.**

**A team player encourages and supports the other team members.** Most people have no difficulty encouraging someone whose gifts pose no threat to their place on the team. Your character is truly proven when you can root for those who have the same gifts you have. Do not withhold good from those who deserve it, when it is in your power to act (**Prov. 3:27**).

**A team player holds on to gifts loosely.** NBA coach Pat Riley says, “Doing your most for the team will always bring something good for you. It means believing that everything you deserve will eventually come your way. You won't have to grab for it. You won't have to force it. It will simply catch up to you, the forward motion of your hard work.’

### **Acts 11:25-26 Barnabus and Saul**

**A team player tries to bring a healthy self to the team. A physically, emotionally, and spiritually healthy person is ready to be an active member of a team.** Paul commended the church in Macedonia because they gave themselves first to the Lord (**2 Cor. 8:5**) and then were able to give to others in need. When you're walking with the Lord, you are a better team player.

**A team player doesn't care who gets the credit or the glory.** It is more important that the works gets done than to steal the show. **1 Cor. 3:5-9**

**A team player sees the role as valuable, no matter how small.** Some roles are more behind the scene than others while some are more prominent. The mature team player knows that a team cannot function without all members pulling their own weight.

**1 Cor. 12:14-27 (12:18)**

**A team player submits to authority.** **Hebrews 13:17** says, “Obey your leaders and submit to their authority. They keep watch over you as men who must give an account. Obey them so that their work will be a joy, not a burden, for that would be of no advantage to you.”

Taken from **The Heart of the Artist by Rory Noland**. Copyright (c) 1999 by Rory Noland. Used by permission of Zondervan Publishing House

**Rory Noland** is a founding member of Willow Creek Community Church and has been its music director since 1984. A graduate of the Chicago Musical College at Roosevelt University, he has written or co-written numerous songs and worship choruses.

### **TEAM PEOPLE**

Everyone is an individual.

We are all different.

We come from different backgrounds with different skills and perspectives.

Put us on a team, and we will not work perfectly at the outset.

If you've served on teams in the past, describe some of the kinds of people who have been on those teams.

What kinds of conflicts have arisen related to these various kinds of people?

**IVAN THE IDEA FACTORY** – these “creative crazies” can come up with more ideas, options, and potential ways of doing things that you could ever implement.

They love to dream!

They hate the phrase: “that won’t work”.

They love to say: “Why not?”

They are often way out in front of everyone else in their dreaming

**ANDY THE ANALYZER** – these are the inward thinkers. They ask the deeper questions related to motivations.

They are afraid of rash action.

They ask: “Why do we want to do this in the first place?”

They ask: “Is this something we should be doing at all?”

They ask: “Are we doing this for God or for ourselves?”

**DOUG THE DOER** - these are the masters of maintenance. They are the ones who will still be there long after the others have moved on to other projects.

They want to know “what” will be done.

They want to know “when” it will be done.

They want to know “how” it will be done.

They want to know “who” will be doing it.

They want to know “how much” it will cost.

They want “specifics”.

They tend to be impatient until the process gets to the action stage.

All three types (and there are more) are important to the team. Keeping them all working together is the challenge of the leader.

## **TEAM PURPOSES**

**Must be clearly defined so everyone understands it from the outset**

Assume nothing! Assume no one understands anything!

**DEFINE:**

What is the problem

What is the need that gave birth to the team

What is the goal

Who are the players

What is the object

What are the stages

How will we do this

How long will it take

What are the rules

**The Purpose and Goal must be owned by everyone on the team – “Our project”**

Best if the team is formed by **volunteers** who are **interested**

Best if it includes those **who will be most affected** by the outcome

Difficult when there are those who **resent** being on the team

Difficult when there are those who are **apathetic** about the goal

Difficult when “lone-ranger” types who don’t like teams are on the team

**GOALS** – A goal is a statement of what you intend to accomplish. It is an outcome, a result, and achievement. It is not a task. It is what you have accomplished when you have finished a set of tasks.

A good goal statement must meet the SMARTS test.

- S – simple, specific, clear, concise
- M – measurable to ensure effective completion
- A – achievable, to eliminate the frustration of the impossible
- R – results oriented, to ensure incremental progress
- T – time limits, to ensure that progress is on schedule
- S – shared, to increase commitment, support and ownership

(S. R. Lloyd: Essentials of team development)

**TEAM PROCESSES**

**FOCUSING ON THE MAIN THING** – a leader must speak out of the context of “main things”.

“Main things” are owned and understood foundations for the organizations existence.

Fire companies need fire-trucks, firemen, protective gear, and access to abundant water. No one will argue about the importance of the “main things.”

Leaders are always thinking and talking about “the main things”.

**BUILDING VISION** – a leader must constantly talk about the future

It takes time for people to see a need

It takes time for people to own a vision

It takes time for people to develop a “change-mentality”

A good leader works patiently to build a case and build a base of support.

There is a need to be patient when buying a car.

There is a need to take immediate action when faced with a fire.

Knowing the difference between the two is very important.

Hosting dreaming sessions is a non-threatening way to get other leaders to think and dream. It moves us out of the “urgency of the immediate” into the “potential of the possible”.

Dream-teams should include key leaders from every facet of the organization. (Past and present leaders as well.)

### **CREATING STRATEGY - BRAINSTORMING**

Good leaders listen – because good ideas can come from anywhere

Good leaders seek for ideas regardless of the source.

Good leaders use brainstorming sessions to get other leaders into the habit of thinking creatively.

Good leaders know brainstorming sessions can provide a great opportunity to discover talent and encourage other leaders

#### **Brain-storming – rules for the road**

No decisions will be made in this session

No voting will be done in this session

No idea will be criticized or rejected in this session

No agreement or disagreement need be expressed

Every idea has the potential of creating another idea and so should be shared even if the sharer has doubts

Ideas in this session do not have to have 10 good reasons behind them

We will listen patiently and eagerly to each other

We are meeting to think, not solve, at this point

We will leave with the problem unresolved – this is part of the process

We will be patient, for we will all learn something if we are

### **TEAM BASICS**

“....clear and consistent demands and relentless accountability are essential for team success” Katzenbach and Smith

Shaping a common purpose – allowing everyone to know why they are on the team and what the purpose of the team is. The team gets its identity from its purpose.

Agreeing on performance goals – the product or goal is defined so everyone knows what they are striving for and how they will know they have achieved it. This includes small, short-term goals that are clearly reachable and identifiable along the way. (“The desire to win is nice, the desire to prepare to win is essential” Joe Paterno)

Defining a common working approach - how each person will function, where they will perform, when they are expected to perform. This defines job descriptions and expectations so that each part of the job is performed in an acceptable fashion.

Developing complimentary skills – discovering who is best at what aspect of the task and assigning tasks relative to skill, interest and capabilities. Each member must be treated fairly with equal workload.

Holding themselves accountable – each member taking ownership of his task and holding themselves accountable for the success of the whole team. This grows from the challenge itself, from team loyalty, and short-term successes along the way.

**Sam Lloyd identifies four stages of team development. The leader must be actively involved in leading the team through these stages into productive accomplishment.**

## **TEAM DEVELOPMENT**

### **STAGE 1 FORMING**

Assembling the individuals who will be members of the team.

(Elected, appointed, volunteers, mandatory due to job position, etc.)

**CHALLENGE** – there is nothing that will build a team better or faster than challenge. It is the magnet that draws the team together. The challenge must be of sufficient merit that the team will focus from the outset.

**If the Leader has a choice in assembling the team, he must consider**

- Experience and job skills needed for the team’s purpose
- Desire to be on the team
- Ability to communicate well
- Team-player mentality
- Loyalty to the organization
- Dependability

**In the forming stage the team will not produce a product. They must be given time and opportunity to meld into a team.**

- Make sure all team members introduce themselves
- Explain why the team is being formed, expectations, responsibilities
- Involve the team in agreeing on the mission and goals by facilitating discussion of issues related to this assignment
- Provide training to improve communication skills, trust, and group decision making.

## **STAGE 2 STORMING**

This is a critical stage of team development. The mission becomes clouded and the team can self-disintegrate as people face conflict between differing points of view, personalities, issues, turf wars, etc.....

It will require all the skill and grace a leader possesses to work through real issues, power struggles, and personality conflicts. Some team members will be assertive, others will be passive. Some team members will take charge and be superior, while others will acquiesce and stay quiet. Confusion will gain ground. The leader faces a great task and an important one. For if he can bring these folks together into a real team, they will be stronger and more effective for having worked through the storm. They will understand each other better, and will know how to work together as understanding and acceptance grows.

The team-leader must demonstrate positive expectations and provide clear information to clarify issues and direct helpful thinking.

The team-leader must point out that conflict is normal, and can be productive if the team stays focused on the real goal and gets to know each other in the process.

The team-leader can show the way to conflict resolution by good listening skills and bringing everyone into the process of problem solving, and not allowing lines to be drawn and negativity to remain.

The team-leader needs to help the team players learn how to communicate in the storming process by effective modeling.

## **STAGE 3 NORMING**

During this stage, the team begins to grow into a unit. Conflict diminishes as trust, confidence, respect and understanding grow. The team is beginning to move into actual productive thinking and interaction.

The team-leader should be less directive, and allow the team to operate through consensus. Consensus cannot be achieved without mutual respect and communication. Do not mistake a dominant voice and silent acquiescence with consensus. Observing body language and eye contact, and asking questions are essential.

The team-leader must observe carefully how the team is functioning, provide feedback, and involve all team members in equal participation.

The team-leader should continue discussion about mission and goals and how we will evaluate performance related to those goals.

Ask the team how to improve communication and productivity. They will have worked together long enough to have some ideas by this time.

#### **STAGE 4 PERFORMING**

Team loyalty is strong and the members are glad they are a part of the team. They are capable of producing a product, cover for each other, and improve from within. The goal is constantly before them. They recognize each other's strength and ask for assistance when needed.

The team-leader will remain a helpful resource for information and evaluation. He will provide ongoing training. He will reinforce positive behavior by reward and reminder. He will celebrate with the team's success. His leadership will be felt, but not constantly present because the team is becoming self-directed within the task, mission and values of the organization.

#### **TEAM PRINCIPLES**

Among all the principles that are foundational for the effective functioning of teams, the following are absolutely non-negotiable.

- **COMMUNICATION**

Constant, thorough, clear, inclusive – everyone must know what they need to know, when they need to know it in order to function at peak levels

- **COMMITMENT**

Team members must take personal responsibility for their part in the process. Team members need to know what is expected, when it is to be done, who will check on them, and why it is important.

Team-leaders need to model commitment at the outset and continually.

“Dictators issue orders, using fear and punishment to command compliance. Leaders shape people's opinions and win their enthusiasm, using every available opportunity to send out their message and win supporters.” (Noel Tichy – The Leadership Engine)

- **VALUES**

A common value system that guides everyone through the process must be in place, understood, and embraced. This value-system will answer most questions that team members will face as they work towards the goal. When isolated decisions must be made by a team member, values matter most.



- **REWARDS**

Verbal, private, public, written.....affirmation is an unbeatable encouragement to team members. Rewarding the team as they perform and produce is essential. Meals out, notes, phone calls, public affirmation, etc...are all ways to let the team know they are appreciated and doing a good job.

If insincere, it is manipulative, and team players can smell fake praise.

If sincere, it will build unity, desire, loyalty, and effort throughout the team.

## **HOW TO KILL A TEAM**

1. LONE RANGERS ..that independent attitude...."I work best alone"
2. KNOW-IT-ALL...either the leader or a team-member who constantly pontificates
3. NO CHALLENGE....having a purpose that is unworthy, or so insignificant that team-members believe they are wasting their time
4. LAX ACCOUNTABILITY.....work is shelved, those who work are punished by those who don't, thus killing morale and initiative
5. UNFAIR WORK DISTRIBUTION...some are getting a free ride while others do all the work
6. NO OWNERSHIP...team members see the task as an interruption and necessary evil to their "real work"
7. TEAM-LEADER WHO DOESN'T KNOW HOW TO LEAD....doesn't apply team basics, doesn't know how teams should work
8. POOR COMMUNICATION SKILLS WITHIN THE GROUP
9. INSUFFICIENT TRAINING OR SKILLS TO ACCOMPLISH THE TASK
10. LACK OF PROBLEM SOLVING SKILLS – (death in the storming stage)

## **TRAINING LEADERS**

**WHO'S NEXT?** "Leaders must look for the next generation of leaders"

- Success without a successor is failure
- People develop through significant tasks and relationships
- Leaders must continually look for leadership potential
- Leaders must always look for potential leaders to develop in the next team
- Leaders must evaluate leadership potential honestly and without bias
- Leaders shape new leaders by close working relationships with them – leadership is learned by association and observation
- Leaders must assign opportunities for potential leaders to learn from – leaders must look for ways to develop leaders
- Leaders must work with potential leaders to assure success along the way – not just delegate and drop

- Leaders must spend time with those who show the promise of leadership – this is perhaps the most important and most difficult thing about leadership development
- Leaders must spend more time with those who show more promise
- Leaders must assign tasks with increasing significance to developing leaders or developing leaders will find greater opportunities elsewhere
- Leaders must learn to let go when developing leaders have earned the right to lead on their own

SESSION EIGHT: DAY ONE

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 **Esther 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 18**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 22**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY TWO

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 **Esther 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 19**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 23**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY THREE

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 **Esther 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 20**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 24**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY FOUR

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 **Esther 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 21**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 25**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY FIVE

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 **Esther 6**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 22**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 26**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY SIX

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 **Esther 7**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 23**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 27**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY SEVEN

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 **Esther 8**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 24**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 28**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY EIGHT

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 **Esther 9**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 25**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 29**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY NINE

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 **Esther 10**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 26**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 30**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY TEN

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 **James 1**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 27**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 31**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**

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SESSION EIGHT: DAY ELEVEN

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 **James 2**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 28**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 32**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION EIGHT: DAY TWELVE

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 **James 3**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 29**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 33**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION EIGHT: DAY THIRTEEN

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 **James 4**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **Proverbs 28**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 34**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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SESSION EIGHT: DAY FOURTEEN

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 **James 5**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 35**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **2 Chronicles 36**

- ❖ Favorite Verse: \_\_\_\_\_
- ❖ Main Truth Emphasized: \_\_\_\_\_
- ❖ Key thought that stood out to me: \_\_\_\_\_

 **MEMORY VERSE(S):**


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