**ABSTRACT**

If your vision of success includes starting an organization, owning a company, or putting together a team you need to become good at leadership. If you cannot lead well, you will not be successful.

**When we define leading as a verb, and not a Noun.**

Leadership is a process, not a position. **The difference between leadership and management**

* **Management**: is at its best when things stay the same.
* **Leadership**: deals with people and their dynamics, which are continually changing.

The challenge of leadership is to create change and facilitate growth.

The subject of leadership can be overwhelming and confusing. Where does leadership start? What should we do first? What process should we use? How can we gain influence with others? How can we develop a productive team? How do we help followers become leaders in their own right?

Too often when people think of their own journey into leadership, they envision a career path.

What they should be thinking about is, their own leadership isn’t about advancing yourself.

It’s about advancing your team. Lead people well and help members of your team to become effective leaders, and a successful career path is almost guaranteed.

As a leader you have to influence others, because without leadership, there is no teamwork, and people go their own way. As you look at people around you, consider the following:

Who influence them?

Who do they influence?

Is their influence increasing or decreasing?

You can tell whether a person is a past leader or a potential leader by examining which direction the level of influence is going. To be a good judge of potential leaders don’t just see the person- see all the people that person influences, the greater the leadership potential and the ability to get others to work with you to accomplish your dream.

People who attract and team up only with followers will never be able to do anything beyond what they can personally touch or supervise.

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**CHAPTER ONE**

* 1. **Background**

It is imperative that quality and anointed leadership being promoted and recommended in the church and in the world today. According to Charles, “Though Jesus was the greatest of all. He became a servant. After decades of espousing the latest in new management techniques, many business consultants are now coming to the conclusion that what most companies need is not more refined management techniques but bold leadership.

Men like Lee Lacocca and H. Ross Perot[[1]](#footnote-1) have demonstrated the advantage of decisive leadership over the “paralysis of analysis.’’

The Scripture likewise attest the virtue of men like Moses, Abraham, Joshua and Peter, whose courage and faith were vehicle of God’s blessing and success on the mule

A very good example was Nehemiah. Nehemiah was a God fearing leader and also a bold leader. Perhaps nowhere is the quality of leadership better exemplified than in the remarkable life of Nehemiah, a quality of leadership we can emulate today regardless of our profession or position.

As cupbearer to King Artaxerxes of Persia, Nehemiah held a prominent position. When Jews who survived the Babylonian captivity entered the Persian capital, they encountered Nehemiah who inquired of the people’s welfare in Jerusalem. They responded that the walls surrounding the city were ruins, the people were disillusioned and weary, and that the situation was very depressing. That answer launched Nehemiah into a role that saw the dilapidated structure repaired and restored in only fifty-two days... it is an amazing feat of leadership.

How did he accomplish this feat, and what can we learn from his endeavor?

* First, he inquired and listened
* Second, Nehemiah waited and prayed
* Third, Nehemiah develop a plan
* Fourth, Nehemiah recruited others to help him
* Fifth, Nehemiah persevered despite numerous obstacles
* Finally, Nehemiah gave proper credit for fear: “they perceived that this work was done by our God” (Nehemiah 6:16). Leadership that works passes on the praise to others and sees God as the only true source of blessing
* For further insight, read the following passage Proverbs 19:20-21[[2]](#footnote-2)
  1. **Statement of the problem**

The problem we have today is that everyone wants to be a leader and desire to be a leader. Now the question is how do people learn leadership? For the most, it’s through trial and error.

We have two kinds of leaders in the world today.

Those who attract followers and those who attract other leaders.

The people who attract and team up only with followers will never be able to do anything beyond what they can personally touch or supervise. But people who attract leaders influence many other people through their interaction. Their team can be incredible, especially if the leaders they recruit also attract other leaders.

**The Significant difference between people who attract followers and people who attract leaders: Here are a few:**

**Leaders who attracts followers Leaders who attract leaders**

|  |  |
| --- | --- |
| * Need to be needed | * Want to be succeeded |
| * Want recognition | * Want to reproduce themselves |
| * Focus on other’s weaknesses | * Focus on other’s strengths |
| * Want to hold on to power | * Want to share power |
| * Spend their time with others | * Invest their time in others |
| * Are good leaders | * Are great leaders |
| * Experience Some Success | * Experience incredible Success |
|  |  |

The subject of leadership can be overwhelming and confusing. Where does leadership start? What should we do first? What processes should we use? How can we gain influence with others? How can we develop a productive team? How do we help followers become leaders in their own right?

In the world we are living in today, we experience a lot of controversies when it comes to leadership especially in the church of God.

Leadership is not an easy task and it is not just anyone who can lead people with their own understanding but they must lead as the Spirit leads them. In the book of **Numbers 27:15-18,[[3]](#footnote-3)**Moses asked God to appoint a leader who was capable of directing both external and internal affairs – one who could lead them in battle but who would also care for their needs. They responded by appointing Joshua.

Today many people want to be known as leaders. Some are very capable of reaching their goals, while others care deeply for the people in their charge. The best leaders are the ones led by the Holy Spirit, those who are goal- oriented and people oriented.

* 1. **The impact and the effects of leadership in the Church and the world today.**

The future of Christian leadership. What will Christian leadership look like as, God willing, we eventually deliberately allow younger persons to contribute? Will we in the church catch up to what many in the secular and corporate world have known for years: that younger people have a major contribution to make to our organizations and institutions and that by keeping them on the fringes, we are all impoverished? Will we begin to change our structures to reflect how younger persons think, rather than forcing them to transform their structures into an existing mould?

Will ministers and pastors look the same, or will we break away from the well-worn standards? The average Australian pastor is probably not very different from pastors in many other countries. The average Australian pastor has the following thumbnail profile: he is 47. He may or may not have a theology degree. There is about a 50 percent chance he feels called to the church in which he is ministering. He has been there for about four years.

This means this is about his fourth church. It also means he will shortly move somewhere else.

Management guru Peter Drucker [[4]](#footnote-4)says that every time an organization doubles in size, half of the leadership becomes obsolete. As we in churches around the world pray for church growth, do we ever stop and think about what the impact that our answered in the affirmative and how that might affect the future of Christian leadership? If these answered prayers created our redundancy would we still pray so fervently for church growth?

**An exciting, hopeful future for the church and its leadership**

We as the body of Christ avoid questions concerning the leadership and the future of the Church of God. If I may be asked which church is the true church of God?

What kind of leaders do we need in the church of God today?

Which principles and guidelines do we need in the church of God today?

We will eventually come to the conclusion that first and foremost we need God-fearing leaders in our churches and in our country and the entire nation. Failing to acknowledge God as our ultimate leader we will appoint human leaders who ignored God, and then they conformed to the life-styles of these evil leaders.

Occasionally wrongdoing gradually turned into a way of life. Failing to acknowledge God as our ultimate leader is the first step toward ruin. We will look at the difference between how worldly leaders are appointed and how Godly Spirit filled leaders are appointed.

**The qualities of a good leader are as follows:**

* They must lead by example and they must be hold accountable for the responsibility God have entrusted them with.(**1Peter5;7**)[[5]](#footnote-5)
* They must respect those they serve (**MI 3:2-4)[[6]](#footnote-6)**
* Good leaders are servants **(1Kings 2:5)[[7]](#footnote-7)**
* They should put emphasis on Christ then on their own ministry.
* They involve others in leadership. **(1 Chronicles 13:1)[[8]](#footnote-8)**

As a leader you have ultimate authority to give orders on your own, but it is better to choose to involve others in leadership.

When we are in charge, it is tempting to make unilateral decisions, pushing through our own opinions.

But effective leaders listen carefully to others opinions, and they encourage others to participate in making decisions. It is very much important to always consult God first. We can run into big problems if we don’t talk to him.

It is of utmost importance to choose Spirit-filled and anointed leaders in the Body of Christ and the world today.

**1.4 How Leadership Works**

**How do people learn leadership? For most, it’s through trial and error**.

**The five steps that indicate the higher you go, the easiest it is to lead others**.

**5.**

**Pinnacle (Respect)**

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

**4.**

**People development (Reproduction)**

People follow because of what you have done for them.

**3**.

**Production Results**

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

**2**.

**Permission Relationships**

People follow you because they want to.

**1.**

**Position Rights**

People follow you because they have to.

You can tell a lot about whom they will influence and how they will go about doing it by knowing who their heroes and mentors are.

You can tell whether a person is a past leader or a potential leader by examining which direction the level of influence is going.

To be a good judge of potential leaders don’t just see the person- see all the people that person influences. The greater the influence, the greater the leadership potential and the ability to get others to work with you to accomplish your dream.

* **The definition of Leadership:(Influence)**

Everyone talks about it; few understand it. Most people want it; few achieve it. There are over fifty definitions and descriptions of it. What is this intriguing subject we call leadership”? Perhaps most of us want to be leaders we become emotionally involved when trying to define leadership. Or, perhaps because we know one, we try to copy his or her behavior and describe leadership as a personality. Ask ten people to define leadership and you’ll probably receive different answers.

But leadership is simply influence. That’s it nothing more; nothing less. James C. Georges, of the Par Training Corporation, said it quite effectively in a recent interview with Executives Communications: “What is Leadership? Remove for a moment the moral issues behind it, and there is only one definition: Leadership is the ability to obtain followers.

“Hitler was a leader and so was Jim Jones. Jesus of Nazareth[[9]](#footnote-9), Martin Luther King, Jr[[10]](#footnote-10)., Winston Churchill, and John F. Kennedy[[11]](#footnote-11) all were leaders. While their value systems and management abilities were very different, each had followers.

Once you define leadership as the ability to get followers, you work backwards from the point of reference to figure out how to lead.”

Therein lays the problem. Most people define leadership as the ability to achieve a position, not to get followers. Therefore, they go after a position, rank, or title and upon their arrival think they have become a leader. This type of thinking creates two common problems: Those who possess the “status” of a leader often experience the frustration of few followers, and those who lack the proper titles may not see themselves as leaders and therefore don’t develop their leadership skills.

My goal is to help people to accept leadership as influence (that is, the ability to get followers), then work backward from that point to help them how to lead.

* **Insight about Influence (Everyone influences someone)**

Sociologist tells us that even the most introverted individual will influence ten thousand other people during his or her lifetime! This influences ten thousand other people during his or her lifetime! This amazing statistic was shared by Tim Elmore. Tim concluded that each one of us is both influence and being influenced by others. That means that all of us are leading in some areas, while in other areas we are being led. No one is excluded from being a leader or a follower.

Realizing your potential as a leader is your responsibility. In any given situation with any given group there is a prominent influencer. Let us use this illustration. The mother may be the dominant influencer over the child in the morning before school begins. Mom may choose what to eat and what to wear. The child who is influenced before school may become the influencer of other children once school begins. Dad and mom may meet at a restaurant for lunch and both be influenced by the waiter who suggests the house specialty. The time dinner is served in the evening may be set because of either the husband’s or wife’s work schedule.

The prominent leader of any group is quite easily discovered. Just observe the people as they gather. If an issue is to be decided, who is the person whose opinion seems most valuable? Who is the one others watch the most when the issue is being discussed? Who is the one with whom people quickly agree? Most importantly, who is the one the others follow? Answers to these questions will help you discern who the real leader is in a particular group.

* **Influence is a skill that can be developed**

Robert Dilenschneider[[12]](#footnote-12), the CEO of Hill and Knowlton, a worldwide public relations agency, is one of the nation’s major influence brokers. He skillfully weaves his persuasive magic in the global arena where governments and mega corporations meet. He wrote a book entitled Power and Influence, in which he shares the idea of the “power triangle” to help leaders get ahead. He says, “The three components of this triangle are communication, recognition, and influence. You start to communicate effectively. Then it leads to recognition and recognition in turn leads to influence.” We can increase our influence and our leadership potential.

* **We never know who or how much we influence.**

The most effective way to understand the power of influence is to think of the times you have been touched by the influence of a person or event. Big events leave marks on all our lives and memories. For example, ask a couple of people born prior 1930 what they were doing when they heard that Pearl Harbor had been bombed, and they heard the terrible news.

Ask someone born before 1955 to describe what he or she was doing when the news that John F. Kennedy[[13]](#footnote-13) had been shot was broadcast. Again, you will find no loss for words. A similar response occurs with the younger generation when asked about the day the Challenger blew up. These were big events that touched everyone.

Think also of the little things or people who influenced you in a powerful way. Life consists of influencers who daily find us vulnerable to their impressions and, therefore, have helped mold us into the persons we are. J.R. Miller [[14]](#footnote-14)said it well: “There have been meetings of only a moment which have left impressions for life, for eternity. No one can understand that mysterious thing we call influence… yet… every one of us continually exerts influence, either to heal, to bless, to leave marks of beauty; or to wound, to hurt, to poison, to stain other lives.’’

**1.5 The five levels of Leadership**

**Level 1: Position**

This is the basic entry level of leadership. The only influence you have is that which comes with a title. People who stay at this level get into territorial rights, protocol, tradition, and organizational charts.

These things are not negative unless they become the basis for authority and influence, but they are poor substitutes for leadership skills. A person may be “in control” because he has been appointed to a position. In that position he may have authority. But real leadership is more than having authority; it is more than having the technical training and following the proper procedures. Real leadership is being the person others will gladly and confidently follow.

A real leader knows the difference between being the boss and being a leader.

**Level 2: Permission**

Fred Smith says, “Leadership is getting people to work for you when they are not obligated.” That will only happen when you climb to the second level of influence. People don’t care how much you know until they know how much you care. Leadership begins with the heart, not the head. It flourishes with a meaningful relationship, not more regulation.

On this level, time, energy, and focus are placed on the individual’s needs and desires.

**Level 3: Production**

On these level things begin to happen, good things. Profit increases. Morale is high. Turnover is low. Needs are being met. Goals are being realized. Accompanying this growth is the “big momentum”. Leading and influencing others is fun. Problems are solved with minimum effort. Fresh statistics are shared on a regular basis with the people who undergird the growth of the organization.

**Level 4: People Development**

How do you spot a leader? According to Robert Townsend[[15]](#footnote-15), they come in all sizes, age shapes, and conditions. Some are poor administrators, while some are not overly bright. There is a clue: Since some people are mediocre, the true leader can be recognized because somehow his people are mediocre, and the true leader can be recognized because somehow his people consistently demonstrate superior performances.

A leader is great, not because of his or her power, but because of his or her ability to empower others. Success without a successor is failure. A worker’s main responsibility is developing others to do the work. Loyalty to the leader reaches the highest peak when the follower has personally grown through the mentorship of the leader.

The core of leaders who surround you should all be people you have personally touched or helped to develop in some way. When that happens, love and loyalty will be exhibited by those closer to you and by those who are touched by your key leaders.

**Level 5: Personhood**

Little time will be spent discussing this level since most of us have not yet arrived at it. Only a lifetime of proven leadership will allow us to sit at level 5 and reap the rewards that are

Eternally satisfying. It’s achievable.

**CHAPTER TWO**

**2.1 Climbing the steps of leadership**

Here is some additional insight on the leadership-levels process:

**The higher you go the longer it takes**

Each time there is a change in your job or you join a new circle of friends, you start on the lowest level and begin to work yourself up the steps.

**The higher you go, the higher the level of commitment.**

The increase in commitment is a two-way street. Greater commitment is demanded not only from you, but from the other individuals involved. When either the leader or the follower is unwilling to make the sacrifice a new level demands, influence will begin to decrease.

**The higher you go the easier it is to lead.**

Notice the progression from level two through level four. The focus goes from liking you to liking what you do for the common interest of all concerned to liking what you do for them personally. Each level climbed by the leader and the follower adds another reason why people will want to follow.

**The higher you go, the greater the growth.**

Growth can only occur when effective change takes place. Change will become easier as you climb the levels of leadership. As you rise, other people will allow and even assist you in making needed changes.

**You never leave the base level.**

Each level stands upon the previous one and will crumble if the lower level is neglected. For example, if you move from a permission (relationships) level to a production (results) level and stop caring for the people who are following you and helping you produce, they might begin in develop a feeling of being used. As you move up in the levels, the deeper and more solid your leadership will be with a person or group of people.

**2.2 The key to leadership (Priorities)**

Priorities continually shift and demand attention. H. Ross Perot said, “Anything that is excellent or praiseworthy moment-by-moment on the cutting edge must be constantly fought for.’’ Well-placed priorities always sit on “the edge.”

**Principle: You cannot overestimate the unimportance of practically everything.**

I love this principle. It’s a little exaggerated but needs to be said. William James said that the art of being wise is the “art of knowing what to overlook. “The petty and the mundane steal much of our time. Too many are living for the wrong things. Dr. Anthony Campolo tells about a sociological study in which fifty people over the age of ninety-five were asked one question:

“If you could live your life over again, what would you do differently?” It was an open-ended question, and a multiplicity of answers constantly reemerged and dominated the results of the study. These three answers were:

* If I had it to do over again, I would reflect more.
* If I had to do over again, I would risk more.
* If I had to do over again, I would do more things that would live on after I am dead.

**Time deadlines and emergencies force us to prioritize**

We find this in Parkinson’s Law: If you have only one letter to write, it will take all day to do it. If you have twenty letters to write, you’ll get them done in one day.

When is our most efficient time in our work? The week before vacation! Why can’t we always run our lives the way we the week before we leave the office, making decisions, cleaning off the desk, returning calls?

Under normal conditions, we are efficient (doing things right). When time pressure mounts or emergencies arise, we become effective (doing the right things). Efficiency is the foundation for survival. Effectiveness is the foundation of success. Too often we learn too late what is really important.

We are like the family that had become fed up with the noise and traffic of the city and decided to move to the country and try life in the wide open spaces. Intending to raise cattle, they bought a western ranch. Some friends came to visit a month later and asked them what they had named the ranch. The father said, Well, I wanted to call it the Flying-W and my wife wanted to call it the Suzy-Q.

Their friend asked, well, where is your cattle? The man replied, “We don’t have any. None of them survived the branding!”

**2.3 The most important ingredient of leadership :( Integrity)**

The dictionary defines integrity as “the state of being complete, unified.” When I have integrity, my words and deeds match up. I am who I am, no matter where I am or who I am with. Sadly, integrity is a vanishing commodity today. Personal standards are crumbling in a world that has taken to hot pursuit of personal pleasure and shortcuts to success.

On a job application one question read, “Have you ever been arrested? The applicant printed the word No in the space. The next question was a follow-up to the first. It asked, “Why? “Not realizing he did not have to answer this part, the “honest” and rather naïve applicant wrote, “I guess it’s because I never got caught.”

A person with integrity does not have divided loyalties (that’s duplicity), nor is he or she merely pretending (that’s hypocrisy). People with integrity are “whole” people; they can be identified by their single-mindedness. People with integrity have nothing to hide and nothing to fear. Their lives are open books. V. Gilbert Beers says, “A person of integrity is one who has established a system of values against which all of life is judged.”

Integrity is not what we do so much as who we are. And who we are, in turn, determines what we do. Our system of values is so much a part of us we cannot separate it from ourselves. It becomes the navigating system that guides us. It establishes priorities in our lives and judges what we will accept or reject. We all are faced with conflicting desires. No one, no matter how “spiritual,” can avoid this battle. Integrity is the factor that determines which one will prevail. We struggle daily with situations that demand decisions between what we want to do and what we ought to do. Integrity establishes the ground rules for resolving these tensions.

It determines who we are and how we will respond before the conflict even appears. Integrity welds what we say, think, and do into a whole person so that permission is never granted for one of those to be out of sync. Integrity binds our person together and fosters a spirit of contentment within us. It will not allow our lips to violate our hearts.

When integrity is the referee, we will be consistent; our belief will be mirrored by our conduct. There will be no discrepancy between what we appear to be and what our family knows we are, whether in times of prosperity or adversity. Integrity allows us to predetermine what we will be regardless of circumstances, persons involved, or the places of our testing. Integrity is not only the referee between two desires. It is the pivotal point between a happy person and a divided spirit. It frees us to be whole persons no matter what comes our way.

“The first key to greatness,” Socrates reminds us, “is to be in reality what we appear to be.” Too often we try to be a “human doing” before we have become a “human Being.” To earn trust a leader has to be authentic. For that to happen, one must come across as good musical composition does- the words and the music must match.

If what I say and what I do are the same, the results are consistent.

For example:

I say to the employees: I arrive at work on time. They will be on time.

“Be at work on time.”

I say to the employees: I exhibit a positive attitude. They will be positive.

“Be positive.”

I say to the employees: I put the customer first. They will put the

“Put the customer first.” Customer first.

If what I say and do are not the same, the results are inconsistent.

As a leader in the church or any area where God have placed me I must live a life of integrity, and transparency, even if people see me or even when I am alone.

**Integrity builds trust.**

Dwight Eisenhower[[16]](#footnote-16) said: “In order to be a leader a man must have followers. And to have followers, a man must have their confidence. Hence, the supreme quality for a leader is unquestionable integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office. If a man’s associates find him guilty of being phony, if they find that he lacks forthright integrity, he will fail. His teachings and actions must square with each other. The first great need, therefore, is integrity and high purpose.”

Pieter Bruyn[[17]](#footnote-17), a Dutch specialist in administration, holds that authority is not the power a boss has over subordinates, but rather the boss’s calls it a “bargain”: Subordinates tacitly agree to accept the boss as boss in return for being offered the kind of leadership they can accept.

What does Bruyn’s theory boil down to? Quite simply the manager must build- and maintains- credibility. Subordinates must be able to trust that their boss will act in good faith toward them.

Too often people who are responsible for leading look to the organization to make people responsible to follow. They ask for a new title, another position, an organization chart, and a new policy to curtail insubordination. Sadly, they never get enough authority to become effective. Why? They are looking to the outside when their problem is on the inside. They lack authority because they lack integrity.

**2.4 Integrity results in a solid reputation, not just image**

Image is what people think we are. Integrity is what we really are. Two old ladies were walking around a somewhat overcrowded English country churchyard and came upon a tombstone. The inscription said: “Here lies John Smith, a politician and an honest man.”

“Good heavens!” said one lady to the other. “Isn’t it awful that they had to put two people in the same grave!”

All of us have known those who were not the same on the outside as they were inside. Sadly, many who have worked harder on their images than on their integrity don’t understand when they suddenly “fall.” Even friends who thought they knew them are surprised.

In ancient China the people wanted security against the barbaric hordes to the north, so they built the great wall. It was so high they believed no one could climb over it and so thick nothing could break it down. They settled back to enjoy their security. During the first hundred years of the wall’s existence, China was invaded three times. Not once did the barbaric hordes break down the wall or climb over it. Each time they bribed a gatekeeper and then marched right through the gates. The Chinese were so busy relying on the walls of stone they forgot to teach integrity to their children.

Your answers to the following questions will determine if you are into image-building instead of integrity –building:

**Consistency:** Are you the same person no matter who you are with? Yes, or No.

**Choices:** Do you make decisions that are best for others when another choice would benefit you? Yes, or No.

**Credit:** Are you quick to recognize others for their efforts and contributions to your success? Yes, or No.

Thomas Macauley[[18]](#footnote-18) said, “The measure of a man’s real character is what he would do if he would never be found out.” Life is like a vise; at times it will squeeze us. At those moments of pressure, whatever is inside will be found out. We cannot give what we do not have. Image promises much but produces little. Integrity never disappoints.

**2.5 Integrity means living it myself before leading others.**

We cannot lead anyone else further than we have been ourselves. Too many times we are so concerned about the product we try to shortcut the process. There are no shortcuts when integrity is involved. Eventually truth will always be exposed.

**2.6 Integrity helps a leader be credible, not just clever.**

The final requirement of effective leadership is to earn trust. Otherwise there won’t be any followers…. A leader is someone who has followers. To trust a leader, it is not necessary to agree with him. Trust is the conviction that the leader means what he says. It is a belief in something very old-fashioned called ‘integrity.’ A leader’s actions and a leader’s professional beliefs must be congruent or at least compatible. Effective leadership- and again this is very old wisdom- is not based on being clever; it is primarily on being consistent. “

Leaders who are sincere don’t have to advertise the facts. It’s visible in everything they do and soon becomes common knowledge to everyone. Likewise, insincerity cannot be hidden, disguised, or covered up, no matter how competent a manager may otherwise be. The only way to keep the goodwill and high esteem of the people you work with is to deserve it.

No one can fool all of the people all of the time. Each of us, eventually is recognized for exactly what we are- not what we try to appear to be.

Ann Landers id, “People of integrity expect to be believed. They also know time will prove them right and are willing to wait.”

**CHAPTER THREE**

**3.1 Developing your most appreciable assets: (PEOPLE)**

The one who influences others to follow only is a leader with certain limitations. The one who influences others to lead others is a leader without limitations. As Andrew Carnegie[[19]](#footnote-19) said, no man will make a great leader who wants to do it all himself or to get all the credit for doing it.

Guy Ferguson puts it this way:

To know how to do a job is the accomplishment of labor; to be available to tell others is the accomplishment of the teacher;

To inspire others to do better work is the accomplishment of management;

To be able to do all three is the accomplishment of true leaders.

The more people you develop, the greater the extent of your dreams. People who are placed in leadership positions, but attempt to do it all alone, will someday come to the same conclusion as the brick layer who tried to move five hundred pounds of bricks from the top of a four- story building to the sidewalk below. His problem was that he tried to do it alone.

On an insurance claim form, he explained what happened: “It would have taken too long to carry the bricks down by hand, so I decided to put them in a barrel and lower them by a pulley which I had fastened to the top of the building. After tying the rope securely at the ground level, I then went up to the top of the building. I fastened the rope around the barrel, loaded it with bricks, and swung it out over the sidewalk for the descent.

Then I went down to the sidewalk and untied the rope, holding it securely to guide the barrel down slowly. But, since I weight only one hundred and forty pounds, the five-hundred-pound load jerked me from the ground so fast I didn’t have time to think of letting go of the rope. And as I passed between the second and third floors, I met the barrel coming down. This account for the bruises and lacerations on my upper body.

I held tightly to the rope until I reached the top, where my hand became jammed in the pulley. This account for my broken thumb. At the same time, however, the barrel hit the sidewalk with a bang and the bottom fell out. With the weight of the brick gone, the barrel weight only about forty pounds. Thus, my one-hundred- forty-pound body began a swift descent, and I met the empty barrel coming up. This accounts for my broken ankle.

“Slowed only slightly, I continued the descent and landed on the pile of bricks. This accounts for my sprained back and broken collar bone. “At this point, I lost my presence of mind completely and let go of the rope. And the empty barrel came crashing down on me. This accounts for my head injuries.

**PRINCIPLES FOR PEOPLE DEVELOPMENT**

My success in developing others will depend on how well I accomplish each of the following:

* **Value of people**. This is an issue of my attitude.
* **Commitment to people**. This is an issue of my time.
* **Integrity with people.** This is an issue of my character.
* **Standard for people.** This is an issue of my vision.
* **Influence over people.** This is an issue of my leadership.

From my own experience and through observation of other leaders who excel in this vital area, I have discovered that there are three areas in which successful people-developers are different from those who are not successful in developing others, Successful people-developers:

1. Make the right assumptions about people:
2. Ask the right questions about people; and
3. Give the right assistance to people.
   1. **PEOPLE DEVELOPMENT PRINCIPLES**

**People Development takes time.**

At one time Andrew Carnegie was the wealthiest man in America. He came to America from his native Scotland when he was a small boy, did a variety of odd jobs, and eventually ended up as the largest steel manufacturer in the United States. At one time he had forty-three millionaires working for him. In those days, a millionaire was a rare person; conservatively speaking, a million dollars in his day would be equivalent to at least twenty million dollars today.

A reporter asked Carnegie how he hired forty-three millionaires. Carnegie responded that those men were not millionaires when they started working for him but had become millionaires as a result.

The reporter then asked how he had developed these men to become so valuable that he would pay them so much money.

Carnegie replied that men are developed the same way gold is mined. When gold is mined, several tons of dirt must be moved to get an ounce of gold, but one doesn’t go into the mine looking for dirt. One goes in looking for gold.

Robert Half said, “There is something that is much more scarce, something rarer than ability. It is the ability to recognize ability.” There is still another step that must be taken beyond the ability to discover the gold that is in the leader’s mine. It must also be developed. It is better to train ten people to work than to do the work of ten people, but it is harder. “The man who goes alone can start the day. But he who travels with another must wait until the other is ready.”

* 1. **Be a model that others can follow.**

The number one motivational principle in the world is: People do what people see. The speed of the leader determines the speed of the followers. And followers will never go any further than their leader.

**ACTION RESULT**

I do it: I model.

I do it and you are with me: I mentor.

You do it and I am with you: I monitor:

You do it: You move forward.

You do it and someone is with you: We multiply.

People’s minds are changed more through observation than through arguments. Benjamin Franklin learned that plaster scattered in the fields would make things grow. He told his neighbors, but they did not believe him. They argued with him, trying to prove that plaster could be of no use at all to grass or grain. After a little while he allowed the matter to drop and said no more about it.

Early the next spring Franklin went into the field and sowed some grain. Close by the path, where men would walk, he traced some letters with his finger, put plaster into them, and then sowed seed in the plaster. After a week or two the seed sprang up.

As they passed that way, the neighbors were very surprised to see, in brighter green than all the rest of the field, large letters saying, “This has been plastered.” Benjamin Franklin did not need to argue with his neighbors anymore about the benefits of plaster for the field.

* 1. **Leaders must care for people before they can develop them**.

Too often I see leaders who request commitment from people without showing them proper care. They are like Narvaez, the Spanish patriot, who, while dying, was asked by his father-confessor whether he had forgiven all his enemies. I shot them all.”

Narvaez didn’t know that “nice guys” get the best results from subordinates. Teleometrics International studied the perception high achieving executives have of the people in their organizations compared to low achieving executives. Their results were reported in the Wall Street Journal.

Of the 16,000 executives studied, the 13 percent identified as “high achievers” tended to care about people as well as profits. Average achievers concentrated on production, while low achievers were preoccupied with their own security. High achievers viewed subordinates optimistically, while low achievers showed a basic distrust of subordinates’ abilities. High achievers sought advice from their subordinates:

Low achievers didn’t. High achievers were listeners; moderate achievers listened only to superiors; low achievers avoided communication and relied on policy manuals.

* 1. **People developers look for opportunities to build up people.**

Most people in leadership positions daily steal someone’s ego food- the satisfaction of their needs for esteem. In fact, they steal it and don’t even know it. For example, someone says, “I’ve really had a busy day, “and the leader replies, “You’ve been busy! You should see all the work piled on my desk and I’ve been working on for eight months,” and the leader replies, “Yeah, Jim finally finished that big project he’s been working on too.”

What is the leader doing? Well, he’s taking away the food that people need for their ego. In effect, he’s saying, “You may think you’re pretty good, but let me tell you about someone else who is probably better.”

Just for fun, check yourself tomorrow and see how many times you catch yourself satisfying your own esteem needs by stealing away someone else’s ego food. J.C. Staehle[[20]](#footnote-20), after analyzing many surveys, found that the principal causes of unrest among workers are actions good leaders can avoid.

They are listed in order of their importance.

1. Failure to give credit for suggestions
2. Failure to correct grievances.
3. Failure to encourage.
4. Criticizing employees in front of other people.
5. Failure to ask employees their opinions.
6. Failure to inform employees of their progress.
7. Favoritism.

Note: Every issue is an example of the leader stealing or keeping ego food from the workers.

**The greatest potential for growth of a company is growth of its people.**

In a survey of workers across the United States, nearly 85 percent said they could work harder on the job. More than half claimed they could double their effectiveness “if [they] wanted to.”

People are the principle asset of any company, whether it makes things to sell, sells things made by other people, or supplies intangible services. Nothing moves until your people can make it move. In actual studies of leadership in American business is people. The largest, most valuable asset any company has is its people. All executive plans are carried out, or fail to be carried out, by people.

According to William J.H. Boetcker, people divide themselves into four classes:

1. Those who always do less than they are told.
2. Those who will do what they are told, but no more.
3. Those who will do things without being told.
4. Those who will inspire others to do things.

It’s up to you.

As Ralph Waldo Emerson[[21]](#footnote-21) said, “Trust men and they will be true to you: treat them greatly and they will show themselves great.”

Some of the best advice you can find about being a good leader is found in the old Chinese poem.

Go to the people,

Live among them.

Learn from them.

Love them.

Start with what they know,

Build on what they have.

But of the best leaders,

When their task is accomplished,

Their work is done,

The people will remark, “We have done it ourselves.”

**CHAPTER FOUR**

* 1. **The most imperative quality of leadership (Vision)**

Robert K. Greenleaf, in his book, the servant as Leader, says, “Foresight is the ‘lead’ that the leader has. Once he loses this lead and events start to force his hand, he is leader in name only.

He is not leading; he is reacting to immediate event and he probably will not long be a leader. There are abundant current examples of loss of leadership which stem from a failure to foresee what reasonably could have been foreseen, and from failure to act on that knowledge while the leader has freedom to act.”

My experience and observation over the years has been that all effective leaders have a vision of what they must accomplish. That vision becomes the energy behind every effort and the force that pushes through all the problems. With vision, the leader is on a mission and a contagious spirit is felt among the crowd until others begin to rise alongside the leader.

Unity is essential for the dream to be realized. Long hours of labor are given gladly to accomplish the goal. Individual rights are set aside because the whole is much more important than the part. Time flies, morale soars upward, heroic stories are told, and commitment is the watchword. Why? Because the leader has vision!

Without vision, energy ebbs low, deadlines are missed, personal agendas begin to surface, production falls, and people scatter. Ellen Keller was asked, “What would be worse than being born blind?” She replied, “To have sight without vision.” Sadly, too many people are placed into leadership positions without a vision for the organization that they will lead. All great leaders possess two things: they know where they are going, and they are able to persuade others to follow.

They are like the sign in an optometrist’s office: “If you don’t see what you want, you’ve come to the right place.”

The word vision has perhaps been overused in the last few years. The first goal of many a management workshop is to develop a statement of purpose for the organization. Other will look at you oddly if you cannot recite your organization’s purpose by memory and produce a card with the statement of purpose printed on it.

Why all the pressure to develop a purpose for your organization? There are two reasons. First, vision becomes the distinctive, rallying cry of the organization. It is a clear statement in a competitive market that you have an important niche among all the voices clamoring for customers. It is your real reason for existence. Second, vision becomes the new control tool, replacing the 1,000-pagemanual that is boxy and constrains initiative. In an age when decentralization all the way to the front line is required to survive, the vision is the key that keeps everyone focused.

* 1. **Personal ownership of a vision**

Leaders can never take their people farther than they have traveled. Therefore, the focus of vision must be on the leader- like leader, like people. Followers find the leader and then the vision. Leaders fin the vision and then the people.

**Look within you: What do you feel?**

Theodore Hesburgh[[22]](#footnote-22) said, “The very essence of leadership is that you have a vision. It’s got to be a vision you can articulate clearly and forcefully on every occasion. You can’t blow an uncertain trumpet.” An “uncertain trumpet” is usually the result of an individual who either lacks a vision or is trying to lead with someone else’s dream. Certain trumpet sounds come forth from a leader who has birthed a vision from within. There is a vast difference between a person with a vision and a visionary person.

* A person with a vision talks little but does much.
* A visionary person does little but talks much.
* A person with a vision finds strength from inner convictions.
* A visionary person finds strength from outward conditions.
* A person with vision continues when problems arise.
* A visionary person quits when the road becomes difficult.

Many great people began life in the poorest and humblest of homes, with little education and no advantages. Thomas Edison was a newsboy on trains. Andrew Carnegie started work at $4 a month, John D. Rockefeller at $6 a week. The remarkable thing about Abraham Lincoln was not that he was born in a log cabin, but that he got out of the log cabin.

Demosthenes, the greatest orator of the ancient world, stuttered! The first time he tried to make a public speech, he was laughed off the rostrum. Julius Caesar was an epileptic. Napoleon was of humble parentage and far from being a born genius (he stood forty-sixth in his class at the Military Academy in a class of sixty-five.) Beethoven was deaf, as was Thomas Edison. Charles Dickson was lame; so was Handel. Homer was blind; Plato was a hunchback; Sir Walter Scott was paralyzed.

What gave these great individuals the stamina to overcome severe setbacks and become successful? Each person had an inner dream that lit a fire which could not be extinguished. Great visions begin as an “inside job.” Napoleon Hill said, “Cherish your vision and dreams as they are the children of your soul: the blueprints of your ultimate achievements.”

**Look behind you: What have you learned?**

A person without experience sees a vision idealistically. To this individual the vision alone is enough. Naively this person casts the vision to others, expecting the dream to do the work and failing to realize that a vision needs support. A person with experience learns that people buy into the leader before they buy into the vision. Experienced leaders realize that people are fickle and dreams are fragile. Experience had taught me these principles about a vision.

* The credibility of a vision is determined by the leader.
* The acceptance of a vision is determined by the timing of its presentation.
* The value of a vision is determined by the energy and direction it gives.
* The evaluation of a vision is determined by the commitment level of people.
* The success of a vision is determined by its ownership by both the leader and the people.

Leonard Lauder, president of Estee Lauder, said, “When a person with experience meets a person with money, the person with experience will get the money. And the person with the money will get the experience.”

**Look ahead of you: What is the Big Picture?**

This question often separates leaders from managers. Leaders are concerned with the organization’s basic purpose- why it exists and what it should achieve. They are not preoccupied with the “how to” or nuts and bolts of the operation.

**Look above you: What does God expect of you?**

Richard E. Day said, “Every golden era in human history proceeds from the devotion and righteous passion of some single individual. There is no bona fide mass movement; it just looks that way. There is always one man who knows his God and knows where he is going.”

God’s gift to me is my potential. My gift back to God is what I do with that potential. I believe great leaders sense a “higher calling”- one that lifts them above themselves. What a terrible waste of life to be climbing the ladder of success only to find when you reach the top that you were leaning against the wrong building. Great visions are bigger than the person. My definition of success is:

Knowing God and His desires for me; growing to my maximum potential; and sowing seeds that benefit others.

**Look beside You: What resources are available to you?**

A vision should be greater that the person who has it. Its accomplishment must be the result of many people bringing many resources to the job.

The experienced leader is always looking for others to make the dream come true. Too often leaders hesitate to test the commitment levels of those around them. What is the result? They are never sure where the project stands, or where their people stand.

The leader continually passes on the vision to those who come around, knowing that dreams, if presented right, are contagious.

**Corporate ownership of a vision**

A vision is a clear picture of what the leader sees his or her group being or doing. According to a survey reported by Leadership magazine, communicating a vision is one of the most frustrating areas of leading an organization.

* 1. **Understanding what hinders a vision**

We see things not as they are, but as we are. Therefore, when a vision is hindered, it is usually a people problem. There are ten types of people who usually hinder the vision of the organization.

1. **Limited Leaders.**

Everything rises and falls on leadership. That statement is certainly true with vision-casting. A limited leader will either lack vision or the ability to successfully pass it on.

The Prime Minister of France once said, “If you are doing big things, you attract big men. If you are doing little things, you attract little men. Little men usually cause trouble. “Then he paused, shook his head sadly, and added, “We are having an awful lot of trouble.

1. **Concrete thinkers.**

George Bernard Shaw said, “Some men see things as they are and say, ‘Why?” [Concrete thinker]. I dream of things that never were and say ‘why not?’ [Creative thinker].”

Charlie Brown holds up his hand before his friend Lucy and says, “These are hands which may someday accomplish great things. These are hands which may someday do marvelous works! They may build mighty bridges, or heal the sick, or hit home runs. Or write soul-stirring novels!

These are hands which may someday change the course of destiny!” Lucy, who always sees things as they are, replies, “They’ve got jelly on them.”

1. **Dogmatic Talkers.**

Many visions aren’t realized because of strong, dogmatic people. To be absolutely certain about something, one must either know everything or nothing about it. Most of the time, the dogmatic knows nothing but conventionally says something. For example: “Everything that can be invented has been invented.” That was Charles H. Duell[[23]](#footnote-23), director of the U.S. Patent Office, speaking in 1899! Of course, Duell was not alone. President Grover Cleveland once commented (in 1905) that sensible and responsible women do not want to vote.

1. **Continual Losers.**

Many people look at their past failures and fear the risk of pursuing a vision. Their motto is, “if at first you don’t succeed, destroy all evidence that you’ve tried.” They also destroy everyone’s attempt to ever try again.

1. **Satisfied Sitters.**

People strive for comfort, predictability, and security in life. On the heels of comfort comes complacency; of predictability, boredom; and of security no vision. A nest is good for a robin while it is an egg. But it is bad for a robin when it has wings. It’s a good place to be hatched inn, but it’s a poor place to fly in. It’s always sad when people don’t want to leave the nests of their lives.

In a leadership magazine article, Lynn Anderson Described what happens when people lose their vision. A group of pilgrims landed on the shore of America about 370 years ago. With great vision and courage, they had come to settle in the new land. In the first year, they established a town. In the second, they elected a town council. In the third, the government proposed building a road five miles westward into the wilderness. But in the fourth year, the people tried to impeach the town council because the people thought such a road into the forest was a waste of public funds. Somehow these forward-looking people had lost their vision. Once able to see across oceans, they now could not look five miles into the wilderness.

1. **Census Takers.**

Some people never feel comfortable stepping out of the crowd. They desire to be a part of, not apart from, the group. These people will only embrace the vision when the majority does. They are never in front. True leaders are always in the minority because they are thinking ahead of the present majority. Even when the majority catches up, these leaders will have moved ahead and so, again, will be in the minority.

1. **Problem Perceivers.**

Some people can see a problem in every solution. Usually obstacles are the things you see when you take your eyes off the goal. Interestingly, some people think the ability to see problems is a mark of maturity. Not so. It’s the mark of a person without a vision. These people abort great visions by presenting problems without any solutions.

Cardinal John Henry Newman said that nothing would get done at all if a man waited until he could do something so well that no one could find fault with it.

1. **Self- Seekers.**

People who live for themselves are in a mighty small business. They also never accomplish much. Great goals are only reached by the united effort of many. Selfish people are vision-busters.

1. **Failure Forecasters.**

Some people have a faculty for touching the wrong keys. From the finest instrument, they extract only discord. All their songs are in a minor key. They send the note of pessimism everywhere. The shadows dominate all their pictures. Their outlook is always gloomy, times are always bad, and money is tight.

Everything in them seems to be contracting; nothing in their lives expands or grows.

These people are like the man who gathered with many other at the Hudson River to see the first steamship launched. He kept saying, “They’ll never get her going. They’ll never get her going.” But they did.

The steamship belched and moved out fast. Immediately the same man said, ‘They’ll never get her stopped. They’ll never get her stopped.”

I love the Chinese proverb that states, “Man who says, “it cannot be done’ should not interrupt man who is doing it.”

1. **Lastly but most importantly: The leader must seek and find winners to add to the team. These qualities of winners will guide the search:**

* Winners are less sensitive to disapproval and rejection- they brush it off.
* Winners think “bottom line.”
* Winners focus on the task at hand.
* Winners are not superstitious- they say, “That’s life.”
* Winners refuse to equate failure with self-worth.
* Winners don’t restrict thinking to established, rigid patterns.
* Winners see the big picture.
* Winners welcome challenge with optimism.
* Winners don’t waste time in unproductive thought.

Once the winners are added to the team, they join others as the major influencers in the organization. At this point, it is extremely important for the leader to spend time with the influencers to discover the “keys” to their lives. What is most valued by these influencers should help them through tough personal issues; provide a time and place for them to grow; add value to their family and job; assist them in finding their strengths; and plug them into the organization.

Also it is very important for the leader to mentor these winners. They should be exposed to great books (past and present), great places, great events, and great people.

They should find great ideas in you, the leader, and they should develop a desire to pursue your interest and vision in attempt to build a mutually beneficial relationship. When this occurs, you will find that the winners naturally pass on the vision.

**CHAPTER FIVE**

**5.1 SELF- DISCIPLINE**

The Greek word soar self-control comes from a root word meaning “to grip” or take hold of.” This word describes people who are willing to get a grip on their lives and take control of areas that will bring them success or failure.

Leaders can never take others farther than they gone themselves, for no one can travel without until he or she has first traveled within. A great person will lead a great organization, but growth is only possible when the leader is willing to “pay the price” for it. Many potentially gifted leaders have stopped short of the payment line and found out that shortcuts don’t pay off in the long run.

**The process for developing personal discipline**

Frederick the Great of Prussia was walking on the outskirts of Berlin when he encountered a very old man proceeding in the opposite direction.

“Who are you?” asked Frederick.

“Iam a king,” replied the old man.

“A King!” laughed Frederick. “Over what kingdom do you reign?’

“Over myself,” was the proud reply.

“Reigning” over yourself required personal discipline.

**Start with yourself.**

A reporter once asked the great evangelist D. L. Moody which people gave him the most trouble. He answered immediately, “I’ve had more trouble with D.L Moody than any man alive.” The late Samuel Hoffenstein [[24]](#footnote-24)said, “Wherever I go, I go too, and spoil everything.” And there is the classic Jack Paar line[[25]](#footnote-25), “Looking back, my life seems to be one long obstacle course, with me as the chief obstacle.”

My observation is that more potential leaders fail because of inner issues than outer ones.

**Start early.**

Perhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done. Whether you like it or not; it is the first lesson that ought to be learned and, however early a man’s training begins, it is probably the last lesson that you learn thoroughly.

I have developed a life-style of time-management, hard work, persistence, honesty, responsibility, and a positive attitude, regardless of the situation. I didn’t grip on these principles until me myself register and being a student. I realize that I had an advantage over others because of the discipline already “under my belt.” It is true-when you do the things you ought to do when you ought to do them, the day will come when you will do the things you want to do when you want to do them. Hard work is the accumulation of the easy things you didn’t do when you should have.

What you are going to be tomorrow, you are becoming today. It is essential to begin developing self-discipline in a small way today in order to be disciplined in a big way tomorrow.

**5.2 Organize your life**

“One of the advantages of being disorderly is that one is constantly making exciting discoveries.” When you are organized, you have a special power. You walk a sure sense of purpose. Your priorities are clear in your mind. You orchestrate complex events with a masterful touch. Things fall into place when you reveal your plans. You move smoothly from one project to the next with no wasted motion.

Throughout the day you gain stamina and momentum as your success build. People believe your promises because you always follow through. When you enter a meeting, you are prepared for whatever they throw at you. When at last you show your hand, you’re a winner.

Christopher Robin, in Winnie the Pooh, gives my favorite definition of organization: “Organizing is what you do before you do something, so that when you do it, it’s not all mixed up.”

**Here is my top Nine list for personal organization:**

1. **Set Your Priorities.**

Two things are difficult to get people to do. The first is to do things in order of importance, and the second is to continue doing things in order of importance.

1. **Place your Priorities in Your Calendar.**

Once the list is written out on paper, give it to a personal assistant who writes it on the calendar.

1. **Allow a little time for the unexpected.**

The kind of work you do will determine the amount of time you set aside for interruptions. For example, the more you interact with people, the more time you must set aside. Set at least one-half day each week in your calendar for the unexpected.

1. **Do projects one at a time.**

A good general fights only on one front at a time. That is also true of a good leader. A feeling of being overwhelmed is the result of too many projects clamoring for your attention.

1. **Organize your Work Space.**

Your workplace must be a conducive place and environment for thinking, reading, and writing.

1. **Work according to your Temperament.**

If you are a morning person, organize your most important work for the morning hours. Obviously, if you are a late starter do the opposite. However, be sure not to allow the weaknesses of your temperament to excuse you from what you know you need to do to work most effectively.

1. **Develop Systems that work for you**.

“Systems-from to-do lists and calendars to libraries and computers- are your servants. They help you do things better and quicker, and by improving them, you decrease your time expenses and increase your results. “Don’t fight systems. Improve them.

1. **Always have a Plan for those minutes between meetings.**

Hours can be saved by making the best use of minutes. I keep a list of to do that can be done anywhere in very short amounts of time. There are calls to make, memos to reply to or send, reports to scan, thank-you notes to write, and communication to share. Keep handy a list of things you can do in a short time.

1. **Focus on Results, Not the Activity.**

Remember Peter Drucker’s[[26]](#footnote-26) definition of efficiency (doing things right versus effectiveness (doing the right things)? As you spend time on personal organization, be sure to keep your focus on doing the right things that is, doing what is truly important. Then use this rule of thumb for organizing your overall work strategy:

Work where you are the strongest 80 percent of the time.

Work where you are leaning 15 percent of the time.

Work where you are weak 5 percent of the time.

**5.3 Welcome Responsibility.**

Winston Churchill said, “The price of greatness is responsibility.” To increase your ability to take responsibility, do the following:

**Be responsible for who you are.**I believe that statement. In fact, I’d like you to consider how it relates to research done by a psychologist who studied some people on the bottom.

The psychologist and asked various inmates, “Why are you here?’ The answers were very revealing, even though expected.

There were many of them: “I was framed”; “They ganged up on me”; “It was a case of mistaken identity”; It was not me- it was somebody else.’’ “Innocent” people anywhere else but in prison!

That reminds me of one of Abraham Lincoln’s favorite stories about the man who murdered both his parents and then when his sentence was about to be pronounced, pleaded for mercy on the grounds that he was an orphan! As the politician said to the judge, “It’s not my fault, your honor; I never could have done all that stuff if the people hadn’t elected me!”

**Be responsible for what you do.**

It is rare to find a person who will be responsible, who will follow through correctly and finish the job. But when half-finished assignments keep returning your desk to check up on, verify, edit, and upgrade, obviously someone is failing to take hold of the reins of responsibility.

I am only one,

But still I am one.

I cannot do everything,

But still I can do something;

And because I cannot do everything

I will not refuse to do the

Something that I can do.

**Be responsible for what you have received.**

John D. Rockefeller, Jr., said “I believe that every right implies a responsibility; every opportunity, an obligation; every possession, a duty.” Winston Churchill said, “It is not enough that we do our best; sometimes we have to do what’s required.” And Jesus said, “Everyone to whom much is given, from him much will be required.” **(Luke 12:48).**

**Be responsible to those you lead.**

Great leaders never set themselves above their followers, except in carrying out responsibilities.

Coach Bo Schembechler tells about the third game of the 1970 season. His University of Michigan Wolverines were playing Texas A&M and they could not move the ball. All of a sudden, Dan Dierdorf, their offensive lineman-who was probably the best in the country at that time-came rushing over to the sidelines. Fed up with the team’s performance, he yelled at Schembechler in front of everybody on the sidelines.

“Listen, coach! Run every play over me! Over me! Over me! Every play!” And they did. Michigan ran off tackle six times in a row and marched right down the field. Michigan won the game. When the game is on the line, great leaders always take responsibility for leading their teams to victory.

**5.4 Accept accountability.**

Plato said, “The unexamined life is not worth living.” Success and power have often crowded out of the leader’s life a willingness to become accountable to others. Leaders in all areas of life are increasingly falling before the public because of this problem. Why does this happen?

**Human nature cannot handle unchecked power.**

Abraham Lincoln said, “Nearly all men can stand adversity, but if you want to test a man’s character, give him power.” Power can be compared to a great river; while within bounds it is both beautiful and useful. But when it overflows its bounds, it destroys. The danger of power lies in the fact that those who are vested with it tend to make its preservation their first concern.

Therefore, they will naturally oppose any changes in the forces that have given them this power. History tells us that power leads to the abuse of power, and abuse of power leads to loss of power.

George Bush[[27]](#footnote-27) prayed in his Inaugural Address of 1989, “For we are given power not to advance our own purposes or to make a great show in the world, nor a name. There is but one use of power and it is to serve people.”

**Leaders can easily be separated from their people.**

When Henry Truman was thrust into the presidency at the death of FDR, Sam Rayburn gave him some fatherly advice: “From here on out you’re going to have lots of people around you. They’ll try to put a wall around you and cut you off from any ideas but theirs. They’ll tell you what a great man you are, Harry. But you and I both know you ain’t.’’

Hubert H. Humphrey said, “There is no party, no Chief Executive, no Cabinet, no legislature in this or any other nation, wise enough to govern without constant exposure to informed criticism.” That is true for any person who occupies a leadership position.

**5.5 The value of Teamwork**

A Chinese proverb states, “Behind an able man there are always other able men.” The truth is that teamwork is at the heart of great achievement. The question isn’t whether teams have value. The question isn’t whether teams have value. The question is whether we acknowledge that fact and become better team players. That’s why I assert that one is too small a number to achieve greatness.

You cannot do anything of real value alone. That is the Law of significance. I challenge you to think of one act of genuine significance in the history of human kind that was performed by a lone human being. No matter what you name, you will find that a team of people was involved. That is why President Lyndon Johnson said, “There are no problems we can solve together, and very few that we can solve by ourselves.”

G. Gene Wilkes, in his book Jesus on Leadership, observed that the power of teams not only is evident in today’s modern business world, but it also has a deep history that is evident even in biblical times. Wilkes asserts,

* Teams involve more people, thus affording more resources, ideas, and energy than would an individual.
* Teams maximize a leader’s potential and minimize her weaknesses. Strengths and weaknesses are more exposed in individuals.
* Teams provide multiple perspectives on how to meet a need or reach a goal, thus devising several alternatives for each situation. Individual insight is seldom as broad and deep as a group’s when it takes on a problem.
* Teams share the credit for victories and blame for losses. This fosters genuine humility and authentic community. Individuals take credit and blame alone. This foster pride and sometimes a sense of failure.
* Teams Keep leaders accountable for the goal. Individuals connected to no one can change the goal without accountability.
* Teams can simply do more than an individual.

If you want to reach your potential or strive for the seemingly impossible- such as communicating your message two thousand years after you are gone-you need to become a team player. It may be a cliché, but is nonetheless true: Individuals play the game, but teams win championships.

**Why do we stand Alone?**

Knowing all that we do about the potential of teams, why do some people still want to do things by themselves? I believe there are a number of reasons.

1. **Ego**

Few people are fond of admitting that they can’t do everything, yet that is a reality of life. There are no supermen or superwomen.

As Kerry walls, one of the people on my INJOY Group team, says, “Spinning more plates doesn’t increase your talent- it increases your likelihood of dropping a plate.” So everything by yourself; it’s how soon you’re going to realize that you can’t.

Philanthropist Andrew Carnegie declared, “It marks a big step in your development when you come to realize that other people can help you do a better job than you could do alone.’’ To do something really big, let go of your ego, and get ready to be part of a team.

1. **Insecurity**

I believe that insecurity, rather than poor judgment or lack of intelligence, most often causes leaders to surround themselves with intelligence, and most often causes leaders to surround themselves with weak people. Only secure leaders give power to others. That is the Law of Empowerment. On the other hand, insecure leaders usually fail to build teams because of one of two reasons: Either they want to maintain control over everything for which they are responsible, or they fear being replaced by someone more capable. In either case, leaders who fail to promote teamwork undermine their own potential and erode the best efforts of the people with whom they work. They would benefit from the advice of President Woodrow Wilson: “We should not only use all the brains we have, but all that we can borrow.”

1. **Temperament**

Some people aren’t very outgoing and simply don’t think in terms of team building and team participation. As they face challenges, it never occurs to them to enlist others to achieve something. As a people person, I find that hard to relate to. Whenever I face any kind of challenge, the very first I do is to think about the people I want on the team to help with it.

But whether or not you are naturally inclined to be part of a team is really irrelevant. If you do everything alone and never partner with other people, you create huge barriers to your own potential. Dr. Allan Fromme quipped, “People have been known to achieve more as a result of working with others than against them.” What an understatement! It takes a team to do anything of lasting value. Besides, even the most introverted person in the world can learn to enjoy the benefits of being on a team. (That’s true even if someone isn’t trying to accomplish something great.)

For the person trying to do everything alone, the game really is over. If you want to do something big, you must link up with others. One is too small a number to achieve greatness. That’s the Law of Significance

**Nobody can do it alone**

For years Dr. Slamon [[28]](#footnote-28)had been studying breast cancer. He believed he was on the verge of developing a radical new treatment that would not only be more effective in treating the disease than anything previously developed, but he could do it without all the usual side effects of chemotherapy. He had the expertise and skill necessary to do the work, but he couldn’t do it alone. He needed someone to help with funding. He thought of Lilly. She was only too happy to agree to assist him.

The plan she developed showed keen insight into teamwork and strategic partnerships. Lilly had once worked as a beauty and strategic partnerships. Lilly had once worked as a beauty advisor for Max Factor, formerly connected to Revlon. She sought to get Ronald Perelman[[29]](#footnote-29), the CEO of Revlon, together with Dr. Slamon. At first that wasn’t easy, but once Perelman realized the potential of Slamon’s research, he pledged $2.4 million to the scientist’s work with no restrictions. It was a partnership unlike anything that had been done before. What resulted was the creation of the Revlon/UCLA Women’s Cancer Research Program- and a successful new treatment for cancer was soon saving women’s lives.

**Becoming a better Team Leader**

Think about the greatest dream you have for your life. Now ask yourself,

* “Is it bigger than I am?’
* “Does it benefit others as well as myself?”
* “Is it worth dedicating part of my life to?”

If you answer yes to all of these questions, then think about what kinds of people should join you to achieve that dream. Make a list of the like-minded people you know who might want to join you in the process. Then invite them to take the journey with you. And be on the lookout for others who would benefit from being from being part of the team.

**CHAPTER SIX**

**6.1 What questions do I ask myself as a leader?**

While personal maturity may mean being able to see beyond yourself, leadership maturity means considering others before yourself. The leader came to a point where he or she must decide and make a choice of not being a Lone Ranger, doing their own thing but start asking question and allow others to do the bidding. We need to think ahead and consider others.

**What you need to ask yourself**

If you are a leader, you understand that questions are always a part of a leader’s life. The issue becomes, who is asking the question? As a leader, I can allow others to ask me the hard and important questions, or I can take responsibility, be proactive, and ask those questions of myself. I have come to the realization that by asking myself tough questions, I can maintain my integrity, increase my energy, and improve my leadership capacity.

1. **Am I investing in myself? A question of personal growth**

The most important investment you and I will ever make is in ourselves. That investment will determine the return that we get out of life. Jim Rohn’s[[30]](#footnote-30) mentor John Earl Shoaff said to him, “Jim, if you want to be wealthy and happy, learn this lesson well: learn to work harder on yourself than you do on your job.” Jim did learn that lesson well. As he once pointed out, “the book you don’t read can’t help you; the seminar you won’t attend can’t change your life. The business gets better when you get better. Never wish it were easier, wish you were better.”

**The three factors come into play. These will determine if or how you will invest in yourself:**

**Your Self-Image: How See Yourself**

How do you feel about yourself as a person? Are you positive? Are you negative? On a scale of 1 to 10, what number would you use to describe how you feel about yourself? Take a moment and rate yourself. Whatever number you picked to describe your self-image also describes your willingness to invest in yourself. For example, if you rated your self-image at a 5, you will be willing to invest in yourself up to a 5 level, but not more. That’s why people with low self-images do not make great investments in themselves.

It’s not what you are that keeps you from investing in yourself; it’s what you think you are- or are not. You will never be able to bet on yourself unless you believe in yourself. Many people find themselves thinking like Snoopy, the beagle in the Peanuts comic strip who thinks, “Yesterday I was a dog. Today I’m a dog. Tomorrow I’ll probably still be a dog. Sigh.

There is so little hope for advancement!” to do that is to sell themselves short. People are not stuck in dead-end situations when it comes to their potential. We have the ability to make tremendous advances. But first we must believe in ourselves.

**Your Dream: How You See Your Future**

I assumed that everyone had at least one dream. I was wrong. Why does that matter? Because the size of your dream determines the size of your dream determines the size of your investment. If your dream is large, you will invest in yourself to achieve it. If you have no dream, you may not invest in yourself at all.

The dreams we shared for our future were bigger than our surroundings or circumstances, and fueled our desire to grow.

**Your Friends: How others see you**Motivational speaker Joe Larson once said, “My friends didn’t believe I could become a successful speaker, so I did something about it. I went out and found some new friends.” That may sound harsh, but that is what’s needed for anyone who is surrounded by people who don’t believe in them.

One of my most important growth decisions was to expand my horizons and find other people whose passion to grow themselves and help others was similar to mine. However, if I had stayed where I was, I would never have grown to the next level. People need others to help them stay inspired and growing. Missionary Doctor Albert Schweitzer asserted, “In everyone’s life, at some time, our inner fire goes out. It is then burst into flame by an encounter with another human being. We should all be thankful for those people who rekindle the inner spirit. “If you have friends who light your inner fire, you are very fortunate; they will make you want to keep investing in yourself and growing. If you don’t, find some, because nothing is more important for potential as a leader than your personal daily growth.

1. **Am I genuinely interested in others?**
2. **Question of Motivation**

Someone once said, “People have two reasons for doing anything- a good reason and the real reason.” For you to be a good leader when dealing with people, the good reason must be the same as the real reason. Your motives matter.

If you are a leader- or want to become one-you need to ask yourself why. There is a big difference between people who want to lead because they are genuinely interested in others and desire to help them, and people who are in to help only themselves. People who lead for selfish reasons seek…

* **Power:** They love control and will continue to add value to themselves by reducing the value of others.
* **Position:** Titles are their ego food. They continually make sure that others feel their authority and know their rights as a leader.
* **Money:** They will use people and sell themselves for financial gain.
* Prestige: Their looking good is more important to them than their being and doing good.

It’s easy for a leader to lose focus. That’s why I need to check my motives daily. I never want to put my leadership ahead of the people I lead.

Naturally gifted leaders have capabilities that they can easily use for personal advantage. They see things before others do, and they often see more than others see. As a result, they enjoy the advantage of having good timing and seeing the big picture. That puts them in a position to make the most of opportunities.

If I can see something before you do. I can get started before you, and that often guarantees a win. If I see more than you see, my decisions will likely be better than yours. I win again So the question is not “Does the leader have an advantage over others?” The answer to that question is yes. The question is “Will the leader use that advantage for personal gain or for the benefit of everyone on the team?” That is why I need to ask myself whether I am genuinely interested in others.

It keeps my natural selfishness in check and purifies my motives. Leaders are always in danger of abusing their power.

**The three Questions People Ask of their Leader.” Those questions are:**

**Can you help me?** That is a competence question.

**Do you care for me?** That is a compassion question.

**Can I trust you?** That is a character question.

Note two of those questions deal with a leader’s motives. If followers are concerned about the motivation of leaders, the leaders themselves should be too. Motives are usually attached to specific situations or actions. Character is based on values. If you have wrong motives in a particular situation, but your values are good and your character is strong, you will probably detect where you’re going wrong and have a chance to correct it.

1. **Am I grounded as a leader? A Question of stability**

Just as leaders are vulnerable to acting for their personal advantage, they are also susceptible to having an overblown sense of their own importance. That’s why they need to remain grounded.

**Humility: Understanding your place in light of the bigger picture**

Leaders can start to think that everything is all about them- especially when their team or organization is winning. The greater the accomplishment, the greater the need to check their egos. That’s why it’s so important that they remain grounded. The most important quality of a well-grounded person is humility.

What is humility? Rick Warren says, “Humility is not denying your strengths. Humility is being honest about your weaknesses. All of us are a bundle of both great strengths and great weaknesses and humility is being able to be honest about both.”

Humble leaders are comfortable with who they are and feel no need to draw attention to themselves. They revel in the accomplishments of others, empower others to excel, and allow others to shine. It just means having the right perspective. Grounded leaders who is humble is willing to take on a new challenge, even though it means taking risks, giving up power, and losing a degree of autonomy.

**Authenticity: Being comfortable in your own skin.**

Successful leaders are often put on pedestals by people. To stay real and grounded, leaders need to get off that pedestal and stay with the people. They do that by being honest and authentic.

If you are a new leader, your goal is to lift up your people, not have them lift you up. If you allow others to put you on a pedestal or if you minimize your faults and accentuate your successes, you create what I call the Success Gap.

Authentic leaders work hard to close that gap. How? They are open about their failures and shortcomings. They use self-deprecating humor and laugh at themselves. When they are asked to speak, they prefer simple introductions, and they walk among people and connect with them before and after their time onstage. They do everything they can to be themselves without pretense.

**Calling: Having a Purpose that is Bigger than You**

A dream is something you really want to do, but a calling is something you have to do.

As the old saying goes, work isn’t work unless you’d rather be doing something else. I don’t want to do anything else. Author and marketing expert Seth Godin advises, “Instead of wondering what your next vacation is, maybe you should set up a life you don’t need to escape from.” I think that’s something everyone should aspire to. There’s nothing like doing what you were created for. I know that for me…

When I found my why, I found my way.

When I found my why, I found my will.

When I found my why, I found my wings.

I never want to become a leader so full of himself that he becomes unable to fulfill his purpose. Leaders who do that become unstable. That’s why I check myself to make sure that I remain grounded. If I maintain humility, display authenticity, and remain true to my calling, the chances are good that I’ll be able to keep my feet on the ground.

1. **Am I adding value to my Team? A question of teamwork**

Every day as a leader I ask myself, how can I make my team better?” Not only did that question inspire me to create my own list of questions to ask myself as a leader, but it’s such a good question that it also made my list.

As a leader, I need to figure out what I can do to make my team better, to add value to the players and promote teamwork**. Here are suggestions for adding value and promote teamwork.**

* **Promote full commitment**

Executive speaking coach Patricia Fripp [[31]](#footnote-31)says, “A team is a group of people who may not be equal in experience, talent, or education but in commitment.” A team whose members aren’t committed is doomed to perform unevenly when the heat is on.

That commitment must start with the leader and extend to the entire team. When Coach Wooden noticed that a player wasn’t giving 100 percent in practice, he would take that person aside and say, “I know you think you can make up tomorrow for what you don’t do today, but that is impossible. If you are giving 50 percent today, you can’t give 150 percent tomorrow!

You can never give more than 100 percent.” If you are a leader, the true measure of your success is not getting people to work. It’s not getting people to work hard. It is getting people to work hard together. That takes commitment.

* **Create an environment of encouragement and support**

One of the nicest things about teamwork is that you always have others on your side. It’s pulling together, not pulling apart. Its many voices, one heart. But that often doesn’t occur unless there is an environment of encouragement and support. Leaders need to take responsibility for working to create that.

One of the ways Coach Wooden used to do that was to ask his players to acknowledge the skills and contributions of others.

He told each player that if a teammate made a great pass or set a pick that allowed him to score; he should acknowledge the teammate on the way back down the court. One time a player asked, “Coach, if we do that, what if the teammate that made the assist isn’t looking?” Coach Wooden replied, “He will always be looking.” Coach knew that people look for and thrive on acknowledgment and appreciation.

* **Identify Adversity as an Opportunity to Develop character**

Teamwork is never tested during good times. You know how good your team is when adversity hits. It introduces you to yourself, and it reveals where you’re strong and where you’re weak. We often don’t like that, but the reality is that losses can be learning experiences if your attitude is right. Author and apologist C.S. Lewis took that thought one step further. He wrote, “God allows us to experience the low points of life in order to teach us lessons we could not learn in any other way.

Coach Wooden told me that in the early years of his coaching, his team did not have a basketball arena of its own, so all of its games were played at the arena of opponents. That sure seems as if it would be a hardship. However, Coach felt that this disadvantage to his team became an advantage during the NCAA tournament, because his team was used to playing on the road. We would be wise to look for the opportunity in adversity and learn from it.

* **Consider each person’s strengths and weaknesses**

“The freedom to do your own thing ends when you have obligations and responsibilities.” –Lou Holtz, but you cannot do your own thing if you have responsibilities to team members.”

I believe that’s true. If you are a team leader, you must take responsibility for helping your team to succeed. A big part of that is knowing what everyone’s strengths and weaknesses are and using everyone’s strengths to help the team win. You can do that by asking, “What’s best for the rest?”

Many people don’t think to ask that question. Why? Because people are often naturally focused on themselves. Here’s an example. When a group picture is taken with you in it, who is the first person you look for when you see the picture yourself. How do you determine if it’s a good picture? It usually depends on how good you look in it. Only after you’ve checked your own image do you begin looking at everyone else’s.

Teamwork demands that we focus a little less on ourselves and a little more on how the team looks. To succeed, we must value completing one another more highly than competing with one another. If we want the team to win, we can’t be like the man in the comic strip who says to his friend, “There may not be an ‘I’ in team, but there is an ‘M’ and an ‘E,’ and that spells me!”

Good leaders are like good coaches. They know how to bring out the best in the people on their team. That’s what John Wooden did. It’s also what legendary NFL coach Vince Lombardi did. When he took over the green Bay Packers, the team had suffered through eleven straight losing seasons. Lombardi turned the team around in one season.

Lombardi turned the team around in one season. How? By discovering the strengths and weaknesses oh his players and helping them to perform at their best. In particular, Bart Starr, Jim Taylor[[32]](#footnote-32), and Paul Horning[[33]](#footnote-33)- all of whom had sat on the bench under Lombardi’s predecessor-excelled. In fact, all three of them ended up in the Hall of Fame.

If you are a leader and you are not adding value to your team, you need to question whether or not you should even be the leader. Adding value to team members and helping them to win are what leadership is all about.

**Am I staying in my strength zone? A question of effectiveness**

Poet and critic Johnson wrote, “Almost every man wastes part of his life in attempts to display qualities he does not possess.” That was me. In the beginning of our lives, we have to do many tasks that don’t play to our strengths. In fact, if we don’t do a lot of things, we won’t be able to find our strengths. But it is sad if after several years in our careers we still haven’t discovered our strengths.

Solomon, the wisest man who ever lived, said, “A gift opens the way and ushers the giver into the presence of the great.” How can we ever reach our potential if we don’t know what we do well? Philosopher-poet Ralph Waldo Emerson asserted, “Each man has his own vocation; his talent is his call. There is one direction in which all space is open to him.” What he is describing is moving toward the unlimited potential each of us has when we find and stay in our strength zone.

Staying in your strengths gives you an advantage. In a world where people spend much of their time shoring up their weaknesses, your focus on maximizing your strengths will set you apart from others. That’s good. However, your temptation as a leader may be to leverage that advantage selfishly for personal gain.

The more you focus on your strengths, the better you will be positioned to see and seize opportunities as they arise. If you haven’t already done so, when you discover your talents, gifts, and strengths, you will come to a point of decision. Will you use them to coast along? Or will you dig into the hard work of developing them?

Someone who did this was Major league pitcher Nolan Ryan. There was no question that Ryan had talent. He pitched his first no-hitter before he was in high school. And as a high school pitcher, he once struck out twenty-one batters in a single game. It was said that he threw the ball so hard that he broke bones in the hands of his catchers. But when Ryan made it to the Major Leagues, he realized he could not simply rely on his talent.

1. **Am I taking care of today? A question of Success**

Good leaders naturally look to the future. They are known for vision and for leading others to new and higher destinations. However, the future isn’t where anything gets accomplished. That happens today. That’s why you need to take care of it.

John Wooden often say, “Make every day your masterpiece.” How do we do that? By making each day count. We need to have the words of former Israeli Prime Minister Golda Meir ringing in our ears every day. She said, “I must govern the clock, not be governed by it.”

Getting your hands around what you should be doing every day can be difficult. To best use my time correctly, there are five areas where I want to make sure I’ m taking care of business. I can’t do everything every day, but I can do the most important things every day. Here is what’s on my list:

**Faith**

Former president Jimmy Carter[[34]](#footnote-34) asserted, “My faith demands that I do whatever I can, Iam, whenever I can, for as long as I can with whatever I have to try to make a difference.” That’s a great perspective. Because I agree with that, I must be sure to exercise and live out my faith every day.

For me, faith means bringing God into the picture every day. And that’s good news. Looking at everything within the picture gives me a sense of security and resilience. When your day is filled with those two qualities, you will have a good day.

**Family**

For many years my definition of success has been having those who are closest to me love and respects me the most. Why? Because if those who really know me don’t respect me, it means I’m not living right and doing what I should. Respect has to be earned. Keeping this in mind is a gut check for me and helps me remember to always do right by my family.

You can’t do much about your ancestors, but you can influence your descendants in a wonderful way.

**Relationships**

1. Success is a relationship game. Dr. Thomas W. Harrell, former professor emeritus of applied psychology at Stanford University, spent much of his career tracking a group of MBAs after graduation. He discovered that their grade point average had little connection to their ultimate success in the business world. What really mattered was their social skills. The graduates who ended up in with the most prestigious jobs and the highest salaries were communicative, outgoing, and energetic. As New York-based executive recruiter John Callen says, “The most sought-after skill from CEO on down is the ability to communicate with people.

The person who can do that in business will always be in demand.” Relationships are important to every area of life. They help define who we are and what we can become. Most of us can trace our success to pivotal relationships. Few things will pay you bigger dividends in life than the time and trouble you take to understand people and build relationships. As I have said for years. “People don’t care how much you know until they know how much you care.” Take care of relationships today, and you do much to take care of success tomorrow.

**Health**

The discipline of taking care of myself is one of very important priorities in my life. I do possess a great desire to finish my life well-but not too soon. Each day is an unrepeatable miracle. Today will never happen again, so we must make it count.

Do that with every today and tomorrow will take care of itself.

1. **Am I investing my time with the right people?**

The greatest legacy any leader can leave is the other leaders he raises up before he’s finished. That means finding the right people and investing in them continually.

People often asked how to find a great leader. The answer is simple: know what a great leader looks like. If you have a clear picture of a good leader and you can describe it in words, you know what you’re looking for. If you don’t already have a list of your own, take a look at the one below and see which factors you also desire in the leaders you work with:

1. **The influence Factor**- Do they influence others?
2. **The Capacity Factor** – Do they have the potential to grow and develop?
3. **The Attitude Factor**- Do they desire to grow and develop themselves?
4. **The Chemistry Factor**- Do we like each other?
5. **The Passion Factor**- Are they self-motivated?
6. **The Character Factor**- Are they grounded?
7. **The Value Factor**- Are our Values compatible?
8. **The Teamwork Factor**- Do they work well with others?
9. **The Support Factor**- Do they add value to me?
10. **The Creative Factor**- Can they find possibilities in impossibilities?
11. **The option Factor**- Can their contributions give me options?
12. **The 10 Percent Factor**- Are they in top 10 percent of those on our team?

Not everyonedesires to grow and only a few people truly want to make a difference. You can’t make a difference with people who don’t want to make a difference. You can make an equal investment of time, effort, and resources in two different people and you will get a completely different return on each.

Author Noel M. Tichy says, “The ultimate test for a leader is not whether he or she makes smart decisions and takes decisive action, but whether he or she teaches others to be leaders and builds an organization that can sustain its success even when he or she is not around.” That requires not only the intent to develop leaders, but also the right people who are willing and able to grow and develop.

These are the questions I ask myself every day- inspired by my conversation with Coach John Wooden. They help me to be successful by keeping myself growing, checking my motives, maintaining stability, promoting teamwork, leveraging my strengths, focusing on today, and investing in the right people.

Socrates is quoted as saying, “The unexamined life is not worth leading.” I would add that the unexamined leader is not worth following. Leaders who never take time to ask what they are doing and why they doing it are unlikely to stay on track, lead at their best, and reach their potential. That is why we need to keep asking ourselves tough questions.

**CHAPTER SEVEN**

**7.1 The power of listening**

* **Listening demonstrate that you value others**

If you want to benefit from being a good questioner, you must become an even better listener. It has many positive benefits.

Author and Professor David w. Augsburger[[35]](#footnote-35) says, “Being heard is so close to being loved, that for the average person, they are almost indistinguishable.” Because that is true, when you listen to others you communicate that you care about them and value them.

Audrey Moralez, wrote, one of the things that strike s me most about John’s questions is the fact that I have never felt so heard by my leader. Even though I am a newer member of the team, my thoughts matter and my opinions count. John’s questions require me to think deeply about the ways that I can add value to the team, but what I value most is who I am becoming through the question that are asked.

* **Listening has high influence value**

One of the best ways to persuade others is with your ears. That may seem counterintuitive, because we expect persuasion to involve speaking. But when a leader listens to members of the team, that act gives the leader greater credibility and therefore influence. On the other hand, when team members no longer believe that their leader listen to them, they start looking around for someone who will.

* **Listening leads to learning**

It’s obvious that when you listen you can learn. But what’s less obvious is that when you listen, you can help others learn. Mary Kay founder Mary Kay Ash asserted, “Listen long enough and the person will generally come up with an adequate solution.” That’s true because sometimes people need to talk something through to define the problem and find solutions.

Nothing is more satisfying to me as a leader than to watch my team find answers not through my words but through my ears. One of the greatest gift I can give a person is the gift of attention.

**A list of questions that can help us keep listening**

1. **Do I have an open –Ear policy?**

High Point University president Nido Qubein believes, “Most of us tend to suffer from ‘agenda anxiety,’ the feeling that what we want to say to others is more important than what we think they might want to say to us.” Do you find that to be true? I do. As a leader I work to listen first, and then lead.

1. **Do I interrupt?**

Interrupting is impolite and is a symptom of an attitude problem. Have you ever gotten the feeling that the only reason another person is letting you talk is that they know they will get to speak next?

An engineering manager was asked his definition of teamwork. He said, “Teamwork is where everyone in the department is doing what I tell them without complaining,” People with strong opinions or clear vision can have a tendency to cut to the chase, interrupt, and discount what others have to say. The problem is that interrupting translates to “What I want to say is more important than what you are saying.”

1. **Do I want to hear what I need to hear?**

Hearing anything positive is easy. We all like good news. Everyone loves a compliment. But what about hearing something negative? How do you usually respond to bad news or criticism? Journalist Sydney J. Harris observed, “It is impossible to learn anything important about anyone until we get him or her to disagree with us; it is only in contradiction that character is disclosed. That is why autocratic employers usually remain so ignorant about the true nature of their subordinates.”

Effective leaders encourage others to tell them what they need to hear, even when it’s not what they want to hear. Max De Pree[[36]](#footnote-36) said, “The first responsibility of a leader is to define reality.” That can happen only when the leader is willing to hear and face the truth.

**Questions for the team**

1. **What do you think?**

When I ask people what they think, at different times I do it for different reasons.

**Gathering Information**

Sometimes the question is as straightforward as it sounds. I simply want good information. Every person is not only talented and capable, but also a good thinker. Often I ask what they think because I can learn from them.

I believe that leaders see more than others see and see things before others do. Having leadership gifting is often like having a head start in a race. But obviously leaders don’t see everything. By asking people to tell me what they think, is for gathering additional information that gives me a better idea of what’s going on.

One of my jobs as a leader is to piece these bits of information together into a complete picture so I can make good decisions.

**Confirming my intuition**

We are all intuitive in our areas of strength. If you think you know something, but you’re not sure why, what can you do to validate your belief? Ask someone you trust. To verify that what I ‘m sensing is correct; I’ll ask leaders I respect what they think. Their answers often put words to my feelings and confirm my intuition, giving me greater certainty as I plan or make decisions.

**Processing Decision**

Sometimes people need a number of different perspectives in order to discover the best one. And sometimes they need time and reflection to process a decision.

Decisions should always be made as close to the problem as possible. If the team member is going to be responsible for carrying the endeavor forward. Asking the question “What do you think?” has often allowed me to lead my organization better than I would have if I had relied only on myself.

More than once, members of my team have saved me from making a bad or stupid decision because they saw things I didn’t see, relied on experience I didn’t have, or shared wisdom they possessed that I lacked. Their thinking has elevated my ability, and for that I am very grateful.

* **How can I serve you?**

I believe leadership is servanthood. It’s my responsibility to make sure my people have what they need to succeed and get their work done. If you are a leader, that is your responsibility too.

Asking’ “How can I serve you?” not only helps others, it also helps prevent me from developing a positional mind-set whereby I start thinking I’ m somehow “over” or better than everyone else on the team.

There’s another great benefit to asking your team this question: they ask it of the clients they serve. If you are not asking the members of your team how you can serve them, you may be holding them up. To find out, go to each team member individually and ask, “What could I do for you that would make your job easier, make you more successful, and make the team better?” Listen without interrupting to what people have to say, and then try to figure out ways to do what you can to serve them.

* **What gives a leader Sustainability?**

The question itself implies that leaders don’t always last. They get tired. They get off track. They become discouraged. They lose momentum. All those things are true, because leadership isn’t easy.

Every day, leaders must wake up and lead themselves before they must keep the fire burning within themselves. They must know where they’re going, know why they’re going, and help others get there. To stay energized and on course, leaders can sustain themselves by tapping into four areas:

1. **Passion**

Passion gives you two vital leadership characteristics: energy and credibility. Pioneering aviator Charles Lindbergh said, “It is the greatest shot of adrenaline to be doing what you have wanted to do so badly. You almost feel like you could fly without the plane.” When you love what you do and do what you love, others find it inspiring. How many people do you know who became successful at something they hate?

Columnist Whit Hobbs [[37]](#footnote-37)wrote, “{Success is waking up in the morning, whoever you are, wherever you are, however old or young, and bounding out of bed because there’s something out there that you love to do, that you believe in, that you’re good at- something that’s bigger than you are, and you can hardly wait to get at it again today.” That’s what passion does for a leader.

1. **Principles**

Successful leaders stay true to their principles- to their beliefs, gifts, and personality. They don’t try to lead in a style that does not suit who they are. If they ask themselves, “Is my leadership style comfortable and does it reflect who I truly am?” they can answer with a resounding yes!

A leader can only be at his or her best when they are true to themselves. The better you know yourself and the truer you are to yourself, the greater your potential for sustainable success.

1. **Practices**

Nearly anyone can achieve flash- in-the-pan success. We all get lucky from time to time. But if we want to sustain success- as an individual or a leader-we need to implement right and regular practices that help us to do the right thing day after day.

Successful people do daily what unsuccessful people do occasionally. They practice daily disciplines. They implement systems for their personal growth. They make it a habit to maintain a positive attitude. At the very least, these things keep their personal momentum going. At the very best, they make every day a masterpiece.

1. **People**

The final factor in sustainability for leaders is the team. The people around you will either wind you up or wear you down. Ideally everyone would lead a great team, have fantastic friends, maintain a strong inner circle, and possess a loving family.

Many leaders don’t have all these. If that’s the case for you, don’t be discouraged. Even if you have only one person in your corner cheering you on, you can still lead successful. Meanwhile work to bring positive supportive people around you.

Look for…

* **Believers:** People who believe in you and your vision.
* **Achievers:** People who contribute to the team with excellence.
* **Conceivers:** People who bring good ideas to the table.
* **Relievers:** People who compliment your skills and abilities.

I believe that no leader ever needs to burn out. Just remember to tap into your passion, stay true to your principles, implement the right practices, and surround yourself with the right people.

**CHAPTER EIGHT**

8.1 What are the most important values for a Leader?

All individuals have to decide what values they will embrace, what they will live for, what they would die for. Those values come from their core beliefs and their faith. I won’t address those here, because I believe you must wrestle them down personally.

**Servanthood: Leading well means serving others**

People want to lead for many reasons. Some want power. Others seek riches. Many are driven by an ideology or a desire to change the world. I believe the only worthy motivation for leadership is a desire for servanthood.

I love what Eugene B. Habecker[[38]](#footnote-38) writes in The Other Side of Leadership: The true leader serves. Serves people. Serves their best interests, and in so doing will not always be popular, may not always impress. But because true leaders are motivated by loving concern, rather than a desire for personal glory, they are willing to pay the price.

If you want to lead others but you are unwilling to serve people. I think you need to check your motives. If you are willing to embrace servanthood, not only will you become a better leader, you will help your team, help the people your team serves, and make the world a better place.

**Purpose: Let your why direct your what**

I believe that success comes from knowing your purpose in life, growing to your maximum potential, and sowing seeds to benefit others. If you miss any one of those three things, I don’t think you can be genuinely successful.

You can’t grow to your potential if you don’t know your purpose. And if you don’t know why you’re on this earth and you are not able to improve in that purpose to the best of your ability, you’ll be very limited in the ways you can help others.

Once you understand your purpose, you need to prioritize your life according to that purpose. If you don’t, you’ll continually get off track and you may never feel a real sense of fulfillment and completion.

**Integrity: Live the life before you lead others**

Too many leaders are like bad parents. They do whatever they want and tell the people they are supposed to be leading, “Do as I say, not as I do.” That doesn’t work in parenting or in leadership. Why? Because people do what people see!

Great teams are made up of people with diverse skills. But when it comes to values, habits, disciplines, and attitudes, there needs to be unity.

That starts with the example set by the leaders. If the leaders are undisciplined, the people will follow suit. If they come to work late, fail to hit their budgets, do sloppy work, waste time, and treat people poorly, guess what their people will do?

When you become a leader, you must focus more on your responsibilities than on your rights.

You must raise your standards. You must do more than you expect of others. If you live the life first and lead well, others will respect you. And the chances are good that they will be willing to follow you.

**Relationships**

Leadership impact is drawn not from position or title but from authentic relationships. How do you develop authentic relationships?

You live with authenticity. You treat people with kindness and respect. And you go to where they are to connect with them.

A lot of leaders wait for their people to come to them. They assume that people will come to them if they need or want something. But good leaders don’t think that way. Effective leaders initiate. They communicate vision. They seek out opportunities. They start initiatives that will benefit the organization. And they initiate with people too.

They know they will never possess what they are unwilling to pursue. They want good relationships with the people who work with them, so they seek those people out. They ask them questions. They learn who they are. They offer assistance. They find ways for them to succeed. If you want to become a better leader, become highly relational.

**Renewal**

Life is demanding. People are demanding. The more you lead and the more you succeed, the more others will expect from you. If you don’t make an effort to replenish your energy, feed your soul, and renew your mind, you will run out of gas. Replenish yourself requires your attention. You have to be intentional about it.

Stephen Covey[[39]](#footnote-39), Author of THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE, called this “sharpening the saw” and described it as “preserving and enhancing the greatest assets you have. It means having a balanced program for self-renewal in the four areas of your life: Physical, social/emotional, mental, and spiritual.”

**8.2What is the most effective daily habit for any leader to develop?**

If you could cultivate only one habit to practice every day of your life, I believe it should be this: giving more than you receive.

* **Giving acknowledges that others have helped us**

No one succeeds in life on his own. Every one of us has been helped along the way by other people. When we give to others, we acknowledge that by paying it forward.

* **Giving requires us to get beyond ourselves**

When your mind-set is to give more than you take, it forces you to think of others more than of yourself. You have to pay attention to others and what they want. You have to figure out how to give it to them. These things shift your focus from yourself to others. That very fact makes you less selfish.

* **Giving is by nature intentional**

People rarely give by accident. They must make an effort to give. It is an act of will. That intentionality grows us and makes us more proactive- important qualities for leaders.

* **Giving changes the world- one person at a time.**

What would the world be like if everyone tried to give more than he or she took? People would change. It’s difficult for a healthy person to keep receiving from others without giving something back. Out of abundance comes generosity. Give generously to others without the hope of return, and the person receiving is changed and wants to pass it on.

Once you have the mind-set of giving, the more you receive, the more you want to give. It becomes a positive cycle. As it spread, not only do individuals change, but so do communities.

What does this have to do with leadership? How do you respond to people who give? How do you respond to generous leaders? Don’t their actions make you want to give back, work harder, do your best? I know that’s what they do for me. If you become a generous leader who always strives to give more than you receive, you will create a positive team and organization that others will always want to be part of.

**The three questions to ask before you can effectively give more**

1. **What have you been given?** Look back on your life and think about what you’ve been given. Even people from the least advantage backgrounds have positive experiences to draw upon.
2. **What do you have?** Look within to discover what talents, skills, and passions reside in you that you can pass along to others. You have worth. Others can benefit from your time and expertise.
3. **What can you do?** Chances are that there are things you can do for others right now. Look around you. What opportunities do you currently see to add value to others?

**8.3 How does one change one’s heart to increase the desire to add value to and serve others?**

I understand that not everyone is a people person. I’m an extrovert and I have always enjoyed being around people.

You can’t be an effective leader by keeping people at arm’s length. You can’t mentor them if you aren’t close to them. You can’t add value if you don’t know what they value. And they won’t ever go the extra mile for a leader who doesn’t care about them.

The bottom-line answer to the question about changing your heart toward people is that it is a choice. You must decide to love people and be authentic and vulnerable with them. You must choose to let them into your life so that you can add value to them and they can add value to you.

I believe that such a decision will lead to many more wins than losses, both personally and professionally. Once you’ve been part of a team in which people give not just their minds but also their hearts, you won’t ever want to go back. You’ll always want to be open with people.

**8.4 Why should I take care of developing myself as a leader?**

Growth is the great separator of those who succeed long term from those who do not. As time goes by, the gap that separates those who grow intentionally and those who don’t widens. If you’re young now, you may not see a gap. As you age, you will. Warren Bennis and Burt Nanus observed, “It is the capacity to develop and improve their skills that distinguishes leaders from followers.”

So the short answer is that if you want to be a leader, you need to keep growing. What got you to where you are today will not get you to where you want to go tomorrow. You must grow into your tomorrows. The choice is yours whether or not you will.

I love the way Chuck Swindoll expresses this idea. He writes,

A piano sit in a room, gathering dust. It is full of the music of the masters, but in order for such strains to flow from it, fingers must strike the keys… trained fingers, representing endless hours of disciplined dedication. You do not have to practice. The piano neither requires it or demands it. If, however, you want to draw a beautiful music from the piano, that discipline is requires…

You do not have to pay the price to grow and expand intellectually. The mind neither requires it nor demands it. If, however, you want to experience the joy of discovery and the pleasure of plowing new and fertile soil, effort is required.

Light won’t automatically shine upon you nor will truth silently seep into your head by means of rocking-chair osmosis. It’s up to you. It’s your move.

**8.5 How do you lead with Humility when in the tough corporateworld, it’s viewed as a weakness?**

I think this question reveals a misconception about the corporate world. People in business don’t automatically see humility as weakness. They see weakness as weakness-weakness in preparation, skills, work ethics, etc. People who achieve at a high level of excellence can smell weakness.

That brings up the question of what humility is. Humility doesn’t mean being weak. It just means thinking of yourself less. It means being realistic and grounded. It means valuing others and their contributions. People like working with a leader with those characteristics. I think of Jim Collins in Good to great bears this out. Collins writes,

Level 5 leaders are a study in duality: modest and willful, humble and fearless. To quickly grasp this concept, think of United States President Abraham Lincoln… who never let his ego get in the way of his primary ambition for the larger cause of an enduring nation. Yet those who mistook Mr. Lincoln’s personal modesty… as [a sign] of weakness found themselves terribly mistaken.

Pride is a weakness, but humility isn’t. Pride is a roadblock to personal progress, good leadership, and positive team building. Here are a few reasons why:

**PRIDE HUMILITY**

Discount team building Encourage team building

Makes us unteachable Values teachability

Closes our minds to feedback Opens us up to feedback

Prevents us from admitting mistakes Allows us to face our mistakes

Distort our perception of reality Enables us to face reality

Prompts poor character choices Promotes character building

Limits our potential Enlarges our potential

The ancient Proverbs writer observed, “People who accept correction are the pathway to life, but those who ignore it will lead others away.” If you pair excellence with humility, people not only won’t run over you, they will respect you.

**8.6 How transparent should a leader be?**

As a leader, you should not hide bad news. Intuitive people can sense that there is bad news, even if you don’t disclose it. And in this era of transparency, people always find out. So it behooves leadership to be candid.

Of course, there are times to not be totally candid with people. For example, if you have family member whose privacy needs to be protected, you need to honor that. But in general, people appreciate transparency. It allows them to connect. And it can inspire them. That was certainly the case in England during World War II.

As you weigh whether or not to tell people bad news, the question you need to ask yourself is why you’re telling it. Are you doing it for the good of the team? Are you communicating to connect with your people and to encourage them? Or are you doing it because you are hoping people will pick you up? If it is the latter, that’s not a good reason. And if you’re going through a personal crisis, it’s OK to let people know that you may not be yourself right now, but that it’ll only be for a season.

Then carry on. You don’t want to wear your people out with your personal challenges.

**8.7 How can leaders develop the ability to ‘Filter” Their emotions to make good leadership decisions?**

One of the most important principles of decision making for leaders is to not make decisions at an emotional low point. When you’re in an emotional valley, your perspective isn’t good.

Everything looks difficult. The mountains around you look huge. You can’t tell how high they are or how far you are from being able to reach a goal.

In contrast, when you’re on the mountaintop, you can see almost everything. You can tell how deep the valleys really are. You can tell how high up you are. And you can survey the other mountains, both large and small, around you. So whenever possible, try to make major decisions when you have good perspective.

Having said that, I acknowledge that there are times when you must make leadership decisions during emotionally difficult times. To help you in such circumstances, here is what I advise:

1. **Do your homework**

The first defense against having unfiltered emotions negatively affect your decision making is to consider the facts. Define the issue.

Put it in writing if needed. Then gather information, considering the credibility of your sources. The more solid information you have, the better you can fight irrational emotions.

1. **List your options and where they could lead**

Another part of the fact- finding process is to think about outcomes. Brainstorm every option you can think of and what the potential results could be. This will help you root out ideas that feel good emotionally but aren’t strong rationally.

1. **Seek advice from the right people**

There are two kinds of people you need to consult. The first group includes the people necessary to make a decision happen. If they aren’t on board, you will be in trouble if you make the decision. The second consists of people with success in the area of consideration who have your interest at heart. They can give you good advice.

1. **Listen to your instinct**

You don’t want your emotions to run away with you when you’re making decisions, but you also don’t want to ignore your instincts. Professor and management consultant Weston H. Agor calls intuition “what we know for sure without knowing for certain.” Often your instincts warn you in a way that goes beyond the facts. “Trust your hunches. They’re usually based on facts filed away just below the conscious level.”

1. **Make decisions based on principles and values you believe in**

When all is said and done, you must be able to live with the decisions you make. Abraham Lincoln, said, “I desire to conduct the affairs of this administration in such a way that if at the end, when I come to lay down the reins of power. I have lost every other friend on earth. I shall have at least one friend left and that friend shall be down inside of me.”

Leading yourself is perhaps the least discussed yet most important aspect of leadership. What happens when leaders fail to do the right things internally, day in and day out? They get into trouble. The news is littered with the names of people with great talent and huge opportunities who did wrong things and cultivated bad habits when others weren’t looking.

If you and I want to be successful in life, successful in leadership, and be successful in finishing well, we must learn to lead ourselves successfully.

**CHAPTER NINE**

* 1. **How does leadership work?**

Leadership is influence, the ability of one person to influence others to follow his or her lead.

As you develop more influence, you will become more effective and so did their organizations.

Leadership is a very complex subject. But indeed leadership starts with influence and you build from there.

1. **Does everyone have the potential to be an effective leader?**

Everyone has the potential to lead on some level, and anyone can become better in leading. While it is true that some people are born with traits that help them to become better leaders than others, but those natural traits are only the beginning.

British author Leonard Ravenhill[[40]](#footnote-40) told the story of a group of tourist visiting a picturesque village where they saw an old man sitting by a fence. In a rather patronizing way, one of the visitors asked, “Were any great men born in this village?”

Without looking up the old man replied, “No, only babies.”

Great leaders don’t start out great. Like all people start out as babies, and grow to become adequate, then good, then great leaders. Leadership is developed, not discovered. It’s a process.

**Three main components come into play in the development of a leader:**

**Environment: Incarnation of Leadership**

A person’s environment has a tremendous impact on him. Leadership more caught than taught. If you grew up in a leadership environment, you probably recognized your own leadership ability early. Your environment and the leaders who created it put leadership in you. It became part of you and maybe you weren’t even aware that it was happening.

If you’re in a positive leadership environment now, you are probably having leadership qualities encouraged in you and they may be starting to come out. The right environment always makes learning easier. Live in an artistic environment, and creativity often becomes natural to you.

Live in a sporting environment, and you gravitate toward sports. Live in a leadership environment, and you become a better leader.

If you’re not in a leadership environment now, and have never spent time in one, you may be having difficulty knowing what it means to lead. If so, you will need to find a positive leadership environment to help you in your leadership development. Is it possible to learn leadership without conductive environment? Yes? But it’s difficult, and your development will be slow.

William Bernbach[[41]](#footnote-41), co-founder of the advertising agency Doyle Dane Bernbach, was indicating this when he said, “Iam amused when other agencies try to hire my people away. They’d have to ‘hire’ the whole environment. For a flower to blossom, you need the right soil as well as the right seed.”

**What does a growth environment look like?**

|  |
| --- |
| Others are ahead of me.  I am continually Challenged.  My focus is Forward.  The atmosphere is affirming.  I am often out of my comfort Zone.  I wake up Excited.  Failure is not my enemy.  Others are Growing.  People desire Change.  Growth is Modeled and Expected. |

**Exposure: Inspiration for Leadership**

It is important to seek out leaders and speakers to learn from. It is important to love listening to teachings of great leaders. Get ideas from reading their books. Enjoy asking them questions.

**Where will you go for leadership inspiration?**

Whom do you admire as leaders? Plan to go hear someone you admire speak. Take a trip to presidential library or a museum. Make an appointment to interview an impactful leader. Get inspired!

**Equipping: Intention for Leadership**

Leadership is influence, and for that reason it can be taught. You can learn to connect with people. You can learn how to communicate. You learn to plan and strategize. You can learn to prioritize. You can learn how to get people to work together. You can learn how to train and equip people. You can learn to inspire and motivate others.

Most leadership skills can be taught to people; people can be equipped to lead.

The one thing you can do to have the greatest impact on your leadership potential is to be intentional every day about becoming equipped to lead. Every book you read, every lesson you absorb, every principle you apply helps you to become a better leader and takes you another step forward in your leadership potential.

* 1. **How can you be a leader right where you are, even if you’re at the bottom?**

The good news is that you can be a leader no matter where you are. You don’t need a title. You don’t need a position. You don’t need a formal education. All you need to begin is the desire to lead and the willingness to learn. The key is influence.

**Leadership is influence**

Author and professor Harry Allen Overstreet asserted, “The very essence of all power to influence lies in getting the other person to participate.” Influence is an invitation anyone can make to another person.

I love the leader’s prayer written by Pauline H. Peters: “God, when I am wrong, make me willing to change.

**Influencing others is a choice**

The reality is that influence is a choice. We can be indifferent to people, pursue our own agendas, have bad attitudes, and refuse to work with a team. Or we can care about people, be inclusive, and work to be positive, cooperate with others, and try to positively influence them.

Every day it is our choice. If we choose to try to influence people, we can lead from anywhere.

**Our influence is not equal in all areas**

Just because you have influence with someone doesn’t mean you have influence with everyone. Influence must develop with each individual. The most effective leaders are intentional about trying to positively influence others. And they understand that they have to work to increase their influence with individual people.

**With influence comes responsibility**

People who desire to lead often seek leadership positions because of the perks and privileges. However, as leaders we should always be aware that leadership carries responsibility, that what we do affects the people whose feelings and well-being are within our influence. The influence we have with others will be positive or negative. We choose which one it will be.

**People of positive influence add value to others**

Groundbreaking Major League Baseball player Jackie Robinson observed, “A life isn’t significant except for its impact upon other lives.’’ If you choose to influence others and become a better leader, I hope you will do so to add value to others.

* 1. **What is the ultimate purpose of leadership?**

First and foremost, leadership is about adding value to people.

Author Norman Vincent Peale[[42]](#footnote-42) said, “To be successful is to be helpful, caring, and constructive, to make everything and everyone you touch a little bit better. The best thing you have to give is yourself.” If you want to be successful as a leader, you need to make others better. You need to help them remove self-imposed limitations and encourage them to reach their potential. **You can do that by doing the following:**

**Listen to their story and ask questions**

You don’t really understand people until you hear their life story. If you know their stories, you grasp their history, their hurts, their hopes and aspirations. You put yourself in their shoes. And just by virtue of listening and remembering what’s important to them, you communicate that you care and desire to add value.

**Make their agendas your priority**

Too many leaders think that leadership is all about themselves. Good leaders focus on the needs and wants of their people, and as far as it is within their power, they make their people’s hopes and dreams a priority. There is great power when the vision of the organization and the dreams of its people come into alignment, and everybody wins.

**Believe in them**

If you want to help people, believe in them. When people believe in themselves, they perform better. That’s why I say it’s wonderful when the people believe in the leader; it’s more wonderful when the leader believes in the people.

How do you increase people’s belief in themselves? You express your belief in them. In general, people rise to the level of your expectations. If you see the value in everyone and let them know that you value them, it helps the organization, and it helps you as a leader.

**Discuss ways to accomplish their visions and create plans that fit them**

When you know what makes people tick and you understand their hopes and dreams, you have the potential to add value to them in a powerful way. Talk to them about ways to help them accomplish their vision while they do their work and help the organization. Then, together, formulate a plan to help them do it.

**Help them until the vision is accomplished**

It’s one thing to say you want to help people on your team. It’s another to actually follow through and assist them all along the way. When you follow through, you not only help them, you also build your leadership credibility and your influence, not only with them, but with everyone on the team.

There is no downside to adding value to people. Yes, it will cost you time and effort. But when you add value to people, you help them and make them more valuable. If you’re a leader, when your people are on purpose and content, you help your team. When your team is more effective, you help your organization because it becomes better. And the whole process will bring you a deep sense of satisfaction.

**9.4 What is the difference between delegating and abdicating responsibility?**

When leaders hand off tasks to others, they typically do it in one of two ways: they delegate tasks or they dump them. Author Roger Fritz asserted, “Dumping is indiscriminate. It’s done for expedience, taking no account of the strengths and weaknesses of the person who is supposed to do the work.

People who abdicate responsibility neglect leadership when they dump tasks on other people. Good leaders always take into account the skills, abilities, and interests of the person doing the work. Dumping usually happens on the spur of the moment. It ignores the person’s need for more information or training. Dumping often occurs when people in authority want to get rid of a problem or remove an unpleasant task from their plate.

In contrast, good delegation includes carefully selecting the right person for the task. Good leaders take into account the skills and abilities best suited to complete the task at hand. Leaders who delegate well establish what the goals are, grant the authority to get the job done, and supply the necessary resources for the job, yet encourage independent action on the part of the person doing the work.

They buy into the philosophy expressed by General George S. Patton[[43]](#footnote-43), who said, “Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity. “In the end the leader who delegates the job is still responsible for seeing that the job gets done. Byron Dorgan observed, “You can delegate authority, but you cannot delegate responsibility.” If the task doesn’t get done, if you’re the leader, the buck stops with you.

* 1. **What is the greatest challenge in answering the call to leadership?**

The greatest challenge in leadership is making decisions that affect other people. It’s hard to make good decisions every day for people. That’s why some leaders would rather act like the French revolutionary who said, “There go my people. I must find out where they’re going, so I can lead them.

The loneliness place in leadership is reserved for the person who makes the first decision. What leaders do and why they do it are often misunderstood. But the fact that decision making can be difficult and painful doesn’t let leaders off the hook. They still need to make early and tough decisions, because leaders who decline to make decisions create insecurity among followers and undermine their own leadership.

If you want to become a better leader, become willing to make tough choices and uncomfortable decisions. **Those may include the following:**

**Courageous Decisions: What must be done?**

Peter Drucker, who has been called the father of modern management, observed, “Whenever you see a successful business, someone once made a courageous decision.” Hard-won progress often comes as the result of difficult decisions that can be scary. Sometimes the organization is on the line and the only people in a position to make the courageous calls are the leaders.

**Priority Decisions: What must be done first?**

It is the responsibility of leaders to look ahead, see the bigger picture, understand the greater vision, and make decisions based on the priorities of the whole team and organization. Italian economist Vilfredo Pareto said, “If you’re Noah, and your ark is about to sink, look for the elephant first, because you can throw over a bunch of cats and dogs and squirrels and everything else that is just a small animal- and your ark will keep sinking. But if you can find one elephant to get overboard, you’re in much better shape.”

**Change Decisions: What must be done differently?**

One of the most difficult yet vital roles of leaders is to be change agents for the sake of the team and organization. Most people don’t like change. They fear it and resist it. Jim Rohn asserted, “If someone is going down the wrong road, he doesn’t need motivation to speed him up. What he needs is education to turn him around.” Leaders often provide the education and impetus for making changes.

**Creative Decision: What might be possible?**

Someone once said that 95 percent of the decisions leaders make can be made by reasonably intelligent high school sophomore. Leaders get paid for the other 5 percent. Sometimes making those tough decisions calls for experience. But often what’s really beneficial is creativity. Good leaders think outside the box and help the team break through barriers and cover new ground.

**People Decisions: Who should- and should not-be involved**

The most difficult of all decisions often directly involve people. It’s not always easy to find the right person for a given job. It’s even more difficult to decide whether someone is no longer right for the team. In fact, this is such an important and complex process.

Though decision making is difficult, it is vital to good leadership. H. W. Andrews asserted, “Failure to make a decision after due consideration of all the facts will quickly brand a man as unfit for a position of responsibility. Not all of your decisions will be correct. None of us is perfect. But if you get into the habit of making decisions, experience will develop your judgment to a point where more and more of your decisions will be right.” And as a result, you will become a better leader.

* 1. **Can a leader actually lead and serve at the same time?**

It is a common misconception that it’s the role of followers to serve and the leaders to be served. That is a faulty view of good leadership. When Ed Zore[[44]](#footnote-44), chairman and former CEO of Northwestern Mutual, was working his way up in the company, he thought that when he reached the top, he would be in complete control of his life and organization- the captain of his own ship, someone who could do whatever he wanted.

What he discovered was that leadership is actually servanthood. Most potential leaders overestimate the perks and underestimate the price of leadership. When they focus on the benefits of leadership, they become self-serving.**Here’s the difference between the two kinds of leaders:**

Self-serving leaders ask, “What are others doing for me?’’

Serving leaders ask, “What am I doing for others?

Self-serving leaders see people as workers they own.

Serving leaders see people as teammates on loan.

Self-serving leaders put their own interests ahead of the teams.

Serving leaders put the team’s interests ahead of their own.

Self-serving leaders manipulate people to their own advantage.

Serving leaders motivate people for mutual advantage.

If you want to be the best leader you can possibly be, no matter how much or how little natural leadership talent you possess, you need to become a serving leader. And here’s the good news: It’s a choice. What it takes to serve others is within your control:

1. **Serving others is an Attitude issue**

Leon A. Gorman of L.L. Bean observed, “Service is just a day- in day –out, ongoing, never-ending, unremitting, persevering, compassionate type of activity.” First and foremost, it’s a matter of attitude. And it’s contagious.

1. **Serving others is a Motives issue**

Robert K. Greenleaf, founder of the Robert K. Greenleaf Center for Servant Leadership observed, “The servant-leader is servant first…. It begins with the natural feeling that one wants to serve, to serve first.

Then conscious choice brings one to aspire to lead…. The difference manifest itself in the acre taken by the servant- first to make sure that other people’s highest priority needs are served.’’ If you go into leadership with the motive to serve others, the team, and the organization, it will be hard for you to go wrong.

1. **Serving others is a values issue**

If you value people, you will want to add value to them and serve them. I know that may sound idealistic to some leaders. However, there is also a very pragmatic value to serving others. Everything you will accomplish as a leader ultimately hinges on the people you work with.

Without them your success as a leader will be greatly limited. Every day, organizations are responsible for the greatest waste in business- that human potential. If you can develop people and help them discover their strength zones, everybody wins.

I believe there is no division between serving and leading. The foundation of effective leadership is actually service. I can’t imagine serving without leadership, and can’t imagine leadership without serving. Good leaders serve. They see their role as that of servant, facilitator, value adder, success-bringer-but they do this quietly, without fanfare. Their mind-set is like that described by tennis star Arthur Ashe, who said, “True heroism is remarkably sober, very undramatic. It is not the urge to surpass all others at whatever cost, but the urge to serve others at whatever cost.”

**Questions Leaders should ask about serving**

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| **Are you a serving leader? To find out, ask yourself these questions:**   1. Why do I want to lead others? 2. How important is status to me? 3. Do others work for me or with me? 4. Am I glad to serve others and do it cheerfully? 5. Is my team better because I am on it? 6. Exactly how is it better?   If you find it difficult or “beneath” You to serve others, your heart may not be right. To earn the right to lead in greater things, first learn to serve in smaller ones. |

* 1. **What are the top skills required to lead people through sustained difficult times?**

One of the most challenging tasks any leader faces is being a change agent and leading people through tough times. But it can also be one of the most rewarding. Economist John Kenneth Galbraith asserted, “All of the great leaders have had one characteristic in common: It was the willingness to confront unequivocally the major anxiety of their people in their time.

Tough times show us ourselves. The people we lead find out who they’re. As leaders, we also find out what we’re made of. As author Jack Kinder says: “You’re not made in a crisis-you’re revealed. When you squeeze an orange- you get orange juice. When you squeeze a lemon- you get lemon juice. When a human being gets squeezed- you get what is inside- positive or negative.

The best way to approach tough times is to try to see them as opportunities. Most people want their problems to be fixed without their having face them, but that is an impossibility. As a leader, as a coach, as a catalyst for turnaround, you need to help people solve problems, take responsibility, and work to make things better.

Most of the time, people need to dig themselves out of their difficulties- whether or not they were the cause of them. They need help, which you can give them in the form of advice, encouragement, and positive reinforcement, but everyone needs to do his or her part and work together. **With that context in mind, here is how I would recommend that you lead and serve people during difficult times:**

1. **Define reality**

Most people’s reaction to tough times or a crisis is to say, “Let’s forget the whole thing.” Maybe that’s why Peter Drucker said, “A time of turbulence is a dangerous time, but it’s greatest danger is a temptation to deny reality.” So what is a leader to do? Define reality for people. That’s what Max De Pree advised. He said it was a leader’s first responsibility.

The law of the Scoreboard in the book The 17 indisputable laws of teamwork says the team can make adjustments when it knows where it stands. As the leader of a team, you need to help people define the things that are holding them back. Then you need to define the things that will free them up. People cannot make good choices if they don’t know what these things are, and many have a hard time figuring them out on their own. You’re there to help them.

1. **Remind them of the big picture**

Winifred E. Newman, associate professor in the Architecture Department of Florida International University, observed, “Vision is the world’s most desperate need. There are no hopeless situations, only people who think hopelessly.”

Leaders are keepers and communicators of the vision. They bear the responsibility for always seeing the big picture and helping their people to see it. People need to be reminded of why they are doing what they do, and of the benefits that await them as a reward for their hard work.

That doesn’t mean that the vision is 100 percent clear to the leader, especially during difficult times. But that’s OK. Author and friend Andy Stanley says, “Uncertainty is not an indication of poor leadership; it underscores the need for leadership…. The nature of leadership demands that there always be an element of uncertainty.

The temptation is to think, ‘If I were a good leader, I would know exactly what to do.’ Increased responsibility means dealing more with more intangibles and therefore more complex uncertainty. Leaders can afford to be uncertain, but we cannot afford to be unclear. People will not follow fuzzy leadership.”

When I’m leadingpeople through a difficult situation, I often don’t know all the answers. But I know there are answers, and I will do everything I can to make sure we find out what they are. That gives people reassurance.

1. **Help them develop a plan**

Before you can develop a strategy to get out of a difficult situation, you must know where you are and where you want to go. If you have helped people by defining reality and showing them the big picture, the next task is to identify the steps required to go from here to there. Not everyone finds it easy to do that. As a leader, you need to come alongside them and help them figure it out.

1. **Help them make good choices**

“There is a choice you have to make in everything you do. So keep in mind that in the end, the choice you make, makes you.” People’s choices define who they are and determine where they go. It’s true that we don’t choose everything we get in life, but much of what we get comes from what we’ve chosen.

As a leader, the better choices you have made throughout your life, the better you have probably positioned yourself to help others, not only because you have gained experience and developed wisdom, but also because repeated good choices often lead to personal success and greater options. If these things are true for you, put them to good use by helping others navigate difficult waters.

1. **Value and promote teamwork**

“As the challenge escalates, the need for teamwork elevates.” No team can win and keep winning unless everyone works together. It’s the responsibility of leaders to promote teamwork and get team members cooperating and working together.

1. **Give them hope**

John W. Gardner[[45]](#footnote-45), former secretary of health, education, and welfare, said, “The first and last task of a leader is to keep hope alive- the hope that we can finally find our way through to a better world- despise the day’s action, despise our own inertness and shallowness and wavering resolve.” Hope is the foundation of change. If we continue to hold hope high, and we help others to do the same, there is always a chance to move forward and succeed.

Crisis holds the opportunity to be reborn. Difficult times can discipline us to become stronger. Conflict can actually renew our chances of building better relationships. It’s not always easy to remember these things. As leaders, our job is to remind people of the possibilities and to help them succeed.

* 1. **Is it possible to be a leader in all areas of your life?**

The short answer to this question is no. and here’s why. You cannot develop influence with everyone. There isn’t enough time in a day or enough days in a year. Developing influence is a process.

**Let us look at the 5 Levels of Leadership**

**Level 1: Position.** You don’t have to hold a position or title to start developing influence with others, but if you do have a position or title to start developing influence with others, but if you do have a position, you must recognize that it’s only a starting point.

To begin to truly influence people, you must develop relationships. This is accomplished on **level 2: Permission**.

To build upon that and gain more influence, you must help people to be effective and work together with others on a team. **This occurs on level3: Production.** All these things take time. You cannot help everyone you know to be productive. It’s impossible. So what do you do? Choose where you will invest yourself to develop influence and become an effective leader. The leadership skills you develop will help you in all areas of life, but you cannot expect to lead in every area of life. That simply isn’t realistic.

* 1. **What should you develop, change, take hold of, or let go of as you grow into each season?**
* **Twenties- Alignment:** We build our foundation and prepare for future success.
* **Thirties- Adjustment:** We try different things and find out what works and what works.
* **Forties- Advancement:** We focus on our strength zone and make the most of what works.
* **Fifties- Assessment:** We reevaluate our priorities and hopefully shift from success to significance.
* **Sixties- Ascendance:** We reach the top of our game and the height of our influence.

Of course, not everyone’s life works out this way. That’s why I think it’s more useful to think of our lives in terms of seasons.

For example, every season has a beginning and an end. Our lives are not static. Even if a person chooses not to grow, life does not remain the same.

While we are in the season of life, we should do all we can. Too often people give less than their best, thinking they can make it up later. What they don’t understand is that once a season has ended, they often can’t go back. They don’t get another chance.

Another truth is that the season always comes in sequence. Spring always follows winter. Autumn always comes after summer. We have no control over the order in which the earth’s seasons occur.

The same is true of the seasons of success. You cannot harvest life’s rewards without first planting seeds. Yet many people want to spend their entire lives in the harvest season. It just doesn’t happen.

Each of us is responsible for managing the seasons of our own lives. We have all been given seeds. We all have to weather storms and drought. And it’s up to us to plant and cultivate several “crops” for life.

**Ecclesiastes 3:1[[46]](#footnote-46)** says, ‘There is a time for everything, and a season for every activity under the heavens.” Many people fail because they are out with time and place in their season of life.

When this happens they become frustrated and may begin to believe that it’s impossible for them to achieve anything significant, and that leads to discouragement. I believe it is possible for all people to reap a rewarding harvest according to their ability.

Your autumn will surely come; it is a time of reaping. It is the time when you receive the products of your labor. It brings feelings of accomplishment. There is no better season of life.

Wherever you find yourself, do what’s right for the season. Give it all you’ve got, and don’t worry too much about the outcome. In due time, the harvest will come.

**Questions related to getting started in Leadership**

1. How can a young leader establish his vision and get buy-in when he doesn’t yet have a track record of success?
2. How do you determine your leadership potential?
3. How can I discover my unique purpose as a leader?
4. It is said that to be a good leader you must first be a good follower.

Does this maxim hold true at all times? If so, at what point does a follower become a leader?

1. I’m a bit introverted, and I believe that being more outgoing could help me to be a leader. How can I accept my personality, yet blossom in connecting with others?
2. What advice would you give to an aspiring leader trying to take the first steps into leadership?
3. What’s the first thing a leader should do when brought in from the outside to be responsible for a group or department?
4. How do you find balance between leading others and producing?
5. I’m always worried about hurting people’s feelings or worried about what they will think of me. What can I do to overcome this and become a strong leader?
6. How does an emerging leader establish leadership confidence without affirmation?
   1. **How do I get started in Leadership?**

Some people have a clear vision for leadership. There is an organization they desire to create or a task they want to accomplish. They start performing a service or creating a product, and if it’s successful, they soon need help. When they hire their first employee, they start leading.

However, most people move into leadership differently. They find themselves in a situation where someone asks them to lead something- ate work, in their community, or at church- and they agree to take on the responsibility. Or they help to give direction to a project or task because no one else is doing it, or because the person in charge is doing it so poorly that they worry it will fail. So they take charge and organize it themselves, hoping to see it succeed.

How you come into leadership role matters less than how you handle it. And the key question you need to ask yourself is, “Why do I want to lead?” I ask that question of any person who says he wants to get into leadership. If you want to help other people, your team, and your organization, you’re starting on the right foot. If your desire is to fulfill a worthy vision, one that will help people and make the world a better place, you’re headed in the right direction.

If you’re doing it to add value to others and not just yourself, you are seeking to be a leader for the right reason. And it is your duty to become the best leader you can possibly be.

**9.11 How can a young leader establish his vision and get buy-in when he doesn’t yet have a track record of success?**

I’ve known a lot of young leaders who are very eager to share their vision and want to know why everyone doesn’t immediately jump in to help them accomplish it.

When you take on a new leadership position, how much temporary trust you receive will depend on many things. The culture of the organization. The credibility of your predecessor. The influence of the people who put you into place.

If the environment and the culture are negative, people may assume that you won’t be a good leader and give you very little grace. In a more positive environment, people may be open to you and willing to give you the benefit of the doubt for as long as six months.

During that time, what you say will hold more weight than who you are. But everyone will be watching to see if what you say and what you do line up. If you have demonstrated character and competence, your credibility will keep gaining more weight until who you are eventually has greater influence than what you say.

As people’s trust grows, so will your influence. And as Stephen M’R Covey observed. “The beauty of trust is that it erases worry and frees you to get on with other matters. Trust means confidence.” It also means buy-in. To demonstrate competence as you start in leadership, begin with the basics:

* **Work hard:** There is no substitute for a good work ethic. People respect someone who works hard.
* **Think ahead:** Because your decisions affect your team, beginning with the end in mind and identifying priorities are doubly important.
* **Demonstrate excellence**: The better you are at your job, the higher your initial credibility.
* Follow through: Good leaders bring things to completion.

**To communicate character to team members in short time, do the following:**

* Care about the people you lead: Any time new leaders arrive on the scene, the people on the team ask three things: do they care for me? Can they help me? Can I trust them? If you care about people and show it, they will be able to see your good character.
* Make things right: Because new leaders want to impress their people, they sometimes try to hide their mistakes. That is the opposite of what they should do. When decisions don’t turn out the way they were intended to, leaders owe their followers an explanation and an apology. That may feel painful in the moment, but it will develop character credibility. If they can also make amends for the mistakes, that will even be better.
* Tell the truth: When there is consistency between the words and actions of leaders, followers know that leaders can be trusted. Honesty adds integrity to the vision and credibility to the vision caster. In the long run, people appreciate truth-even hard truth.

If you put in the slow hard work of developing credibility through character and competence, you will begin to earn trust. The more trust you gain; the more potential influence you’ll have. When the team wins, you gain further credibility. When you make mistakes or the team fails, it costs. Your goal is to earn so much credibility that people buy into your leadership and never lose faith in you, because if they do you’ve lost credibility with the organization.

**9.12 How do you determine your Leadership potential?**

I believe that nearly everyone has the potential to lead. Maybe not everyone can become a great leader, but everyone can become a better leader. Knowing that may be encouraging, but it may not be very helpful in determining how to pursue your leadership potential.

**What are the signs that you have leadership potential that you should try to lead others starting now? You need to examine four areas to get a sense of whether it is time for you to step up and lead:**

1. **Pay attention to the need you see**

Leadership begins with a need, not when someone wants to fill an empty leadership position. Sometimes people see a need and it sparks something within them, a passion. There are many needs in this world. Are there some that strike a chord in you? If you see a need that you feel a strong desire to address, and it moves you to action, that is a sign that you have the potential to lead in that area.

1. **Use your natural abilities to help others**

When the desire to address a need interests with an ability to do something about it, sparks begin to fly. When the ability of the leader perfectly fits the need of the moment, the results can be extraordinary.

Henry Ford’s ability to build cars at a moment of history when they could be mass-produced changed the United States and then the world. He saw the need, he had the ability, and he took action.

You have gifts, talents, and skills that you can use to help people. It is your responsibility to learn what those abilities are and develop them. If you’re not sure what they are, ask others who know you well. In addition, look at the areas where you are naturally intuitive, productive, satisfied, and influential. We tend to lead naturally in areas where we are gifted.

We also add the most value when we work in those areas. Once you’ve discovered and develop your abilities, put them to use to help your team.

1. **Make the most of your passion**

When you begin helping others in an area that you believe is important, you may find the passion rising in you. That’s a positive sign. Passion in a leader is compelling to others. People want to follow passionate leaders. It makes them want to jump on board and join them.

General Douglas MacArthur said[[47]](#footnote-47), “Youth is not entirely a time of life; it is a state of mind. Nobody grows old by merely living a number of years. People grow old by deserting their ideals…. You are as young as your faith, as old as your doubt; as young as your self-confidence, as old as your fear; as young as your hope, as old as your despair.”

If you are new to leadership, tap into your passion and fuel it. If you’re not new to leadership, make sure you don’t lose your passion. A cold leader never inspired anyone to cause anyone to a cause. A red-hot leader inspires nearly everyone.

**4. Develop your influence**

The bottom line on leadership is that it’s influence. If you want to lead, you must persuade people to work with you. People who think they’re leading but have no one following them are only taking a walk.

Author and professor Harry Allen Overstreet[[48]](#footnote-48) remarked, “The person who can capture and hold attention is a failure in life? Obviously, it is the person without influence; one to whom no on attends: the inventor who can persuade no one of the value of his device; the merchant who cannot attract enough customers into his store; the teacher whose pupils whistle or stamp or play tricks while he tries to capture their attention; the poet who writes reams of verse which no one will accept.” If you want to make an impact in the world, you must be able to influence people.

If you focus your attention on a need that speaks to your heart, make the most of your abilities, tap into your passion, and develop influence, you can become a leader. And you will be able to make a difference in the world.

**9.13 How can I discover my unique purpose as a leader?**

Martin Luther Jr[[49]](#footnote-49), “If a man hasn’t discovered something he will die for, he isn’t fit to live.”

I think all people desire to find the thing for which they would die, because that points them to their purpose. And I think everyone has the potential to discover it. That’s especially important for leaders, because their purpose affects the lives of not only themselves, but also other people.

But discovering your purpose takes time. First you need to know yourself. Your unique purpose must be built on your strengths. Discover your strengths and you have the opportunity to discover your purpose. Don’t learn what they are, and you have very little chance of living out your purpose.

How do you get to know yourself? You can learn a lot from self-evaluation tools, such as Strengths finder, but some things you will learn only through trial and error. The pattern in my life has been move forward, crash, reflect, evaluate, change, and move forward. This can take some time, so you must be patient. Every success and every failure can bring you another step closer to knowledge of yourself.

Once you discover your strengths, you must intentionally increase your time using them. That’s when you will likely begin seeing themes emerge in your life.

Your goals are to sharpen your skills and to increasingly target your work toward your strengths until you home in on the thing that makes you say, “I was born to do this.” That’s what Martin Luther king Jr. was talking about when he said, “If a man is called to be a street sweeper, he should sweep streets even as Michelangelo painted or Beethoven composed music or Shakespeare wrote poetry.

He should sweep streets so well that all the hosts of heaven and earth will pause to say. ‘Here lived a great street sweeper who did his job well.’’

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| **What really matters to you**  If you’re having a difficult time finding your purpose or setting direction for your leadership ask yourself,  **What makes me sing?** Your answer reveals what brings you joy.  **What makes me cry?** Your answer reveals what touches your heart.  **What makes me dream?** Your answer reveals what sparks your imagination.  **What makes me excel?** Your answer reveals your strengths.  **What makes me different?** Your answer reveals your uniqueness.  The more questions you can answer, the greater the number of clues you’ll have to help you reveal your purpose as a leader. |

It takes time to learn about yourself, but it also takes effort to remain true to yourself. People will ask you to depart from the path that’s right for you. But the better you know yourself and the truer you are to yourself, the greater your success will be as a leader. Benjamin Disraeli[[50]](#footnote-50), one of Britain’s great prime ministers, wrote, “I have brought myself, by long meditation, to the conviction that a human being with a settled purpose must accomplish it, and that nothing can resist a will which will stake even existence upon its fulfillment.”

The key here is Be yourself. No one is better qualified to be you than you. God only made one of you, so be yourself and do what he created you for.

**9.14 How can I accept my personality, yet growing in connecting with others?**

Because so much of leadership is about working with people, it can be more difficult for some introverts to get started leading. But that doesn’t mean that introverts can’t lead.

You don’t need to be an extrovert to lead others. However, you may at times have to be more outgoing than you would naturally like to be. John Lilly[[51]](#footnote-51), former CEO of Mozilla, who is an introvert, forced himself to walk the halls and make eye contact with people after he realized that his not greeting others offended them.

You should not try to change your personality to become a better leader. That will only make you come across as phony. You just need to become your best self by focusing on your gifts and maximizing the best qualities of your temperament. For example, let’s look at the two classic introverted temperaments: Phlegmatic and melancholic. Phlegmatics are known for their steadiness and their ability as peacemakers. If you’re phlegmatic, tap into those qualities to give your team security and stability, and then get people to work together. Melancholics are known for their thinking ability, their creativity, and their attention to detail. If you’re melancholic, make the most of those qualities by planning and strategizing.

In addition to using your strengths, you do need to make a deliberate and continuous effort to connect with people. To do that…

1. **Understanding the value of connecting with others**

If you want to connect with people, never forget how important it is and work at it every day. People don’t care how much you know until they know how much you care. It may sound corny but it is true.

1. **Connect with others using your strengths**

Rely on these five qualities every day when working with people, whether one on one, in a meeting, or onstage:

* Humor: Enjoy a good laugh and don’t mind being the butt of the joke.
* Authenticity: Be yourself in all situations, and don’t teach anything you don’t live or believe.
* Confidence: Feel good about yourself and believe strongly in people.
* Hope: Lift up and encourage people, and do it out of love.
* Simplicity: Never try to impress people with big words or complex sentences. Try always to connect with people, so keep it simple.

I don’t know what your strengths are, but you have some. What are your top five? Are you using them? Have you found a way to make who you are work for you?

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| **Leading different personalities**  **Which personality type are you? Each one has its own strengths:**  The most natural leaders: Choleric  The most loyal leaders: Phlegmatic  The most gifted leaders: Melancholic  The most loved leaders: Sanguine  Make the most of your personality type. |

1. **Ask good leaders to give you feedback**

If you want to learn how to make the most of your strengths and leverages the best traits of your personality type, seek out feedback from other leaders. Seek for their advice. People who are not good at leadership and communication may be able to tell you when you aren’t connecting; but only good connectors can tell you why.

As Stephen Covey[[52]](#footnote-52) said, “It takes humility to seek feedback. It takes wisdom to understand it, analyze it and appropriately act on it.” But it is definitely worth it. Only by being yourself and building on your strengths can you become a better leader.

**9.15 What’s the first thing a leader should do when brought in from the outside to be responsible for a group or department?**

**1. Strengthen Relationships**

You do that so that you can strengthen relationships and start building the team. You do that by putting people first. The quickest way to build relationships is to try to get to know and understand each person on your team. To understand the mind of an individual, look at what that person has already achieved.

To understand the heart of a person, look at what he or she aspires to do. If you have a handle on people’s history and aspirations, you’ve gone a long way to getting to know them.

1. **Earn people’s Trust**

You cannot lead a team if you do not have the team members’ trust. Effective leaders ensure that people feel strong and capable. In every major survey on practices of effective leaders, trust in the leader is essential if other people are going to follow that person over time. People must experience the leader as believable, credible, and trustworthy.”

1. **Position team member properly**

It is the leader’s responsibility to position team members where they add the most value and have the greatest chance for success. Doing that serves them individually as well as helping the team to perform at its best.

**How do you figure out where each team member fits?**

By getting to know his or her strengths and weaknesses. If a leader doesn’t know what his player’ strengths and weaknesses are, he cannot hand of responsibilities to them.

And for that matter, if a leader doesn’t know his own strengths and weaknesses, he will not hand off responsibilities to the team.

When you take over a team, if you did nothing other than put each player in his or her strength zone, you would greatly increase the productivity and success of the team. It can make a huge difference in a very short time.

1. **Create Clear expectations**

Another fairly quick way to positively affect a team is to give the entire team as well as each individual player clear expectations when it comes to performance and goals. Author Denis Whitley[[53]](#footnote-53) asserts, “Motivation is always in direct proportion to the level of expectation.” Good people always rise to your level of expectation.

1. **Determine people capacity**

As every coach knows, most people do not push themselves to their capacity. If you’ve communicated what is expected, you’ve helped them even more. What’s left? To motivate and inspire them to achieve, and give them a safe place to fail.

If you encourage people to strive to go farther than they ever have and you give them the freedom to fail, they will take risks, and you will help them to determine what their true capacity is. That’s no small thing.

Daniel H. Pink [[54]](#footnote-54)says, “Once source of frustration in the workplace is the frequent mismatch between what people must do and what people can do. When what they must do exceeds their capabilities, the result is anxiety. When what they must do falls short of their capabilities, the result is boredom. But when the match is just right, the results can be glorious.”

**9.16 How do you find balance between leading others and producing?**

Leadership is often the result of a person’s being productive. That’s often why people are willing to follow you. If you’re good at what you do, motivated people want to know why. They want to watch you and learn from you. They’re willing to take your direction, because they hope you can make them better. That’s where leadership often starts.

Let’s say you’re a highly productive person and others begin to recognize that you’re good at what you do, and they start asking for your help, even though you have no official leadership responsibilities yet. What do you do? Helping others will take your time. It may reduce your productivity.

Will you help them, even though it becomes more difficult for you to take care of your own responsibilities and get your work done? Many people don’t want to be bothered. But let’s say you love what you do and you desire to help people. So you give them some of your time and pick up the slack by working either longer or smarter.

If your world in an organization that recognizes and rewards producers who help the team, you will probably be given some leadership responsibilities. However, you may receive those on top of your responsibilities.

This is where you need to begin learning how to manage producing and leading. Maybe the balance shifts from ninety-ten to eighty-twenty. At some point you will run out of hours in your day and days in your week. You will have to stop doing some things and start delegating others. To start figuring out what tasks you can shift, ask yourself these questions:

* **What am I required to do personally?**

Some tasks cannot be delegated. If you own a business, you know that you have a responsibility to the organization to help it succeed. The buck stop with you, if you work for someone else, there are things your boss requires you to do personally. Ask what must be done that only you can do and your priority list. As I prepared to accept the last leadership position in which I worked for someone else, I asked what tasks only I could do. These I did, and I delegated nearly everything else.

* **What give the organization the greatest return?**

Some of the things you do return great value to the organization because they use your greatest strengths. These are the things in your production zone, and you should never delegate them to someone else.

* **What rewards me personally?**

If you want to be productive, you should try to learn to get joy from what gives the greatest return and discipline yourself to do those things.

* **What reproduces productivity and leadership in others?**

When most people think of delegation, they focus on the benefit to themselves. They understand that if frees up their time to take on additional responsibilities, like leading. And that’s good. But there is another benefit of delegating: it allows others to grow in their ability to produce or lead.

In the beginning this can actually take up more of your time. But in the long run, it pays off not only for you but also for the organization and the people you develop.

As your leadership ability and responsibilities increase, the balance between the time you spend leading and the time you spend producing will evolve. If you are a great equipper and developer of people, you may get to where you are spending 90 percent of your time leading and reproducing leaders and only 10 percent of your time actually producing. However, if at any point you begin to lose credibility with your team or the person you work for, you will need to shift more time and attention back to producing. Productivity is the engine that drives your credibility and leadership.

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| **Questions to ask before delegating**  As you delegate to others, consider these questions   1. **Exactly what needs to be done?** People a cannot hit a hidden target. When you give someone a task, define what needs to be done as precisely as possible. People need to know what a win is. 2. **Why does it need to be done?** How do you avoid being constantly drawn back into the process when you delegate something? By telling why. When people know why, they are better able to make decisions. 3. **When does it need to be done?** Nothing motivates like a deadline. Besides, everyone likes a sense of completion. People won’t get it if they don’t know when they’ve finish a task. 4. **Who is the best person to do it?** Always try to delegate to people’s strength. You want to set people up for success and help the team to win. 5. **How well must it be done?** Not all tasks are created equal. Washing a car doesn’t need to be done with the same precision as brain surgery, and to demand the same standards for both is a waste of time and energy. Establish standards according to the importance of the task. In addition, for delegating something I have been doing myself, my general rule of thumb is that if someone can do a job at least 80 percent as well as I would, I should ‘t be doing it myself anymore. |

**9.17 Are you worried about hurting people’s feelings or worried about what they will think of me. What can I do to overcome this and become a strong leader?**

As long as you‘re overly concerned about what other people think of you, you won’t be able to become a strong leader. The key to change is deciding to do what is best, not what was best for me. We have to believe in the cause more than in comfort. We have to live for a purpose bigger than ourselves. We must be willing to take the heat so that we can move people forward.

**Here’s how this works:**

* Believing in the cause creates your conviction.
* Believing in your vision fuels your inspiration.
* Believing in your people builds your motivation.

Once you possess enough conviction to keep you from worrying about what others think, you will be willing and able to set the standards necessary for you to lead effectively. It is the job of the leader to determine the standards for the people he leads. As leader, I can never forget that, I must…

Set the standards

Teach the standards

Live the standards

Lead others to stretch to the standards.

If I don’t both I and the organization will drift into mediocrity- and then go down from there. To be an effective leader, you must listen to others, and consider their thoughts and ideas, but do what’s right for the organization and the people according to your personal values and the highest standards.

**9.18 How does an emerging leader establish leadership confidence without affirmation?**

Confidence is important for a leader. Confidence makes it possible for leaders to take risks and speak up. It empowers them to go first when they need to. It helps them tackle big problems and overcome failure.

Leadership is often messy and difficult. Confidence makes it possible for leaders to keep moving forward in spite of this.

Confidence also sets individuals apart. Confident people stand out from the crowd. Confident leaders provide certainty to uncertain people and security to insecure people. People migrate to confident leaders. People want to follow others who know where they’re going. Their confidence gives the people who follow them confidence. Together they are more likely to overcome adversity.

Unfortunately, many young leaders have to function in environments where they receive limited guidance and even less affirmation. So many leaders must learn to develop confidence on their own. That can be difficult, but it’s not impossible. If you desire to improve your leadership confidence, do the following:

1. **Spend time with people who give you confidence**

If people in your life make you feel discouraged and tentative, you need to spend less time with them and more time with people who want to see you win and express that to you. I had to do it here in prison. I broadened my circles. And when I found someone who encouraged me, I went out of my way to spend time with him. You should too.

1. **Find a way to get a few wins under your belt**

If your confidence isn’t what it needs to be, find ways to rack up a few wins. Start with easy ones if you need to. For that matter, you can also make a list of past victories to help you develop (or regain) confidence. Even the best of leaders sometimes feel low and need to remember past victories to give them a boost so they can move forward.

1. **Quit comparing yourself to others**

One of the things most detrimental to people’s confidence is comparing themselves to others. If you are not a naturally confident person or you have a glass-is-half empty type of personality, you will most likely compare your worst to others’ best and find yourself lacking.

Don’t do it! Others are often not as good as we give them credit for, and we are all too aware of our weaknesses. As a result, the comparison is distorted. Besides, each of us is a unique individual with something to contribute to this world. Instead of comparing yourself to others, focus on being your best you.

1. **Specialize until you’re special**

That leads to the final thing, as a suggestion to do to gain confidence. If you are doing something based on one of your top strengths, you not only add value to your team, you also find it easier to believe in yourself.

If you want to gain confidence, become an expert in something. Develop a valuable skill. Become an expert on your product. Learn everything there is to know about your customers. It can be nearly anything- if it helps the team to succeed and it gives you confidence, it’s a win for everybody.

There is no one clear path to leadership. There is no simple checklist for becoming a leader. Each person’s journey is different.

Leaders have to grow into roles, and if the role becomes more demanding, the leader has to keep growing. Leadership is never a right. It’s a privileged and a responsibility. But it’s one that is open to anyone who’s willing to work hard enough to get it.

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| **Questions related to resolving conflict and leading challenging people**   1. **How can a leader…**  * Move an individual from unteachable to teachable? * Demand the change of a bad attitude from an employee? * Lead someone with a passive-aggressive personality who is loyal and effective, but is hindering the team? * Handle an angry employee? * Deal with a person who does not want to be led?  1. How do you raise the bar when people have gotten used to setting for mediocrity? 2. How do you motivate an unmotivated person? 3. How do you deal with people who start things but never finish? 4. How can leaders help individuals move past their mistakes, filter out negative self-talk, and get on a path of success toward a better future? 5. At what point do you turn your energy away from dissenters and low performers and focus on those who want to grow? 6. How do you inspire your team to make its current work a career and something to be proud to do, and not just another job with a paycheck? 7. How does one lead people who are more knowledgeable, or superior leaders, when put in charge of them? 8. How long do you push someone’s potential when they are not reaching it? 9. How do you know a relationship is broken and how can you save it? |

**9.19 How do I resolve conflict and lead challenging people?**

People who do not want to follow or be productive members of the team will not change. And that doesn’t make you a bad leader. It just means you have someone who’s bad for the team and organization. You only cross into bad leadership if you make the choice to keep someone on the team when you shouldn’t.

Too often, leaders wait. They don’t like to make these difficult decisions. They hope people will change on their own instead of challenging them and offering them a pathway to change. When people on the team are creating conflict or dragging the team down, many leaders think, I’ve failed them somehow. Let me try harder. Let me try something different. Let me move them into a different position. Maybe things will turn around.

Nobody likes making these hard decisions, but they must be made, and the sooner the better. Good leaders are direct and decisive in these matters. Ask yourself: is this best for the team? If keeping someone who’s difficult isn’t, get him or her off the team.

It is very difficult to place someone back in a position which he or she decided to leave by their own decision and their own reasons. Some of the people even sometimes go to the people and ask them; in fact, bagging them to come back to serve where they were serving before, and it will cost them sometimes.

It is very clear when someone have made up his or her mind not to serve in a particular position or area anymore, he’s or her productivity and zeal and energy to do the job will not be the same as when they have started in the position in the first place.  
 So don’t bag people to serve where their hearts is not willing to be, but also allow them to make decisions and choices. Even yourself if you have to make tough decisions for the organization or company do it for the benefit of everyone in the organization and that it will help in the progress and the production of the organization.

**CHAPTER TEN**

* 1. **Managing the church**

**Why churches succeed**

What make a church grow? The main significant factor over all else of why churches succeed is this point: They were centered upon Christ as Lord. They were not centered on a personality, A vision a denomination, an emerging paradigm, or a set of trends.

**Goal-setting and strategies and budgeting ideas**

Goals are very important to setting up objectives! Goals are also crucial for targeting opportunities and action plans, and strategizing on going from one point to another in personal life as well as ministry. Goals are tools to assist growth and to better our call to Christ and our service to one another. However, goals are not the focus.

**Designing constant meeting and action plans**

Every church has meetings so how should we do them? Some are formal and others are leisurely and informal. Some are very skilled, with strict rules of order and procedures laid out so specifically that the meeting is the ministry.

**The purpose of a lay Person**

First of all, Christianity is not a ranch where we hire hands to work the spread. Rather Christianity is an active driven adventure of faith, where we driven adventure of faith, where we each help one another up and cooperatively do the work that Christ gives us.

**Leading the church in the midst of chaos**

Motives and desires all at a convergence and many without an eye to the Word or an ear to the Spirit. So what does this have to do with the problems of the church?

**The importance of modeling character**

We can model the character of Christ by the faith we show in our obedience to his Word. What we see in Christ is our model of how we integrate or relate to people with whom we have relationships.

**What we need for today’s church**

In application our faith and ministry efforts are like a working fishing net. Our lives are interwoven with that of others by God as we crisscross with them in life.

**Stay focus**

We need to be aware of failing to hear the call of our Lord because of the noise of our will. Being set apart for the Gospel is to be totally at the disposal of our Lord and Master.

**How can a leader move an individual from unteachable to teachable?**

Any time have you have difficulty with people you lead, whether it’s because of a negative attitude, poor performance, lack of cooperation, or some other issue, you need to start a process then, and that process is the same for nearly every situation. Before I lay that out for you, I want to point out two questions you need to ask before you get started.

**Can they change?** This deals with ability.

**Will they change?** This deals with attitude.

For this process to be successful, when you ask people to change, the answer to both questions has to be yes. It can’t be either/or. If people are able and willing to change, there’s a chance you can be successful.

1. **Meet privately to discuss their behavior**

Most people wait too long to address an issue with an employee. That’s a mistake. Missionary doctor Albert Schweitzer[[55]](#footnote-55) asserted, “Truth has no special time of its own. Its hour is now-always.” If you have a problem with someone, do something about it as quickly as you can.

Meet with the person privately and level with them with integrity and honesty. Sit down and very clearly lay out what the issue is, giving specific, tangible examples of the undesirable actions or behaviors. Don’t be vague. Don’t use secondhand reports.

Don’t attribute bad motives to them, because they will only get defensive. In fact, go into the conversation assuming their motives are good. This is more likely to make them open to change and willing to make corrections. And be sure to explain how their actions are negatively affecting the organization, the team, or you.

One more thing. Never go into one of these meetings angry. If you do, you greatly reduce your chances of success. Psychologist William James said, “Whatever you’re in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it.

The factor is attitude. “If your attitude is positive, your mind-set is to give them the benefit of the doubt, and you truly want to help the person, you give yourself the best odds for a positive resolution.

1. **Ask for their side of the story**

Peter Drucker observed, “Erroneous assumptions can be disastrous.” I’m a pretty good judge of people, but I still sometimes read situations wrong. I misunderstand something that happened, make wrong assumptions, or don’t realize I’m missing an important piece of information. Sometimes circumstances such as a personal tragedy are temporarily prompting unwanted behavior, and the person simply needs help or understanding. That’s why you don’t want to go in with guns blazing. You might be wrong.

1. **Try to come to a place of agreement**

At this point its time to find out if they agree with you. Former secretary of state Dean Acheson stated, “Negotiation in the classic diplomatic sense assumes parties more anxious to agree than to disagree.” That’s the right attitude to bring into the process.

Often you can help someone with that attitude. However, I’ve also had many people say, “No, it’s someone else’s problem. “But you will have to agree to change and follow my guidelines if you want to remain on the team. And I’m going to hold you accountable.”

1. **Set out a future Course of action with a deadline**

No matter whether people agree with you or not, you must lay out a specific course of action for them to take. Once again, be very specific. Indicate any actions they must not take or behaviors they must not exhibit, starting immediately. If there are action steps they will need to follow through on, lay those out and put deadlines on them. And make sure they understand. Put your requirements into writing if needed. If you don’t both agree on what needs to happen in the future, you will both be frustrated.

1. **Validate the value of the person and express your commitment to help**

Before you finish your meeting, let them know that you care about them and genuinely desire a positive resolution to the situation. Tell them how you will help them. Goethe recommended, “Treat people as if they were what they ought to be, and you help them become what they are capable of becoming.”

Sometimes the greatest value a leader can add to other people comes through telling them the truth, showing them where they can grow, and then helping them change. Some people spend years on a job being resented by their boss and fellow employees, but are never told about their problem or given a chance to change and grow. As a leader, you have the chance to help them.

Sitting down with people and telling them where they fall short isn’t easy. And there’s no guarantee that they will acknowledge their problem or change. There’s a strong chance that you will have to let them go. If you are having a hard time making that decision, ask yourself this question: “If I needed to hire new people, knowing what I know now, would I hire these individuals?”

If the answer is yes- keep them.

If the answer is no- let them go.

If the answer is maybe- reevaluating in three months.

If the answer is that you don’t know, the answer is really no. Your emotions are making it difficult for you to accept a hard decision.

Fred Smith, one of my mentors, said, “Whenever I am tempted not to act in a difficult personnel situation, I ask myself, ‘Am I holding back for my own personal comfort or for the good of the organization?’ If I am doing what makes me comfortable, I am embezzling.

If doing what is good for the organization also happens to make me comfortable, that’s wonderful. But if I am treating irresponsibility, I must remember that two wrongs do not make a right.”

As a leader, you owe it to the rest of the team to make these tough choices. That’s what you get paid for.

**10.2 How do you motivate an unmotivated person?**

**Start with motivated people**

The best way to create a culture of motivation is to create a culture of motivation is to start with as many motivated people as you can.

If you want people on your team to be motivated, you must be motivated yourself. People do what people see. You should also hire motivated people. That sounds obvious, but you might be surprised how many leaders leave this trait out of the equation when looking for team members. Many focus too much on just talent or skill. Even the leaders who recognize the importance of attitude sometimes miss motivation.

And then they wonder why their people aren’t performing at a higher level.

**Understand the connection between relationships and motivation**

People are motivated by leaders who connect with them and treat them like human beings. If you are a people person, this may sound painfully obvious to you. Yet some leaders still miss it.

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| **Hire Motivated People**  How can you identify motivated people? They usually have several of the following traits:   1. They exhibit a positive attitude. 2. They can articulate specific goals for their life. 3. They are initiators. 4. They have a proven track record of success.   Look for these traits when looking for new team members. |

**Give each Person a Reputation to uphold**

People often go farther than they think they can go when someone else thinks they can. One way to show people that you believe in them and in the possibility of success for their future is to give them a reputation to uphold.

Ask yourself what’s special, unique, and wonderful about each person on your team. All people have talents, skills, and positive traits that make them valuable to the team. Figure out what they are and then share them with others. The more you validate people for the good things they do-or could do- the more they want to do them.

Not only does this motivate them to perform in their strength, it also encourages an environment where people say positive things about one another.

**Reward what you want done**

If you want to create an environment where people are motivated, give them reasons to get things done. Rewards are motivating. Rules, consequences, and punishment don’t do anything to get people going. They merely keep people from doing their worst. If you want people’s best, give them incentives for performance.

**Discover your destiny**

The question gathers around Jesus Christ, “Why did He come?”

This is a fair question. If Jesus Christ is God, then He is omniscient. Knowing all things, He certainly would do nothing without a clear and eternal purpose. What, then, was the purpose, so sublime, so compelling, that would lead the God of heaven to become a man? What reason would be sufficient to bring God to such a world?

These questions have been asked by sincere people throughout all the years of Christian history. On many occasions I have heard that question, “Why did Christ come?” I have been astonished at several answers.

“Christ came to be our example that we should follow in His steps.”

“He came to be an inspiration to mankind so that we could be motivated to live better lives.”

“He came to be a martyr for the cause of goodness so that we could be inspired to be willing to die for great purposes.”

There is some truth in each one of these answers; but none of them contain the essential reason why Christ came. Unquestionably He was our example and all of that, but there is a danger in believing that this was his primary purpose.

If the whole purpose of the coming of Christ was to be an example to us, then He would have been the author of the world’s great despair rather than its grandest hope. Christ’s example was that of moral perfection. He did no sin, and never in any way committed one thought or act to exception to the will of God.

**But He did come! Why?**

There is a deeper reason why He came into the world. It contains the very essence of Christianity.

My response to the question, “Why did Jesus Christ come?” is surely the best answer to the question of the coming of Christ is found in His own testimony.”

Let’s ask Him!

While we may theorize in our answers to this question, and our theories may be interesting, the best source of authority to answer this important problem is the word of Jesus Christ Himself. He made a clear annunciation as to the purpose of His coming when He said,

The son of man is come to seek and to save that which was lost. **(Luke 19:10)[[56]](#footnote-56)**

The son of man came not to be ministered unto, but to minister, and give his life as a ransom for many. **(Matthew 20:28)[[57]](#footnote-57)**

Strangely, then, the purpose of the coming of Jesus Christ was not simply to live and be an example and witness and all of this. By His own testimony the purpose of His coming was to die!

The purpose of his coming is not found by Bethlehem’s manger or by the pool of Siloam. The full reason for the coming of Jesus Christ is only discovered at the foot of a bloodstained hill called Calvary. There took place the ultimate act of all history, the suffering and the death of Jesus Christ, the Son of God.

Jesus Christ walked among men for thirty-three spotless years. In all of those years He never thought an evil thought or committed an evil act. He kept the moral law of God perfectly.

The Scripture says: He did no sin, neither was guile found in His mouth, who, when He was reviled, reviled not again; when he suffered, he threatened not; but committed Himself to him that judged righteously. (**1 Peter 2: 22-23)**

Jesus Christ, through obeying the rules for Himself, and dying for us, became “the way” by which a man can approach the Father. When Christ took the time to make fully clear to His Disciples that the ultimate purpose of His coming would soon be fulfilled, namely that He would go to the cross and die for the sins of the world, they were astonished.

They reeled in unbelief and said, “No, Lord.” But it was a supreme necessity. God, bearing the moral responsibility for His universe must, in order to prove His right to rule, fulfill that responsibility by producing the sacrifice for sin that He alone could bring forth.

Since it is true that “In Adam all die” Christ must indeed produce a new race of men in the world, a race of men who share, not basically the life of Adam, but a new kind of life- the life of Christ. So Christ gave Himself to be crucified!

And on the human side, the way it happened was simply as the death of a criminal. Jesus Christ was arrested by rules of the Jews and accused of breaking the laws of Israel and of sedition against Rome.

The death of Jesus Christ has created a place of refuge for every man.

God sent not his son into the world to condemn the world, but that the world through him might be saved **(John 3:17)[[58]](#footnote-58)**

The death of Jesus Christ is the ultimate act of God in His universe. The largest investment that was ever expended to accomplish a given result in the history of the world was the investment of the blood of Jesus Christ expended on the cross.

All of His creation was produced by the work of His hands. The cost of redemption is another story. It cost God the life of His son. The implications of the cross to the human soul are simply fantastic. This is what led C. T. Stud[[59]](#footnote-59) in irrefutable logic to say, “If Jesus Christ be God, and He died for me, then no sacrifice is too great for me to make for Him.”

The road to heaven is the way of the cross. To pass by the sacrifice of Christ means to move beyond hope, forever lost. Apart from the cross but one thing remains, “a fearful looking for of judgment and fiery indignation.” **(Heb. 10:27)[[60]](#footnote-60)**The road to heaven is the way of the cross.

**The price of personal development**

You’re in a race-run it well.

When you accepted Christ, you began a process. This process goes on for all of life and may well continue into the years of eternity. It is a process that the Bible calls growing in grace.

It is both tragic and fascinating to examine the lives of some Christians and discover how two young people who came to Christ at about the same era and time oflife but end up is such different spiritual states Five years or ten years down the road.

One is moving with enthusiasm to larger responsibilities and accomplishments, while the other is lagging, tired and dispirited.

Upon examination you may discover that the difference between these individuals is not primarily that of intelligence or talent or physical stamina. The essential difference probably is that one was willing and the other unwilling to pay the price of personal development.

Personal development- it’s yours, at a price!

The fact that this price exists and needs to be paid comes as a staggering blow to some naïve Christians. It should; however, be no surprise for life has already taught us that nobody becomes a star basketball player, champion golfer, capable writer or astronaut without strenuously developing his capabilities.

This illustration is valid in the life of every Christian. No one develops confidence in the things of God and capability for wide accomplishments for Christ unless he is willing to pay the price in training, discipline and sacrifice of lesser things in order to excel in the things of God.

No one driving his car up a mountain road would turn back to burned bridges and washed out roads. It would be madness to turn for any price from the narrow but passable- The call is to press on. The path is onward, higher, forward! Good-bye to yesterday. Welcome to today and the never-ending tomorrow.

There is no one decisive experience that will relieve any Christian from paying the price of personal development.

Let no emotion however ecstatic, no counselor however logical, no theology however convincing, preventing you from fully equipping yourself for the incomparable adventure of living successfully for Christ.

Probably no human list can be entirely complete but the following surely includes both the imperative and the important.

1. **Be sure of your personal salvation.**

Take just a moment now to ask yourself, “Am I sure that I Am truly saved?” The Apostle Paul wrote to the Corinthians long after his initial contact with them and said,

Examine yourselves, whether ye be in the faith; prove your own selves. Know ye not that your own selves, how that Jesus Christ is in you, except ye be reprobates? **(2 Cor. 13:5)**

1. **Be sure your life is consecrated to Christ**

Consecration and salvation are two separate and distinct works of God in us.

Consecration is making my life a gift to Him. I retain control, not for my, rather for His purposes. Consecration is seeing the wisdom of single-hearted commitment to Christ as against a life that dissipated its energies in the wandering half-life of an uncommitted personality.

Consecration is putting on the uniform an identifying myself publicly with his cause.

Consecration means that one says good-buy to his friends and takes up his cross, remembering that he is not coming back. One who recognizes that he is a pilgrim and stranger in this world commits himself to travelling the road rather than cultivating the flower garden.

The Christian who wants to count for God wisely asks himself the question, “Have I made my choice forever?” Consecration means that there is no turning back.

1. **Master the Word of God.**

Study to show thyself approved unto God, a workman that needed not to be ashamed, rightly dividing the word of truth (**2 Timothy 2:15)[[61]](#footnote-61)**

There is simply no possibility of expanded Christian capability apart from a thorough working knowledge of the Bible. The Word of God is your roadmap in the moral maze through which we must all pass. It brings to the seeking Christian mind a form of wisdom, infinitely better than is available from any of the universities of the earth.

Every other form of knowledge shall pass away, and all the philosophies of men will ultimately be swept into the dustbin. God has promised to destroy the wisdom of the wise but He has guaranteed that though heaven and earth pass away His Word will never pass away.

A thorough-going knowledge of the Word will enable you to speak as one having authority. This book of God will build into your life a foundation which cannot under any circumstances be moved. All of the other gifts that God will ever bring into your life will inevitablybe derived from your knowledge of the Word. No spiritual experience should ever supercede the Bible.

In fact, no experience can be properly interpreted without knowledge of the Word. Never judge the Bible by your experience, but rather always judge your experience by the Scripture. Let the answer to ever question in life be preceded by “What do the Scriptures say?”

So it is that God takes His Word and uses it to build into our lives a foundation which cannot be moved. An understanding of the scripture will bring the answer to every problem in life.

The Bible will be an unfailing guide and limitless source of strength. A great man once said to me, “The best short-cut to national leadership for Christ is a memorization of the Bible.”

That’s it! The best way to know the Word of God is to memorize it. The Bible, when memorized, has a way of affecting your very thought processes, conditioning your logic, and building into your mind the very mind of Christ.

1. **Learn to pray.**

Jesus said, Men ought always to pray and not faint.” James said “the effectual, fervent prayer of a righteous man availed much.” God has made an astonishing provision for every person who is a Christian. He has literally consecrated a new and living way by which we may approach His very throne.

Therefore, the book of Hebrews says, “Let us draw near with a true heart in full assurance of faith” **(Hebrews 10:22)** the writer of Hebrews also speaks words of marvelous personal assurance to each of us when he says,

For we have not a high priest which cannot be touched with the feeling of our infirmities; but was in all points tempted like as we are, yet without sin. Let us therefore come boldly unto the throne of grace that we may obtain mercy and find grace to help in the time of need.

Think of it! The God who created the universe has installed a private telephone line from His heart to mine. It would be pretty difficult, if not impossible, for most of us to call the President of the United States and talk to him in person. Contact with our loving God, however, presents no such difficulty. We are told that we may come boldly to the One who thoroughly understands and who is ready to instantly respond to our needs. God is for us rather than against us and He will work with jealousy and industry to bring to pass whatever of good is possible in our lives.

Because of the daily contact of prayer, we become literally workers together with God. The time when god is more delighted with us is when He sees our face in prayer. In respond to the request of the humblest Christian, God may well move heaven to see the desire of His child fulfilled

In prayer the sincere desire of the soul is lifted to the heart of the God who cares. More miracles have been wrought in the lives of men because somebody prayed than the world knows anything about. Christian capability cannot be separated, therefore, from daily prayer.

1. **Obey the Holy Spirit**

Every person who is a Christian has been made a personal partaker of the Holy Spirit. In fact, the presence of the Holy Spirit in our hearts is the evidence that we are children of God. The fact that the Holy spirit in our hearts is evidence that we are children of God.

The fact that the Holy Spirit is able to lead us is further evidence that we belong to Him. The Holy Spirit can be “grieved.” He can be “quenched.” Conversely, He can be pleased by our actions when we walk under His leadership. The Bible teaches that it is possible for us to bear “the fruit of the Spirit.” With His help, therefore, our lives can be characterized by

Love, joy, peace, longsuffering, gentleness, goodness, faith, meekness, temperance… **(Galatians [[62]](#footnote-62)5:22-23)**

We are commanded to be filled with the Spirit (**Ephesians 5:18**) by which God brings into our lives the power greater than our own. Every Christian needs a voice greater than his voice, strength larger than his physical powers, wisdom beyond his years or his education. This comes as our lives are characterized by obedience to the Spirit of Christ.

1. **Expand your faith**

We are simply incapable of living lives that are a credit to Christ unless these lives are characterized by the exercise and expansion of faith.

But without faith it is impossible to please him, for he that cometh to God must believe that he is, and that he is a rewarder of them that diligently seek him. (**Hebrews 11:6)**

One must have subjective faith in order to be a Christian. Believing in Jesus Christ brings a new experience that has never happened to the individual before. Subjective faith is therefore common to every individual child of God. It is that vehicle by which the person exercises saving faith in Jesus Christ. Objective faith is something else again- something bigger, higher, broader. It is, unfortunately, not known to every Christian.

Objective faith is that confidence in God by which a man can be used to produce the biggest, the largest, the most effective, essentially the first of its kind by way of a work for God in the world. We can easily see that Christianity’s tragic deficiency is that of objective faith on earth today. In that every New Year produces wider and deeper opportunities for Christ, surely God is calling young people to believe Him in producing a work for Christ beyond anything the world has ever seen. No Christian becomes a truly great leader in the things of God unless by faith he conceives of himself as being a man of destiny.

He must see himself as facing an unprecedented hour and able therefore to receive from God help that can produce an unprecedented work for Christ.

The words that electrified D. L. Moody are always true, “The world has yet to see what God can do with one life that is fully consecrated to Jesus Christ.”

But how do I expand my faith? The answer is the Word of God. The scripture clearly says: “so faith cometh by hearing and hearing by the Word of God.” **(Romans 10:17)[[63]](#footnote-63).** In essence we are told that faith comes by understanding the Bible. Many of the formal studies to which we are subjected tend to be destructive of faith. Here, unfortunately, the Bible too often is examined from a critical point of view.

Even Christian’s scholars sometimes forget that it is the Bible itself that is the tool by which God creates faith in our lives. As important, therefore, as it may be to study about the Bible, it is of considerably greater importance to study the Scripture itself. The same goes for the things of God as against God Himself.

1. **Exercise sanctified common sense.**

Every Christian has been given a degree of intelligence by God and the lord expects us all to use our intelligence at least to that degree. Sanctified common sense will prevent a Christian enthusiast from going off the deep end.

It is for want of common sense that most of our prayers usually are an attempt to make two times two equal five. Paul prays that we will know both “wisdom and revelation” in the knowledge of Christ **(Ephesians 1:7).**

Wisdom dictates that we should prepare today to become the people we want to be years from now. The development of wisdom, therefore, is inevitably a part of the total development of the personality without which success will continue to be elusive.

**8. Develop your unique gift.**

Paul wrote to Timothy one day and said, “Stir up the gift of God that is in thee” (**2 Timothy 1:6**).[[64]](#footnote-64)

Paul did not say to Timothy, stir up the gift of God that is not in thee” but rather “that is in thee.” Frustration is sure to come to any individual who attempts valiantly but vainly to do what he is simply not best prepared to do. The gifts of God come in different form and measure to each of us. Therefore, God insist that we discover what is that gift by which we can best serve Christ. Certainly it is incumbent upon us to choose the thing that we can best do and then develop that talent to the best of our ability.

Everyone of us must hear again the question put to Moses, “What is that in thine hand?” We will surely be called upon to answer one day for our talents that we used or wasted.

**9. Cultivate creativity**

A life-long spur to the progress of Thomas Edison was the motto, “There is a better way to do it. Find it.” Christianity is “the faith once delivered to the saints.” Jesus Christ is “the same yesterday, today and forever**” (Hebrews 13: 8)**, so that we are sure that the message of the gospel of the Gospel of the grace of God does not change from year to year. God has ordained that the gospel should be committed from faithful men to faithful men through successive generations and taught by each to the world. The message of the gospel is clear and changeless.

But the Bible makes no such claim about the Christian method. The method by which Jesus Christ is presented to the world is happily adaptable to the dynamism of any age. Surely the advent of the space age and the atomic age should bring to the fore the creative genius of thinking Christians to ask and answer the question, “How can we bring the gospel with renewed impact to our changing generation?”

There is increasing room within Christianity from leaders of creative capability in this volatile time of world history. Unquestionably the church needs new forms of evangelism, new concepts in world missions, a new structure for Christian education, new ideas in leadership training, new methods of youth evangelism, to name a few.

Modern industry is learning that to fall behind in creative effort means bankruptcy. Creative people are, therefore, being escalated to positions of top leadership for they represent the key to success as well as survival.

The population of our world is now increasing at the rate of 6,000 people per hour. At our present rate of Christian growth, we will not reach and win one per cent of this burgeoning mass of the world’s population. We must do some serious creative thinking as to how to produce a job big enough, soon enough to make the difference enough that our world needs. Someone had better think of better methods of Christian outreach- and quickly.

1. **Learn the proper use of time**.

The moments of most of our lives slip through our unsuspecting fingers unexploited for God. Time is a very unforgiving substance and cannot be made to return once it has flown. Therefore, the Bible admonish us to be “redeeming the time because the days are evil” (**Ephesians 5:16).**

The only thing any of us really have in this passing world is the moment that is now present. This present moment can be lost either by letting it be filled with vain regrets of yesterday or day-dreams of tomorrow. We should take neither course. The proper course is to take this present moment, seize it, and wring out of it sixty vital seconds of potential for God.

Time brings us a wonderful gift called opportunity. Opportunity that is taken leads to greater opportunity, while opportunity that is left unexploited dies, usually taking a part of us with it.

To waste time is to waste life. To use time, however, is to redeem it and thereby turn it into a small package of eternity.

A helpful motto in my own life has been, “There is no gift like the present.” Apart from the pun, this has been a valuable source of faithful reminder to me. The story of many of our lives is summed up in the simple four words “Too little, too late.” Paul wisely admonishes us, “Now it is high time to awake out of sleep: for now, is our salvation nearer than when we believed. The night is far spent, the day is at hand: let us, therefore cast off the works of darkness, and let us put on the armor of light” **(Romans 13:11-12).**

The advice of the scripture should never be ignored as we consider the proper use of time, “Now is the acceptable time” **(2 Cor. 6:2).[[65]](#footnote-65)**

Many never attain unto their spiritual possibilities for want of the simple discernment by which one can tell the difference between “wishing” and “willing.” Have you ever said this: “I wish I could be more spiritual” Nothing is more vain than to wish and wish forever. Unfulfilled wishes have a way of destroying the integrity of the personality.

When this time is applied to spiritual attainment there must come a time when one ceases to say “I wish” and begins to say “I will.” The act of saying “I will” nails the stake in this present moment and that stake forever marks the transition between contemplation and execution.

Time can never be properly used unless one brings to each moment the ability to decide. Successful people are usually those who are able to make firm decisions quickly and change them only reluctantly. A moment of opportunity plus the ability to decide- this is the way to greatness and accomplishment for Christ.

1. **Become articulate**

The ability to speak well in a plain understandable language is a great gift God give to men. The scripture says, “Desire spiritual gifts, but rather that ye may prophesy” (**1 Cor. 14:1).**

Thousands of emergent young minds tragically settle for something less than mature ability to put into words the testimony of the gospel of Christ. The tragic result is that we have, to a great extent, lost communication with the world and to an unfortunate degree have also lost communication with ourselves.

The gospel is a system of faith that cannot be expressed by signs or wonders or even music as lovely as it may be. It must be contained in the spoken word. No one can possibly become a Christian without understanding the word of the gospel of Christ. How unfortunate, then, that the trumpet of the gospel should be giving forth such an uncertain sound in a day when the alternative voices to the gospel are more articulate than ever.

The world is reading more, listening more, and thinking more. Surely this is no time for Christians to be saying less and in poorer fashion than in other days. Christians often hold forth a lame excuse by saying, “God has called me to live the gospel and He called someone else to put it into words.”

Furthermore, it would seem that the excuse of “I can’t speak” is a poor one. Anyone can speak out fluently about a subject that is exciting to him. The baseball fan or the fishing enthusiast has no trouble speaking with eloquence about the game or the stringer full of trout. Indeed, almost everyone is beautifully articulate about something. Surely no Christian should be ineloquent in his vocal expression of the gospel.

1. **Be steadfast for Christ**

This final suggestion is the key by which all, other capabilities stand or fall. Someone has wisely said, “The best ability is dependability.” The scripture says, Therefore, my beloved brethren, be ye steadfast, unmovable, always abounding in the work of the Lord, forasmuch as ye know that your labor is not in vain in the Lord. **(1 Cor. 15:58)[[66]](#footnote-66)**

In the life of the unreliable person, all of his other talents go for nothing. The singer, the speaker, the writer, the intellectual genius who is not dependable places all of his talents in jeopardy. Reliability is the way by which a Christian proves that he means it.

The man who is preaching a great message but who succumbs to laziness or greed tomorrow has surely sown more disillusionment than spiritual profit.

Add a little courage!

There is a higher reliability that everyone of us needs to cultivate as well and this demands the added quality of courage. Reliability plus courage helps one perform not merely the improbable but the impossible! The characteristic of great leadership is that it does not quit even when it seems as if all is lost. To stand when there is no standing and move when there is no moving means to win when there is no winning. Reliability plus courage creates the uncommon man.

The extraordinary man! This is the kind of man God uses to perform the ultimate tasks of His kingdom. The extraordinary man is one who is willing to leave the crowd and walk with his fears alone. He has the kind of control that will keep his lips from quivering even though his heart is ready to stop from fear. He is immune to the lash of pain, the threat of death, the voice of terror. For him a decreasing number of things are impossible, for he is increasingly conscious that with God nothing shall be called impossible.

The extraordinary man in dedicating himself to God sees that he has also dedicated himself to greatness, to impossibilities. He has moved from the finite to the infinite while still living in mortal body.

At this point he makes an astonishing discovery. While paying the price of personal development he has been in fact traveling the road toward the summit from which the celestial city may be viewed. The refinement of his personality in preparation for the journey has been itself the journey, for spiritual development is not measured in external miles but in inner magnitude. Paying the price of personal development has become the most infinitely rewarding investment in all his life.

1. **Destiny**

Today, tomorrow… eternity.

This is the route in time that the speeding track of our life follows in skyward course from humanity to immortality.

Our purposeful God presides above that course with the hope of making it wider and more wonderful for us with every successive moment. It is God’s intention that our experience on earth should bring us through a necessary process of development into a state of Christian maturity.

As mature moral beings we can then step up to the fulfillment of God’s ultimate intention, namely that we should enter the wide reaches of heaven having been made like God in every wonderful way. There we may stand as glorified sons and share the same eternal inheritance as does Jesus Christ himself.

It is His eternal purpose that we shall be in a sense “equal partners” in God’s everlasting enterprise. We shall share in the eternal fulfillment of the plan that began in ages past and that shall never end.

Eternal destiny- this is the portion of every child of God. God has brought us salvation so.

That in the ages to come he might shew the exceeding riches of his grace in his kindness toward us through Christ Jesus **(Ephesians 2:7**)[[67]](#footnote-67)

Within the life of every Christian, then, there has begun that progressive Godly process that will bring him into the wideness of eternity qualified for the presence of God and sweetly enabled to serve with Him in the infinite reaches of heaven.

A Christian is a person of destiny. All of reality conspires in his favor and the abilities of God move each moment to enable him to be fashioned into the person he will be proud he is when one day he stands before his creator.

So it is that Paul says,

And we know that all things work together for good to them that love God, to them who are called according to his purpose. For whom he did foreknow, he also did predestinate to be conformed to the image of his Son, that he might be the firstborn among many brethren. Moreover, whom he did predestinate, them he also called: and whom he called, them he also justified: and whom he justified, them he also glorified.

What shall we then say to these things? If God be for us, who can be against us? He that spared not his own Son, but delivered him up for us all, how shall he not with him also freely give us all things? **(Romans 8:28-32)[[68]](#footnote-68)**

Predestined to be like Jesus Christ!

Predestined!

Don’t be afraid of that word, because it is one of the most wonderful in all the words of the Bible. Predestined means to be given a destiny, to be fixed on an eternal purpose. It is used here to apply to the life and future of a person who is “foreknown” of God. It is apparent that this word is used not in the sense of fateful inevitability but rather in the sense of eternal opportunity so magnificent as to make other alternatives unthinkable by comparison.

This verse comes to us as an unconditional commitment on the part of God that once we have stepped into Christ we will never be without the persistent and powerful help of God in our lives, that we may be fashioned into the person that we know we must become.

Paul promises us,

Being confident of this very thing, that he which hath begun a good work in you will perform it until the day of Jesus Christ.

It is therefore the privilege of every Christian to have a sense of destiny about the person that he is and the things that he aspires to do for Christ. He can know that the very grain of the universe somehow runs in the direction of his best and noblest desires and that all of reality will work to bring to pass the bright design of God for his life.

The thinking Christian will bear in mind the principles that give him the right to believe that, as God is faithful, he will move from strength to strength in His name. We may take confidence in the fact that:

1. **God will ultimately triumph in His universe**.

The scripture clearly says, “All things shall be subdued unto Him” **(1 Cor. 15:28).**

There is no man, no beast, no devil and no angel that will not ultimately bow the knee and confess that God is God. Every tribe and every nation, every individual who ever breathed the breath of life from the highest to the lowest will one day do obeisance to the God of creation.

1. **Because God is God, only truth and righteousness will ultimately prosper.**

The Apostle Paul says, “For we can do nothing against the truth, but for the truth” (**2 Cor. 13:8).**

In that the basis of life in god’s universe is moral, there will never be a lie that goes undetected, and no shade of hypocrisy that will not be ultimately found out. That which is true and pure and holy and virtuous will abide forever. That which is false and fraudulent will be consigned to the flames of the garbage heap of the universe.

1. **We are given the privilege of sharing in the triumph of God and of goodness**

When Christ comes to judge the world, He will come with His saints. This world will one day be judged, not only by God, but by the saints of God as well. “Do you not know that the saints shall judge the world?” **(1Cor.6:2).** Furthermore, we are told that even the angels of God shall be judged by Christians, which promise presumably includes, the devil himself. “Know ye not that we shall judge angels” (**1 Cor. 6:3).**

Think of it! Our exalted state in eternity will include standing in judgment upon the world of men, its nations, its people, its devils and even the angels of God. With the mastery of the things of eternity before us, it follows that we should give ourselves now to master the things of time.

But how? How can I be a man of destiny today?

I dare to hope that this is your question, for eternal purpose begins not at some future transitional date but here and now. This can be the moment in which you discover your destiny. Be a destiny discoverer! Take a moment to remind yourself that the following facts are true about you. Say again within your heart:

1. **I was made in the image of God.**

I will, therefore, never forget that the Creator of the universe has infused something of Himself in me. Physically, mentally, spiritually, but especially morally I will live each day in the light of my divine origin. I will never doubt that God has invested fantastic capabilities in my life and that I have by nature the intrinsic qualities that can make me more than I am.

1. **I have inherited a world infected by sin and death**

I will, therefore, remember that to say I have no sin is to deceive myself, and to make God a liar. I will always bear in mind that there is something crooked and perverse about my world, and about my own ability to cope with that world. I will remember that the world has already been declared guilty by God and that it exists today under His deferred judgment.

1. **I am the object of divine initiative**.

God has demonstrated His love for me, even when I was dead in sin. He has taken every step possible to come to me where I am in order that I may ultimately go to be with Him where He is. I will never doubt the love of God, now or ever. The staggering truth that God has taken the first step in my direction will be held by me as evidence of my obligation to respond to Him.

1. **God became a man for me.**

Being crippled with sin, I could not step up to where God is, so He stepped down to where I am. Jesus Christ became a man, not for thirty-three years but forever, in order that He might share my humanity with me. I shall always know, therefore, that God is a person, touched with the feelings of my infirmities and able to understand every need of my life.

I will never cease to wonder at the fact that Jesus Christ has condescended to my low estate and I will constantly remember that his life serves as an eternal illustration of the kind of life that I can know by the grace of God. He will continue to illustrate to me the total meaning of seeking first the kingdom of God and His righteousness.

1. **Christ died for my sins.**

The greatest sacrifice in all history was expended by Jesus Christ in giving His own life on the cross in order that I might be saved. I know, therefore, that salvation comes to me not because of my own works but because of the gift of God. I will place my confidence alone in the fact that the blood of Jesus Christ, God’s Son, cleanest us from all sins.

I will live my life in the shadow of His cross and though that instrument of sacrifice may appear as foolishness to the world it will always be the emblem of the love of God for me. The cross will always be final proof for me that no one has ever loved me more than has Jesus Christ. I will glory in nothing else whatever in all of life saves the cross of Jesus Christ, for by Him the world has been crucified unto me and I have been crucified unto the world.

1. **Jesus Christ rose again for me.**

Because of the resurrection of Jesus Christ, I realize that He indeed conquered on the cross. I know that because He lives I too shall live and I believe He, therefore, can fulfill His promise that I may have in Him life and life more abundantly. I will, therefore, live life n lesser than that which will show the very life of God in my life. In the resurrection I also have shown the very life of God in my life.

In the resurrection I also have the power of God, able to be applied in every circumstance of life. Because of the resurrection I will always remember that Jesus Christ is a living, real person today. I know then that He can fulfill his promise to never leave me and never forsake me.

1. **I am heir to the surprising results of Calvary.**

Because Jesus Christ died for me, I can leave the old life behind and be a new creature by faith in Him. I am saved by the grace of God, and made a member of his living body in this world. I will, therefore, function as a person who receives life from another source than the source of this world’s life. The life of this world is mere existence whereas life by connection with Jesus Christ is eternal and immortal.

Stop a moment! Recite the following in your heart of hearts only as you can speak it with the strictest truth to your innermost being. The preceding is theology, but that which follows, if it can be stated sincerely and truly, by you to your hearts of hearts, is saving faith.

1. **I do personally desire to become involved with God.**

In my heart I believe in Jesus Christ and I do sincerely accept Him as my personal savior from sin. I confess that He is the Lord and I believe that God has raised Him from the dead. I do receive Him as the only Savior from sin and depend upon Him alone as the author of everlasting life for me. I trust not in my own works but in His grace and do personally invite Him to live within my heart.

If you have said this from the honesty of your innermost being, welcome into the family of the living God! Though you may have received Christ with the smallest flicker of faith, you have begun a life that shall be vindicated in the flaming reality of eternity. Having begun with Christ, now take the next step.

1. **I will reign in life with the help of Jesus Christ.**

I will put away all bitterness and wrath and anger and evil speaking. I will put off the old man with his affections and lusts. I will put on the new man and let my life be characterized by love, joy, peace, longsuffering, gentleness, goodness, faith, meekness, and temperance. I will control my emotions and master the use of every bodily desire.

I will be quick to hear, slow to speak, slow to wrath. I will keep my body in subjection and I will run with patience the race that is set before me. I will not be conformed to this world but I will be transformed by the renewing of my mind. I will prove what is that good and acceptable and perfect will of God. I will force every sinew of life to serve a spiritual purpose and I will prove that they that are Christ’s have crucified the flesh with its affections and lusts. I will be master of myself, knowing that this is a prelude to wider mastery in time and then eternity.

1. **I will overcome every obstacle to doing the will of God.**

I will not let the world have its way with me, nor will I be conformed to its perverse dictates. I will work to convert the world to faith in Christ, but I will never let the world subvert my confidence in God. With God’s help I will overcome the world!

I will use this body of flesh as a physical instrument for spiritual conquest. I will never let the flesh use me. At all times I will stay ahead of the dictates of the body. No fatigue, hunger, thirst, lust, or binding habit will ever get the best of me. With God’s help I will overcome the flesh!

I will hold the devil to be my enemy at all times and in all places. I will not be ignorant of his devices nor beguiled by his temptations. I will resist him and never give place to him. I will not converse with him nor trust him and though he appears to be an angel of light I will remember that he is a roaring lion who is attempting to devour me. With God’s help I will overcome the devil!

1. **I will pay the price of personal development.**

I will study the Word of God and make it my daily source of light and instruction. I will constantly take advantage of the lines of prayer that are opened for me to God. I will pray when I am in trouble, but better still I will pray before trouble comes.

I will develop my physical strength, remembering that this body is the temple of the Holy Spirit. I will expand my intellectual capacities by constantly thinking on those things which are good, fine, true, lovely and of a good report.

I will obey the instruction of the Holy Spirit, remembering that He lives in my heart as my guide. I will be creative and consecrated. I will count any moment wasted that is not lived to the glory of God. I will despise any activity however good if it interferes with my ability to do the best thing, to count for Christ. I will never forget that the price of personal development is very small when compared to the immense rewards of spiritual maturity.

1. **I will be a person of destiny.**

I will remember that it is God’s intention to make out of me a person more capable than I know. By faith I will believe that His way is the best way. I will relinquish my right to failure and will assume my obligation to succeed for His glory.

Don’t stop!

Continue to say yes, yes, and yes again to the ever more fully revealed will of God for you.

From this point God will lead you upward and outward and onward into a level of spiritual apprehension where the best human counsel will be left behind. The first principles of Christ under which your Christian life began will give way to a higher order of the knowledge of God.

Wisdom will be increasingly superceded by revelation as you climb to the pure heights where the pursuit of God will be your sole desire.

Don’t stop!

Because one day it will happen.

One day the pursuit of God will bring a quick step upward from this time and tempo world into the golden light of heaven’s fadeless day. One last footfall in the darkness and earth will be no more. The shadow will become the substance and anticipation turned to glad fulfillment. Surely then from within the aura of His dazzling presence you will say… “This is Reality.”

Speaking of the reality of heaven, Christ with a sense of finality said,

He that is unjust, let him be unjust still: and he who is filthy, let him be filthy still: and he that is righteous, let him be righteous still: and he that is holy, let him be holy still. **(Revelation 22: 11)[[69]](#footnote-69)**

Christ was in fact saying, “He that is unjust, let him be more unjust. He who is filthy, let him be filthier. Let the righteous be more righteous, and the holy more holy.” So it is that the moral course of your life in this world is extended in the same direction out into the wideness of eternity. Beyond this vale of opportunity and tears the good become more virtuous and the bad more evil. So ad infinitum.

The soul sets its moral direction in this world for good or evil. It then pursues that same course, only more so, but at infinitely accelerated velocity when it passes out beyond earths narrow skies.

So you see, you have no time to lose. The earlier you fix your determination to do the will of God and set your affection on things above, the more oblique will be the upward angle of your eternal progress.

So it has been that some, seeing that eternity is to be esteemed above time, endured untold afflictions, “Not accepting deliverance; that they might obtain a better resurrection” **(Hebrews11:35).** Eternal principles are implied in every temporal decision and immorality is enhanced or inhibited by each moral choice.

It is your destiny to live in a moral universe forever and ever into the ages. Nothing can change this. Nothing! It is only within your power to decide for or against the inevitable ascendancy of goodness in the world to come. The present use of your will to do or not to do the will of God fixes both the quality and the direction of your eternal soul.

All this Christ had in mind when He made you in His image, redeemed you by His death on the cross and won you to Himself, giving you life abundant and eternal.

Now the moment of graduation approaches. That’s it, reach out and take the diploma. Shake hands with the President, the first Chancellor and … yes, your Senior Counselor.

Now step outside into the sunshine. Switch the tassel to the other side of your cap. The relatives are waiting. Don’t cry … this is not the end. Only the beginning.

Listen! They are singing our song:

“Now unto the King eternal, immoral, invisible, the only wise God, be honor and glory for ever and ever. Amen.”

This is your destiny!

* 1. **The law of Respect**

**10.3.1 People naturally follow Leaders stronger than themselves**

If you had seen her, your first reaction might not have been respect. She wasn’t a very impressive-looking woman- just a little over five feet tall, in her late thirties, with dark brown weathered skin. She couldn’t read or write. The clothes she wore were coarse and worn. When she smiled, people could see that her top two front teeth were missing.

She lived alone. The story was that she had abandoned her husband when she was twenty-nine. She gave him no warning. One day he woke up, and she was gone. She talked to him only once after that, years later, and she never mentioned his name again afterward.

Her employment was intermittent. Most of the time she took domestic jobs in small hotels: scrubbing floors, making up rooms, and cooking. But just about every spring and fall she would disappear from her place of employment, come back broke, and work again to scrape together what little money she could. When she was present on the job, she worked hard and seemed physically tough, but she also was known to have bouts where she would suddenly fall asleep- some coming in the middle of a conversation. She attributed her affliction to a blow to the head she taken during a teenage fight.

Who would respect a woman like that? The answer is the more than three hundred slaves who followed her to freedom out of the South-they recognized and respected her leadership. So did just about every abolitionist in New England. The year was 1857. The woman’s name was Harriet Tubman.

**A Leader by any other name**

While she was only in her thirties, Harriet Tubman came to be called Moses because of her ability to go into the land of captivity and bring so many of her people out of slavery’s bondage. Tubman started life as a slave. She was born in 1820 and grew up in the farmland of Maryland.

When she was thirteen, she received the blow to her head that troubled her all her life. She was in a store, and while overseer demanded her assistance so that he could beat an escaping slave. When she refused and blocked the overseer’s way, the man threw a two-pound weight that hit Tubman in the head. She nearly died, and her recovery took months.

At age twenty-four, she married John Tubman, a free black man. But when she talked to him about escaping to freedom in the North, he wouldn’t hear of it. He said that if she tried to leave, he’d turn her in. When she resolved to take her chances and go north in 1849, she did so alone, without a word to him. Her first biographer, Sarah Bradford, said that Tubman told her; “I had reasoned this out in my mind: there was one of two things I had a right to, liberty and death.

If I could not have one, I would have the other, for no man should take me alive. I should fight for my liberty as my strength lasted, and when the time came for me to go, the Lord would let them take me.”

Tubman made her way to Philadelphia, Pennsylvania, via the Underground Railroad, a secret network of free blacks, white abolitionists, and Quakers who helped escaping slaves on the run. Though free herself, she vowed to return to Maryland and bring her family out. In 1850, she made her first return trip as an Underground Railroad “conductor” – someone who retrieved and guided out slaves with the assistance of sympathizers along the way.

**A Leader of steel**

Each summer and winter, Tubman worked as a domestic, scraping together the funds she needed to make return trips to the South. And every spring and fall, she risked her life by going south and returning with more people.

She was fearless, and her leadership was unshakable. It was extremely dangerous work, and when people in her charge wavered, she was strong as steel. Tubman knew escaped slaves who returned would be beaten and tortured until they gave information about those who had helped them.

So she never allowed any people she was guiding to give up. “Dead folks tell no tales,” she would tell a fainthearted slave as she put a loaded pistol to his head. “You go on or die!”

Between 1850 and 1860, Harriet Tubman guided out more than three hundred people, including many of her own family members. She made nineteen trips in all and was very proud of the fact that she never once lost a single person under her care. “I never ran my train of the track,” she said, “and I never lost a passenger.” Southern blacks simply called her Moses.

By the start of the Civil War, she had brought more people out of slavery than any other American in history- black or white, male or female.

**Increasing Respect**

Tubman’s reputation and influence commanded respect, and not just among slaves who dreamed of gaining their freedom. Influential Northerners of both races sought her out. She spoke at rallies and in homes throughout Philadelphia, Pennsylvania; Boston, Massachusetts; St. Catharine’s, Canada; and Auburn, New York, where she eventually settled. People of prominence sought her out, such as Senator William Seward, who later became Abraham Lincoln’s secretary of state, and outspoken abolitionist and former slave Frederick Douglass. Tubman’s advice and leadership were also requested by john Brown, the famed revolutionary abolitionist.

Brown always referred to the former slave as “General Tubman,” and he was quoted as saying she “was a better officer than most whom he had seen, and could command an army as successfully as she had led her small parties of fugitives.” That is the essence of the Law of Respect.

**A Test of Leadership**

Harriet Tubman would appear to be an unlikely candidate for leadership because the deck was certainly stacked against her. She was uneducated. She lived in a culture that didn’t respect. African-Americans. And she labored in a country where women didn’t have the right to vote yet.

Despise her circumstances, she became an incredible leader. The reason is simple: People naturally follow leaders stronger than themselves. Everyone who came in contact with her recognized her strong leadership ability and felt compelled to follow her. That’s how the Law of Respect works.

People who don’t follow others by accident. They follow individuals whose leadership they respect. Someone who is an 8 in leadership (on a scale from 1 to 10, with 10 being the strongest) doesn’t go out and look for a 6 to follow- he naturally follows a 9 or 10. The less skilled follow the more highly skilled and gifted.

Occasionally, a stronger leader may choose to follow someone weaker than himself. But when that happens, it’s for a reason. For example, the stronger leader may do it out of respect for the person’s office or past accomplishments. Or he may be following the chain of command.

In general, though, followers are attracted to people who are better leaders than themselves. That is the Law of Respect. When people get together for the first time as a group, take a look at what happens. As they start interacting, the leaders in the group immediately take charge.

They think in terms of the direction they desire to go and who they want to take with them. At first, people may make tentative moves in several different directions, but after the people get to know one another, it doesn’t take long for them to recognize the strongest leaders and follow them.

Usually the more leadership ability a person has, the more quickly he recognizes leadership- or its lack- in others. In time, people in the group get on board and follow the strongest leaders. Either that or they leave the group and pursue their own agenda.

**A respected leader steps down**

In October of 1997, college basketball saw the retirement of another great leader, someone who engendered respect as he spent more than thirty years of his life pouring himself into others. His name is Dean Smith, and he was the head basketball coach of the University of North Carolina. He compiled a remarkable record while leading the thirty-two years as head coach at North Carolina, he won 879 games, more than any other coach in college basketball’s history.

His teams recorded 27 consecutive 20-win seasons. They won thirteen Atlantic Coast Conference titles, played in eleven Final Fours, and won two national championships.

The respect Smith has earned among his peers is tremendous. When he scheduled the press conference to announce his retirement, people such as John Thompson, head coach of Georgetown, whom Smith beat for the national championship in 1982, and former player Larry Brown, who now coaches the Philadelphia 76ers, came to show their support.

Michael Hooker, the chancellor of the University of North Carolina, gave Smith an open invitation to do just about anything he wanted at the school in the coming years. Even the president of the United States called to honor Smith.

But the law of respect can best be seen in Smith’s career by looking at the way his players interacted with him. They respected him for many reasons. He taught them much, about basketball as well as life.

He pushed them to achieve academically, with nearly every player earning a degree. He made them winners. And he showed them incredible loyalty and respect. Charlie Scott, who played for Smith and graduated from North Carolina in 1970, advanced to play pro basketball and then went on to work as marketing director for Champion Products. Concerning his time with Smith, he said,

As one of the first black college athletes in the ACC, I experienced many difficult moments during my time at North Carolina, but Coach Smith was always there for me. On one occasion, as we walked off the court following a game at South Carolina, one of their fans called me a “big black baboon.” Two assistants had to hold Coach Smith back from going after the guy.

It was the first time I had ever seen Coach Smith visibly upset, and I was shocked. But more than anything else, I was proud of him.

**How many will follow?**

There are many ways to measure a follower’s respect for his leader, but perhaps the greatest test of respect comes when a leader creates major change in an organization.

**10.3.2 The levels of leadership intuition**

Just about everyone is capable of developing a degree of leadership intuition, though we don’t all start off at the same place.

**People fit into three intuition levels:**

1. **Those who naturally see it**

Some people are born with exceptional leadership gifts. They instinctively understand people and know how to move them from point A to point B. Even when they’re kids, they act as leaders.

Watch them on the playground, and you can see everyone is following them. People with natural leadership intuition can build upon it and become world-class leaders of the highest caliber. This natural ability is often the difference between a 9 (an excellent leader) and a 10 (a World –class leader).

1. **Those who are natured to see it**

Not everyone starts off with great instincts, but whatever abilities people have can be nurtured and developed. The ability to think like a leader is informed intuition. Even someone who doesn’t start off as a natural leader can become an excellent one. People who don’t develop their intuition are condemned to be blindsided in their leadership for the rest of their lives.

1. **Those who will never see it**

I believe nearly everyone is capable of developing leadership skills and intuition. But occasionally, I run across someone who doesn’t seem to have a leadership bone in his body and who has no interest in developing the skills necessary to lead. Those people will never think like anything but followers.

**Where do they match up?**

People who are drawn to you probably have more similarities than differences, especially in few key areas. Take a look at the following characteristics. You will probably find that you and the people who follow you share common ground in several of these key areas:

**ATTITUDE**

Rarely have I seen positive and negative people attracted to one another. People who view life as a series of opportunities and exciting challenges don’t want to hear others talk about how bad things are all the time.

I know that’s true for me. I can’t think of a single negative person in our executive.

**GENERATION**

People tend to attract others of roughly the same age. Who you are is who you attract.

**VALUES**

People are attracted to leaders whose values are similar to their own. Think about the people who flocked to President John F. Kennedy after he was elected in 1960. He was a young idealist who wanted to change the world, and he attracted people with a similar profile.

When he formed the Peace Corps and called people to service, saying, “Ask not what your country can do for you; ask what you can do for your country,” thousands of young, idealistic people stepped forward to answer the challenge.

It doesn’t matter whether the shared values are positive or negative. Either way, the attraction is equally strong. Think about someone like Adolf Hitler. He was a very strong leader (as you can judge by his level of influence). But his values were rotten to the core. What kind of people did he attract? Leaders with similar values: Hermann Goering, founder of the Gestapo; Joseph Goebbels, a bitter anti-Semite who ran Hitler’s propaganda machine; Reinhard Heydrich,[[70]](#footnote-70) second in command of the Nazi secret police, who ordered mass executions of Nazi opponents; and Heinrich Himmler, chief of the SS and director of the Gestapo who initiated the systematic execution of Jews. They were all strong leaders, and they were all utterly evil men.

The law of Magnetism is powerful. Whatever character you possess you will likely find in the people who follow you.

**LIFE EXPERIENCE**

Life experience is another area of attraction for people. For example, any time I speak to audience, I can tell within thirty seconds what kind of speaker they are used to hearing. If they regularly listen to gifted and energetic communicators, they are a sharp and responsive audience. You can see it in their faces. Their sense of expectation is high, their body language is positive, and when you get ready to speak, they have paper and pencil ready to take notes. But if people are used to a poor communicator, I find that they just check out mentally.

**LEADERSHIP ABILITY**

Finally, the people you attract will have leadership ability similar to your own. People naturally follow leaders stronger than themselves. But you also have to factor in the law of Magnetism, which states that who you are is who you attract. What that means is that if you are a 7 when it comes to leadership, you are more likely to draw 5s and 6s to you than 2s and 3s. The leaders you attract will be similar in style and ability to you.

How do the people you are currently attracting to your organization or department look to you? Are they the strong, capable potential leaders you desire? Or could they be better? Remember, their quality does not ultimately depend on a hiring process, a human resources department, or even what you consider to be quality of your area’s applicant pool. It depends on you. **Who you are is who you attract**. **That is the Law of Magnetism**.

If you think the people you attract could be better, then it’s time for you to improve yourself.

**RAISING UP GIANT KILLERS**

One of the most interesting and favorite stories is the story in the Bible about David and Goliath. **(1 Samuel 17)[[71]](#footnote-71).**

When the armies of the Philistines faced off against King Saul and the people of Israel, Goliath, a large, powerful professional warrior, laid out a challenge. He said he’d fight Israel’s greatest champion in the winner-take-all battle.

And whoever stepped forward to accept the challenge? Not Saul, the mighty king, or any of his seasoned veterans. David, a lowly shepherd boy, stood to face him, and using a sling, he hurled a rock at Goliath, knocked him out, and then cut the big warrior’s head off with Goliath’s own sword.

We all identify with a story like that because we like to cheer for the underdog. But many people don’t know the rest of the story.

David grew up to be a warrior and eventually became king. But along the way, he raised up a group of great warriors who were called his “mighty men.” No fewer than five of them also became giant killers, just like their leader. Had Saul, the previous king, done that? No. It took a person who had done it himself. And just as it takes a giant killer to produce other giant’s killers, it takes a leader to raise up other leaders.

**TAKE THE NEXT STEP**

The only way you will be able to develop other leaders is to become a better leader yourself. If you’ve already taken those first steps, you are to be commended. You’re in a position to begin raising up other leaders.

As you get started, keep in mind those leaders who develop leaders…

**ATTRACT POTENTIAL LEADERS**

You’ve probably heard the Ross Perot quote: “Leaders don’t flock. You have to find them one at a time.” That’s true. But as the Law of Magnetism also suggests, if you first develop your leadership qualities, you will be capable of attracting people with leadership potential.

When you do that and also earn their respect, you will get the opportunity to develop them into better leaders.

An environment where leadership is valued and taught becomes an asset to leadership mentor. It not only attracts “eagles,” but it also helps them learn to fly. An eagle environment in one where the leader casts a vision, offers incentives, encourages creativity, allows risks, and provides accountability. Do that long enough with enough people and you’ll develop a leadership culture where eagles begin to flock.

If a company has strong leaders- and they are reproducing themselves-then the leadership just keeps getting better and better.

**TIMING IS EVERYTHING**

Great leaders recognize that when to lead is as important as what to do and where to go. Every time a leader makes a move, there are really only four outcomes that can result:

1. **The wrong action at the wrong time leads to disaster**

A leader who takes the wrong action at the wrong time is sure to suffer negative repercussions. When U.S. forces attempted to rescue the Iranian- held hostages during the Carter administration, it was an example of the wrong action at the wrong time. Prior to the decision to try the rescue, Secretary of State Cyrus Vance had argued that the plan was flawed. He believed something would go wrong.

Unfortunately, he was right. Several helicopters experienced mechanical problems, one got lost in a sandstorm, and another crashed into a transport plane, killed eight servicemen.

Bourne described it as “a combination of bad luck and military ineptitude.” It could be described only as a disaster. It was an exercise in bad timing, and as much as anything else, it signaled the end of Carter’s chances to be reelected.

1. **The right action at the right time results in success**

When the leaders do the right things at the right time, success is almost inevitable. People, principles, and processes converge to make an incredible impact. And the results touch not only the leader but also the followers and the whole organization.

When the right leader and the right timing come together, incredible things happen. Think about the life of Winston Churchill[[72]](#footnote-72). It wasn’t until he was in his sixties that he became prime minister of England. A soldier, writer, and statesman, he had spent his life leading others, but only during the Second World War was the timing right for him to emerge as a great leader.

And once the war was over, the people who had rallied around him dismissed him.

During his eightieth birthday address to Parliament on November 30, 1954, Churchill reflected on his role in Great Britain’s leadership:

“I have never accepted what many people have kindly said- namely that I inspired the nation. Their will was resolute and remorseless, and as it proved, unconquerable. It fell to me to express it. It was the nation and the race dwelling all around the globe that had the lion’s heart. I had the luck to be called upon to give the roar.”

Churchill’s contribution really had nothing to do with luck, but it had a lot to do with timing. He understood the impact that timing can have on a person’s life. Another time he described it like this:

“There comes a special moment in everyone’s life, a moment for which that person was born. That special opportunity, when eh 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.”

**10.3.3 TAKING THE TEAM HIGHER**

The Law of high morale may ring a bell with you because the phrasing of the law was inspired by the words of Joe Namath, the quarterback who helped the New York Jets win the Super Bowl in 1969.

Like any champion, he understood that there is an exhilaration that comes from winning. That feeling can be so strong that it sustains you through the discipline, pain, and sacrifice required to perform at the highest level.

That’s what Kerri Strug[[73]](#footnote-73) felt. As she faced that final vault, she knew that her performance would help her team win. And that knowledge empowered her to come through for the team when it mattered most. Perhaps that’s why George Allen, who coached the Washington redskins in the early 1970s, said “Every time you win, you’re reborn; when you lose, and you die a little.” It’s ironic, but if you play hurt, you can put the team in the position to win. And if you win, nothing hurts.

Really high morale helps the team to perform at its best. High morale can be a crucial difference maker. When a team has high morale, it doesn’t just have to deal with whatever circumstances get thrown at it. It creates its own circumstances.

* The fund-raiser knows that under the right circumstances, people love to give.
* The teacher knows that under the right circumstances, students love to grow.
* The leader knows that under the right circumstances, people love to follow.
* The coach knows that under the right circumstances, players are able to win.

High morale is one of the essentials to creating the right circumstances for any team to perform at the highest level.

**High morale is great**

If the team is winning, then morale is high. And if morale is high, then the team is in a position to win. So which comes first: high morale or winning? I believe that high morale usually comes first. Why? Because high morale magnifies everything positive that is happening for a team.

1. **High morale is the great exaggerator**

When an entire team is positive and all the players feel good about themselves, everything seems good. Preparation seems to proceed more smooth. Every break seems to go your way. The small victories seem sweet, and the big ones make you feel almost invincible.

Is the team really as good as its press? Probably not. The team is enjoying the great exaggerator at work.

1. **High morale is the great elevator**

When a team possesses high morale, the performance of its people goes to a whole new level.

The team focuses on its potential, not its problems. Team members become more committed. And everyone finds it easier to be unselfish. Team members are confident, and that confidence helps them to perform at a higher level.

When a team is losing, the opposite effect occurs. Players focus on their problems. Everyone’s level of commitment goes down. The team repels others rather than attracts them. And everyone starts to look out for himself rather than teammates. When you’re losing everything hurts.

1. **High morale is the great energizer**

High morale gives team energy. Players become like the energizer bunny: They keep going and going. No mountain seems too high. No project seems too difficult. No race seems too long. Their enthusiasm builds along with their energy, and the team develops a momentum that is almost unstoppable.

1. **High morale is the great eliminator**

Because of the momentum and energy that come with it, high morale also becomes the great eliminator. While a team that is losing and experiencing poor morale can be hurt by even the most minor problem, a team with high morale will keep right on going even when faced with a huge obstacle or otherwise disabling setback. Problems just seem to disappear- no matter how big they are.

1. **High morale is the great emancipator**

Something else that high morale does for a team is to free it up. Winning creates breathing room. A good team with high morale will use that breathing room to take risks and try out new ideas, new moves, new concepts that it otherwise wouldn’t. It stops to ask questions that it otherwise might not. And doing these things yields creativity and innovation.

In the end, high morale releases the team to reach its potential.

**10.3.4 The four stages of morale**

**Stage 1: Poor Morale- The leader must do everything**

Nothing is more unpleasant than being on a team when nobody wants to be there. When that is the case, the team is usually negative, feels lethargic, or has no hope. That is often the atmosphere found in a team that is losing.

If you are in that situation, then do the following:

* **Investigate the situation**. Start by addressing what the team is doing wrong. Begin by fixing what’s broken. That alone won’t give the team high morale, but it will stop giving players reasons to have poor morale.
* **Initiate belief**. A team will change only when people believe in themselves. As the leader, you must initiate that belief. Show people you believe in yourself and them.
* **Create energy.** The desire to change without the energy to change just frustrates people. To bring a greater level of energy to the team, you need to be energetic.

Work with energy long enough, and someone on the team will eventually come alongside you eventually the energy will spread.

* **Communicate hope.** The deepest need of players at this stage is hope. As Napoleon Bonaparte said, “Leaders are dealers in hope.” Help them to see the potential of the team.

In stage one, the only way to get the ball rolling is to start pushing it yourself. As the leader, you can’t wait for anyone else to do it.

**Stage 2: Low Morale- The leader must do productive things**

In the beginning, any movement is a noteworthy victory. But to create positive morale, you need to pick up some speed. You need to be productive. After all, you can’t steer a parked car! Gets the team moving.

* **Model behavior that has a high return.**

People do what people see. The best way for them to learn what you expect of them is to model it yourself.

* **Develop relationships with people of potential.**

To get any team going in the right direction, you need players who can produce. At this stage, your team may have some producers. If it does, develop relationships with them. If it doesn’t, then find the people who have the potential to be productive, and start with them. Don’t ask too much of them too soon. Leaders touch a heart before they ask for a hand. That’s why you want to begin by building relationships.

* **Set up small victories and talk teammates through them**.

Nothing helps people grow in skill and confidence like having some wins under their belts. That’s what you want to give the people on your team. Once again, begin with the people who have the most potential. Their small victories will help less talented team members to gain confidence and succeed.

* **Communicate vision.**

A vision gives team members directions and confidence. Keep the vision before your team continually.

Once you’ve got the team really moving, then you can begin to steer.

**Stage 3: Moderate Morale- the Leader must do difficult things**

Do you remember what it was like when you first got your driver’s license? Maybe before you received it, you enjoyed just sitting in the driver’s seat of a car and imagining what it would be like to drive. Later, when you had your license and you were allowed to take out the car, just going for a drive was probably a thrill. It didn’t really matter where you went. But as you got older, just driving wasn’t enough. Having a destination became significant.

The same is true with a team. Getting the team together and moving add up to an accomplishment. But where you’re going matters. To change from simply moving the team to moving the team in the right direction, you must do the difficult things that help the team to improve and develop high morale. You need to…

* **Make changes that make the team better.**

Just remember that leaders are responsible for minimizing the damage any team member can do because of weakness or attitude, and for maximizing the effectiveness of all team members by placing them in their proper niches. Often these actions require tough decisions.

* **Receive the buy-in of team members.**

It’s one thing to cast vision to the team. It’s another to get your teammates to buy in. Yet to build higher morale, you must do that. The teammates must buy into you as a leader, embrace the value and mission of the team, and align themselves with your expectations. If you can do all of that, you will be able to take the team where it needs to go.

* **Communicate commitment**

Part of the process of getting people to buy in comes from showing them your commitment. The law of buy-in from The 21 Irrefutable laws of leadership says that people buy into the leader, then the vision. If you have consistently demonstrated high competence, good character, and strong commitment, you laid the foundation for your people to buy in.

* **Develop and equip members for success**.

Nothing builds morale like success. Most people are capable of achieving success on their own. They need help, and that is one of the primary reasons for believe in the country again. Under his presidency, the economy revived, the cold war ended, the Berlin Wall fell, and people believed in themselves and their country again.

**High Morale at Home**

You don’t need to have the power of a president or the ability of an Olympic athlete to practice the law of high morale. You can apply the principle to your business, your volunteer service, or even your family. In fact, when the law of high Morale is working at its best, the leader boosts the morale of the leader. That’s the way it should be. When you’re winning, nothing hurts.

When Rick Hoyt[[74]](#footnote-74) was born in 1962, his parents possessed the typical excited expectations of first-time parents. But then they discovered that during Rick’s birth, his umbilical cord had been wrapped around his neck, cutting of the oxygen to his brain. Later, Rick was diagnosed with cerebral palsy.

When he was eight months old, “his father, Dick, remembers, “the doctors told us we should put him away-he’d be a vegetable all his life. “But Rick’s parents wouldn’t do that. They were determined to raise him like any other kid.

Sometimes that was tough. Rick is a quadriplegic who cannot speak because he has limited control of his tongue. But Rick’s parents worked with him, teaching him everything they could and including him in family activities.

When Rick was ten, his life changed; engineers from Tufts University created a device that enabled him to communicate via computer. The first words he slowly and painstakingly punched out were, “Go Bruins.”

That’s when the family, who had been following the NHL’s Boston Bruins in the play-offs, found out Rick was a Sports fan. In 1975, after a long battle, the family was finally able to get Rick into public school, where he excelled despise his physical limitations. Rick’s world was changing. It changed even more two years later. When Rick found out that a fundraising 5K race (3.1 miles) was being put on to help a young athlete who had been paralyzed in an accident, he told his father that he wanted to participate.

Dick, a lieutenant colonel in the Air National Guard (who has since retired), was in his late thirties and out of shape. But he agreed to run and push his son in a modified wheelchair. When they crossed the finish line (Second to last), Dick recalls, Rick flashed “the biggest smile you ever saw in your life.” After the race, Rick wrote out this simple message: “Dad, I felt like I wasn’t handicapped.” After that day, their lives would never be the same again.

**10.3.5 Leaders are learners**

Successful leaders are learners. And the learning process is ongoing, a result of self-discipline and perseverance. The goal each day must be to get a little better, to build on the previous day’s progress.

* **Phase 1- I don’t know what I don’t know**

Most people fail to recognize the value of leadership. They believe that leadership is only for a few- for the people at the top of the corporate ladder.

They have no idea of the opportunities they’re passing up when they don’t learn to lead. Only a few thought of themselves as leaders. If they had known that leadership is influence, and that in the course of each day most individuals usually try to influence at least four other people, their desire might have been sparked to learn more about the subject.

It’s unfortunate because as long as a person doesn’t know what he doesn’t know, he doesn’t grow.

* **Phase 2- I know what I don’t know**

Usually at some point in life, we are placed in a leadership position only to look around and discover that no one is following us.

That’s when we realize that we need to learn how to lead. And of course, that’s when it’s possible from the process to start. English Prime Minister Benjamin Disraeli wisely commented, “To be conscious that you are ignorant of the facts is a great step to knowledge.”

That’s what happened to me when I took my first leadership position.

**Phase 3- I grow and know and it starts to show**

When you recognize you lack of skill and begin the daily discipline of personal growth in leadership, exciting things start to happen.

I believe in about twenty years; you can be a great leader. I want to encourage you to make yourself a lifelong learner of leadership. Read books, listen to tapes regularly, and keep attending seminars. And whoever you come across a golden nugget of truth or a significant quote, file it away for the future.

“It’s not going to be easy,” I said. “But in five years, you’ll see progress as your influence becomes greater. In ten years you’ll develop a competence that makes your leadership highly effective. And in twenty years, when you’ve only thirty-nine years old, if you’ve continued to learn and grow, others will likely start asking you to teach them about leadership. And some will be amazed. They’ll look at each other and say, “How did he suddenly become so wise?”

“**Phase 4- I simply go because of what I know**

When you are in phase 3, you can be pretty effective as a leader, but you have to think about every move you make. However, when you get to phase 4, your ability to lead becomes almost automatic. And that’s when the payoff is larger than life. But the only way to get there is to obey the Law of process and pay the price.

**To lead tomorrow, learn today**

Leadership is developed daily, not in a day. That is the reality dictated by Law of process. Benjamin Disraeli asserted, “The secret of success in life is for a man to be ready for his time when it comes.”

What a person does on a disciplined, consistent basis gets him ready, no matter what the goal.

* 1. **Church Leadership and management**

**10.4.1 What is Leadership?**

Definition: Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent.

Leaders carry out this process by applying their leadership attributes such as beliefs, values, ethics, character, knowledge, and skills.

The basis of good leadership, one may say, is an honorable character and selfless service to your organization. Respected leaders concentrate on what they are [be] (such as beliefs and character), what they know (such as job, tasks, and human nature), and what they do (such as implementing, motivating, and provide direction).

**10.4.2 What does a Leader deal with?**

Every leader deals with just two things: **the job** and **the group**.

The job is what is to be done. The “job” doesn’t necessarily mean work. It could be playing a game. It could be building a Sunday school. It could be getting across an idea.

A leader is needed to get the job done. If there were no job, there would be no need for a leader.

The group, such as a patrol, is the people who do the job, and in many cases, the group continues after the job is done. This is where leading gets tough.

Leaders deal with a mixture of “people” doing different “jobs”.

* **The Job or duty of a Leader**

As we have identified earlier, a leader works with two elements: A job and a group. You can always tell when a leader succeeds, because:

1. The job gets done, and
2. The group holds together.

Leadership differs with the leader, the group, and the situation. What works today may not necessarily work tomorrow, today may not necessarily work tomorrow.

Good leadership will therefore require not just a set of time tested tools, but actions for success, and a careful analysis of every situation to ensure that the job is done, and the group holds together even after the job has been done.

**Leadership Develops**

As a leader you must continue developing yourself and others around you. Progressive leadership development may sometimes simply means listening to your followers, to their ideas, challenges and the innovative solutions possibilities. Apart from this, be open minded and keep reading.

**Twelve ways to identify a Promising Person**

If leadership can be developed, then what do you do with that knowledge?

Does the church attempt to institute a “Mass production plant” to produce leaders? A big NO- well, somehow!! The fact is that there must at any time be leaders and followers. Some leaders today will be followers tomorrow or even today under a different leader for a different task.

In the same way, various leaders may need different skills to perform their duties in their current roles, although sometimes leaders seem to simply rise out of the blue, it may on more often occasions require some “development” The very promising leaders should identify and encouraged to develop themselves, Care must however be taken in this endeavor.

It’s also important to determine whether a person is capable of learning leadership.

The natural leader will stand out. The trick is identifying those who are capable of learning leadership over time.

**10.4.3 Here are several traits to help identify whether someone is capable of learning to lead.**

To be counted as a leader, you must show distinctive attributes. Stand out and be counted.

1. Leadership in the past. To create or catch vision.
2. A person who doesn’t feel the thrill of challenge is not a potential leader.
3. A constructive spirit of discontent
4. People looked in the Status Quo are not leaders
5. Practical ideas
6. Brainstorming is not a particularly helpful practice in leadership, because ideas need to stay practical.
7. A willingness to take responsibility.
8. A completion factor.
9. Mental Toughness.
10. Peer respect
11. Family respect
12. A quality that makes people pay attention to them.

**10.4.4 Elements of Leadership**

**Where there may be several “elements” put forward by leadership writers over time, we will consider just three:**

* The principles of Leadership
* The factors of Leadership, and
* The qualities of Leadership

**10.4.5 PRINCIPLES OF LEADERSHIP**

The U.S. Army has a rather simplistic but effective way of describing the “Principles” that make good leadership in their view:

* To BE
* To KNOW, and
* To DO

To help you be, know, and do, according to the U.S. Army (1973), following these eleven principles of leadership will help in personal development.

1. Know yourself and seek self-improvement- in order to know yourself, you have to understand your be, know, and do, attributes.

Seeking self-improvement means continually strengthening your attributes. Thus can be accomplished through self-study formal classes, reflection, and interacting with others.

1. Be technically proficient as a leader you must know your job and have a solid familiarity with your employee’s tasks.
2. Seek responsibility and take responsibility for your actions. Search for ways to guide your organization to new heights, and when things go wrong, they always do sooner or later- do not blame others.
3. Take corrective action, and move on to the next challenge.
4. Make sound and timely decisions- Use good problem solving, decision making, and planning tools.
5. Set the example- Be a god role model. They must not only hear they are expected to do, but also see. We must become the change we want to see- Mahatma Gandhi.
6. Know your people and look out for their well- being- know human nature and the importance of sincerely caring for your workers.
7. Keep your workers informed- know how to communicate with not only them, but also seniors and other key people.
8. Develop a sense of responsibility in your workers- Help to develop good character traits that will help tem carry out their professional responsibilities.
9. Ensure that tasks are understood, supervised, and accomplished- communication is the key to this responsibility.
10. Train a team- although many so called leaders call their organization, department, Section, etc. a team; they are not really teams they are just a group of people doing their job.
11. Use the full capabilities of your organization- by developing a team spirit; you will be able to employ your organization, department, section, etc., to its fullest capabilities.

**I will just add three more points perhaps just for emphasis:**

1. Be honest
2. Love (the verb and command) L.O.V-E!!!
3. Seek the Lord’s guidance- ALWAYS!!!

**10.4.6 Factors of Leadership**

* **There are four major factors in Leadership:**

1. The people (followers)
2. The Leader
3. The Situation (or environment, and
4. Communication

People matter- a lot, in any organization, much more so the church. Off course, it will be ridiculous to think that any organization will even “exist” without people. People consist generally of all types of members in the organization including those with leadership roles. In the nut shell, leaders must see themselves first as a member or the “people” before being a leader.

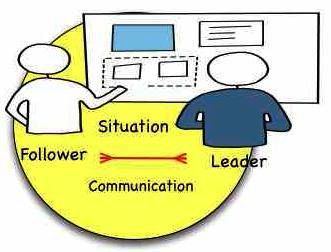
After putting the followers and leaders in perspective you can really complete the equation to determine who is truly a leader by looking at how they “perform in different situations.

The situation is a specific issue or issues that arise in the environment of the church.

The foundation of dealing with these situations lies mostly in how people /leaders communicate.

Start by examining the following: emotions and people respond to stress.

* Know your job. Examples Be able to train others in their tasks.
* Know your organization. Examples: Where to go for, help? Its ultimate and culture, who the unofficial leaders are.
* What is being communicated?
* Who is being communicated to?
* How is the communication being done?
* Where is the communication being done?

[](http://wikieducator.org/File:Factors-of-leadership.jpg)

Let us try to generate real-life examples and situations for use of this in the church environment.

BE-KNOW-DO

**Provide alternative examples to each of the following points.**

* Be a professional Example: Be loyal to the organization, perform selfless service, take personal responsibility.
* Be a professional who possess good character traits, Examples: Honesty, competence, Commitment, integrity.
* Know the four factors of leadership- follower, leader, communication, situation, weakness of your character and knowledge.
* Know human nature: Examples: Human needs,
* Do provide Direction: Examples: goal setting, problem solving, decision making, planning.
* Do implement, Examples: Communicating, coordinating, supervising, evaluating
* Do motivate, Examples: Develop morale and team spirit in the organization, train, coach, counsel.

**10.4.7 Leadership Qualities**

1. Plan before you work

2. become a master of change and earn people’s trust.

3. Give feedback on all issues.

4. Build enthusiasm among congregation to work.

5. Get involved! Believe in, and apply Team Work.

6. Growth and Development (Both spiritually and intellectually) should be your goal.

7. Make good decisions.

8. Analyze issues and people on their merit.

9. Turn problems into opportunities.

10. Manage your time well.

11. Be careful in handling finances.

12. Be concerned about your personal development.

13. Let your actions be guided by the potential “higher glory/good”

14. BE GOOD!!

**10.4.8 Bad practices in Church Leadership**

A Church is a holy place. It is a good place. Nonetheless, leaders can be tempted to fall prey to numerous negative practices. These very often lead to the downfall of many great leaders.

**We will consider 3 main points:**

* Financial matters
* Abuse of Power
* Bad personal Disposition

**10.4.9 Financial Matters**

Finances are what practically moves, the development of churches Earthwise. Every church needs to accumulate enough to grow and develop itself.

Financial matters are a great bane on a lot of church leaders. The church leaders often also in charge of managing the church finances, spending, taking financial decisions alone and accounting for them alone.

These provide a lot of avenue for misconception and the practical treat of temptations.

The church, whether it was set up by you alone or not is not a personal entity. Even if everybody agrees that it belongs to you alone you are not the jack of all trades. You can’t be an expert in finances always:

**The following actions are recommended for your church:**

* Get somebody or a group specifically in charge of funds. This includes fundraising, investments or financial management, controls and accounting for them.
* Pay all church staff and ministers on a structured agreed –upon and transparent system.
* Maintain petty cash systems for ever church running
* The finance team must prepare financial statements, get them audited and read to members at least once a year. Even if members don’t want to hear the account being read, read them.
* Churches should be Social enterprises, raising funds through other sources apart from offertories and tithes. Depending too much on the traditional sources of funds may put too much stress on members.

Be innovative is setting up church based social enterprises, but not too aggressive to become money centered.

* Get financial exports to help if need be.

**Abusing Power to get your way**

Leaders can’t accomplish much without power, and organizations can’t accomplish much without powerful leaders. Like many other took, power can be used for constructive purposes or destructive- it all hinges on the leader’s character.

**The following must be guarded against**

* Agenda Control
* Committee-desk- stacking
* Hatching or devising change in isolation.
* Hatching or devising change in isolation.
* PR and “Spin”
* Telling people simply what they want to hear.

**Bad personal Disposition**

How do you present yourself to your congregation and the outside world? Presenting yourself in the accurate light physically and mentally (Attitudinally) will go a long in making your task as a leader and church manager successful.

**Physically**’ A Leader has to be cautious about the appearance and how he or she keeps the body. You have to be healthy and in good looks. Bad dressing has made a lot of church, leaders repulsive. You are not to “over dress,” but look presentable. For example, black shoes and black bags and black belts. These are social laws that should not be broken.

These are not to be fixated on, idolized, or taken to the extremes. However, whether we appreciate it or dislike it your dressing, haircut, finger and toe nails, and your appearance speak a lot to your congregation, and about your congregation to the whole world.

Check it!!

Physical appearance will not only be limited to your person as the leader of the church or ministry.

How organized or not your office, house, car, etc., is can have an immense impact on your own delivery as well as the growth of your members.

**Mentally or Attitudinally**

You have to carve a certain description for yourself. What is your emotional state? Do you get easily offended and abusive? Do you have the utmost control of your conditions- do you exude emotional intelligence?

Do you easily mingle with your congregation and the outside world can be analyzed by the following paragraphs?

“Some leaders are usually good chess players because they can move the Bishops, knights, rooks, pawns, and kings and queens around the board at will?

Remember: No relationships are needed with inert chess pieces; unfortunately, leading flesh and blood animate people is not quite so simple.

Relationships- building is the very heart and soul of Christian leadership. People don’t like to be treated as abstractions devout of personalities, feelings, and uniqueness.

As head strong Captain Kirk of Star Trek was fond of reminding the rationalistic Vulcan, Mr. Spock.

“People are messy and emotional. They’re hard to understand and Control!!

**High relationship and low-relationship leaders are as different as humans and Vulcan’s:**

|  |  |
| --- | --- |
| **THE LOW-RELATIONSHIP LEADER** | **THE RELATIONAL LAEDER** |
| Prefer working alone | Enjoy working with others |
| Is uncomfortable in spontaneous social settings | Is stimulated by socializing |
| Lack insight into the subtleties of human behavior | Is perceptive about what makes people “tick” |
| Matches decisions analytically with facts and figures | Factors, feelings and political realities into decision-making |
| Is perfectionist and perceives reality in “black and white” terms. | Takes a flexible creative approach to managing |
| Dislike “ wasting time” with small talk and fellowship | Is patient and friendly with others |
| Display a “cool”, Detached demeanor | Conveys warmth and empathy |
| Avoid conflict, hoping it will just go away | Strives to resolve conflict in order to maintain healthy relationships. |
| Believes motivating and inspiring people is unnecessary | Encourages and equips others |

Low-relationship people can make a number of contributions in Christian organizations, but leadership is seldom their strong suit. Since interacting with others tends to “drain” their battery,” they are much better suited to perform valuable technical assignments (Such as financial management, computer projects, writing, and problem solving), where their self-motivated, hardworking, non-political temperament can pay big dividends. Christian organizations shouldn’t expect their low-relationship members to carry a heavy leadership load.

**Ten ways Christian Leaders get neutralized**

Every church and Christian organization has members who intentionally or not, sure seem to know how to take the wind out of aleader’s sails. Even the best equipped, most enthusiastic leader can get ‘’neutralized” Know about the following types of “troublesome” members and prepare to manage them effectively:

**Member 1:** Tells the leader what he or she hopes to hear, but feeble follow up efforts assure that next- to nothing is ever accomplished.

**Member 2**: Fails to show up for important meetings and consequently spends a lot of time wondering around confused.

**Member 3:** Follows through some assignments but not on others, delivering just enough to eternity frustrate leaders.

**Member 4:** Is stuck in a rut, afraid to be challenged with new responsibilities or duties.

**Member 5:** Has to be micromanaged if anything is to be accomplished. To “benefit” from this member’s “help” the beleaguered leader must schedule a one-on- one meeting’ round up the requisite supplies and equipment answer umpteen question, and pep talk the reluctant volunteer!

**Member 6:** Is the proverbial bull in a china shop when it comes to working with other people- domineering, impatient, thus- skinned, uncommunicative, and grouchy. No wonder church leaders wish he could be put in charge of moving the church lawn all by himself!

**Member 7:** Wants to be a leader but makes a better follower. Put in charge of a project, this indecisive decision-making, and wasted time. Then when a new project surfaces the member is first in line to take charge.

**Member 8:** Volunteers to do an important project but manages to turn it into a different project that nobody asked for. The youth group asked our intrepid member to come up with a new fundraiser project, but she somehow got sidetracked and obligated the disconcerted teens to spend all day Saturday cleaning cages at the local animal center.

**Member 9:** Lack discernment in separating the spiritual from the secular. He prays with the junior, high group but rudely yells at them ten minutes later for rowdiness he tells a borderline off color joke at the Sunday school opening assembling and the last check he dropped in the offering plate bounced.

Now what duty should the pastor dare to saddle him with?

**Member 10:** Bogs down meetings by monopolizing the discussion and derailing attempts at consensus.

One committee attempts chair comments, “every time we’re driving the score a lunch down on an important discussion. Bob manages to fumble the football.

**CHAPTER ELEVEN**

**11.1Effective leadership in the church**

**What does the Bible teach about Servant Leadership?**

The Bible teaches us many things about the nature and quality of Christian Leadership. Perhaps the most profound insight comes from the life of Christ himself and Christ’s clear teaching regarding servant leadership.

**Christ is the model of Servant Leadership**

In his incarnation, Christ embodies the message of servant love. The cross is the ultimate message of self-giving love **(Phil. 2:1-11[[75]](#footnote-75), John 13: 12-17).[[76]](#footnote-76)**

**Authority in the New Testament entails both power and servanthood**

Jesus Christ himself exemplifies both: he rules with power far above all rule and authority and power and dominion” (**Eph. 1:21)** but he also stoops down to wash the feet of his disciples **(John 13).**

We can see this same example of power combined with servanthood in the role of parenting. In their role of parenting. In their relationship with children, parents have authority that includes right and power; good parents also love their children with a servant love, and use their authority through his love.

Authority power, and servant love, all properly understood, is not set over against each other in the New Testament- and there should not be set over against each other in discussion of leadership. (**Matt 20: 25-28)**

The New Testament emphasis upon servant leadership and reminds leaders to be careful in their exercise of power and authority. Leaders must realize the ways that positions of leadership can create an imbalance of power, and must take seriously their responsibility to exercise power as servants of the one who has all power and authority.

**The practice of Servant leadership is one of the ways Christians “Put on Jesus Christ**.

**In John 13:14**[[77]](#footnote-77)Jesus makes it clear that those who follow Jesus must practice his servant love: If I, your Lord and Teacher, have washed your feet, you also ought to wash one another’s feet. In **Ephesians 5:1-2[[78]](#footnote-78)**, Paul calls believers to imitate God in his self-giving actions: Therefore be imitators of God, as beloved children, and live in love as Christ loved us and gave himself up for us, a fragrant offering and sacrifice to God. Leadership in Christ’s church must be different from the gentiles.

Lording, it over approach to leadership. The goal of servant leaders is to love and serve those they lead by helping them find and productively use their gifts in the ministry of the body. Leadership in the church is essentially and radically a matter of servanthood, Love, forgiveness, redemption, sacrifices, justice, and obedience.

**What is the relationship between reconciliation and effective leadership?**

God’s mission has been summarized above in terms of reconciliation: God’s purpose in Christ is to reconcile all things to himself. Thus the church is called to embody in its corporate life the message of reconciliation.

A Church that is achieving god’s purposes in the world will be breaking down barriers between individuals and groups. One of the greatest needs today in North- America and throughout the world- is the need for racial reconciliation. One of the great tests of authentic Christian community is whether that community can Trans and the barriers that divide people along racial and ethnic lines.

Deep racial reconciliation is one of the greatest testimonies to the power of the gospel that the church can give effective Christian leadership involves the intention pursuit of such reconciliation, yearning for the vision of Revelation to become a reality- when people from every tribe and language and people and nation” will gathered around the throne (**Rev. 5:9)**

Racial reconciliation is only one test of authentic Christian community. Breakdown of marriage and family, social and economic differences, political and ideological divisions, and antagonism and hostility between parts of the body of Christ are all examples of alienation within community.

One of the deepest impulses and values of Christian Leadership is the pursuit of reconciliation and every level of Community.

**11.2 What does the Bible teach about Suffering and Leadership?**

The New Testament is clear in its teaching that Christians suffer not just because they live in a broken world, but also because obedience to Christ and the gospel generates resistance and hostility, and engages the power of darkness **(1 Peter 3:8-22[[79]](#footnote-79); 4:12-19, Rom. 5:1-5[[80]](#footnote-80); 2Tim. 1:8-12)[[81]](#footnote-81).**

Christian Leaders should expect to suffer, in fact, a person who aspires to church or kingdom leadership but has a strong aversion to suffering should look elsewhere for work. It’s interesting to note that biblical characters when we often associate with strong leadership (Moses, Joshua, David, Esther, Deborah, and other “heroes of faith” [**Heb.11**] often suffered. Sometimes their suffering was self-imposed, indeed all leaders struggle with temptations, and may leaders commit colossal sins that throw themselves and the community around them into deep pain and suffering.

But suffering is often the result of doing good- the natural or supernatural resistance and hostility to the gospel that creates pain and injury. The good news is that virtually every passage in the New Testament that speaks of Christian suffering is laced with hope- hope because of the positive character building, community- building impact of suffering when it is embraced with faith; and hope because of the forward looking “not” yet perspective that is brought into clearer focus in suffering, Christian leaders know that Christ will prevail and his mission will be accomplished.

One important implication of the reality of suffering for the Christian leader and community is that “success” and “failure” are never as clear-cut as one might be tempted to believe. Sometimes the chapter of a church history that involves the most suffering because the chapter that was most vital and vibrant chapter of ministry to use Jesus and Paul’s language, churches are continually rising again. Churches and leaders must be willing to endure pain and suffering- to be the seed that is put into the ground and dies- if they are to rise again and produce many more seeds.

Every Christian leader and (Congregation) must continually take to heart Jesus words when he faced his own suffering and death:

Very truly, I tell you, unless a grain of wheat falls into the earth and dies it remains just a single grain, but if it dies, it bears much fruit. Those who love their life lose it, and those who hate their life in this world will keep it for eternal life. Whoever serves me must follow me, and where I am, there will my servant be also. Whoever serves me, the Father will honor. **(John 12:24-26).**

**11.3 Is there a difference between leadership in the church and leadership in other spheres of society?**

Is there a difference between leadership in the church and leadership in any other organization? We think that there are differences as well as similarities.

There are similarities in terms of laws of human behavior, social laws, psychological laws, and organizational laws that are rooted in creation and apply to all organizations including the church.

The best of Christian wisdom discerns there deep and universal patterns to human life and community. God’s common grace makes it possible for a person who may not be a Christian to be an effective leader in an organization.

Reformed Christians are always aware that God has created and still works in the whole world, not just the church.

But there is always a difference. The church is a unique organism in which Christ and the Spirit dwell. The church has a unique source of life’ is directed toward particular ends and goals, and is governed by particular commitments and practices such as prayer, worship, study, witness, and service- that give peculiar shape to the church’s life and ministry. The church cannot be explained in organizational terms alone and must guard against approaches to leadership that merely accommodate to the broader culture.

**The shape of effective leadership in the church**

What does effective leadership look like? How does it work? How do people know whether their congregation is being effectively led? The concept of reciprocal leadership helps us to focus on the relationship between followers and leaders rather than on certain traits a leader might possess.

We can also identify “Four Cs”- four factors present in situations where effective leadership is taking place.

**11.4 What is Christian Leadership?**

**First, a definition:**

Effective Christian Leadership is the process of helping a group embody in its corporate life, the practices that shape vital Christians life, community, and witness in ways that are faithful to Jesus Christ and the gospel and, appropriate to the particular group setting, resources and purpose.

The next definition is more specific to leadership in a congregational setting:

Effective Christian Leadership is the process of helping a congregation embody in its corporate life the practices that shape vital Christian life, community and witness in witness in ways that are faithful to Jesus Christ and the gospel and appropriate to the particular congregation’s setting, resources, and purpose.

**The church has many Leaders**

It is important to clarify that the above definition does not limit the function of leadership to particular individuals of offices. The New Testament teaches and the church affirms that the task of ministry is shared by all and is not limited to a special, professional class… The ministry of the Church is Christ’s ministry, shared by all who are in Christ.

**The essence of leadership vs the style of leadership**

It’s important to clarify that the definition above addresses the essence of leadership various styles in which leadership is expressed. In essence, Christian leadership is the same in all times and places. It embodies unchanging principles and values such as servanthood, morality respect for all people as divine image bearers, and so on.

But the style of leadership varies greatly depending upon the individual leader and the situation in which leadership is exercised. A well developed and mature leader has the capacity to exercise different styles in different situations.

A Crisis situation may call for an authoritarian style, a decision-making process among peers may call for a consensus-building style, and a learning situation may call for a prophetic- style. Leadership styles are neither linear nor hierarchical; they are best understood as options in a repertoire circle where the situation determines which style will best serve.

**The biblical concept of “help”**

Finally, it’s important to clarify the meaning of the word “help” in the definition as an overly weak concept of leadership.

In the Old Testament, the Hebrew word, most frequently translated “help” usually refers to God. “I lift up my eyes to the hills- from where will my help come? My help comes from the Lord, who made heaven and earth” **(Psalm 121: 1-2[[82]](#footnote-82))**

When leaders “help” people live the Christian life, they are far from weak, they are agents, albeit humble servants of the triune God, indeed, they are acting like God.

**What is “contextualization” and why is it so important when it comes to leadership?**

Effective leadership takes into account the critical role, of the ministry context in which leadership is exercised. Every ministry context is unique. It has its own particular history, setting, relationships, and culture.

**Leadership takes culture seriously**

Culture here refers to the common ideas, feelings, and values guide community and personal behavior that organize and regulates what a particular group thinks, feels and does about God- the world, and humanity. Culture is that invisible, vault where worldviews, presuppositions, and values are generated and stored.

Effective leaders understand that culture operates most powerfully when it is least visible. Consider these two images: First, culture is like the ocean. The power of the ocean is not in the six-foot waves on top of the water; it’s in the massive movement of water underneath the wave, a moment that cannot be seen.

Second, as one way has put it, “culture” is like bad breath: you smell it on everyone else before you smell it on yourself.”

That is just like people don’t smell their own breath: they often don’t see their own cultural values at work. Culture operates most powerfully when it is least visible.

For example, it’s easy to Dutch, people to assume that thriftiness or cleanliness or deferral of gratification or emotional reserve- cultural characteristics often associated with Dutch- are not merely cultural characteristics of one particular cultural group, but are universal traits. It’s even more dangerous when people assume that their own cultural characteristics should be true of everyone.

The point here is that effective leaders understand that culture, visible or invisible, functions in powerful ways in any group and must be taken into account as leadership decisions are made.

**All ministry is cross cultural**

Effective leaders also understand that virtually all ministry is cross-cultural. The cross-cultural nature of ministry and the corresponding need for cultural sensitivity in leadership is most obvious when it involves the meeting of meanings between different races, ethnic groups, nations, regions, and socioeconomic classes.

But ministry in a highly secular, Post-Christian culture makes virtually all North- American ministry cross-cultural and counter cultural that is engaged in the meeting of meaning between cultures that have fundamentally different and opposing world views, assumptions and values.

For example, exercising leadership in the church in a racially broken society and racially diverse community will require a keen understanding of racial dynamics (cross-cultural), and a radical commitment to the unity and diversity of the body of Jesus counter cultural.

**Every Congregation is unique**

Effective leaders understand how leadership must be contextualized, or shaped in its expression, in each ministry setting.

Leadership must look different in one or another ethnic community; it must be exercised differently in one social structure or another.

And it must adopt to the various stages in the development of a church knowing the time and the culture of a congregation and knowing how to respond appropriately might be called “cultural intelligence “or contextual intelligence and is an important mark of an effective leader.

**11.5 What are the personality traits of an effective leader?**

This is a fairly common question, but the wrong one to ask. One of the most interesting shifts in leadership theory in recent years has been away from the notion of a “leadership personality.”

Peter Drucker[[83]](#footnote-83), a leading authority on leadership, has pointed out that a single universal “leadership personality or set of “leadership traits simply does not exist. Name a leadership trait seems “absolutely essential to being an effective leader and someone else can name ten situations of effective leadership where the leaders don’t have those personality traits.

Effective leadership is best understood not by focusing, upon personality traits in the leader but upon the relationship between the leader and those being led.

Focusing upon the situation and the relationships shifts the question from ‘What are the traits of good leaders?” to “What facts are present in situations where effective leadership is taking place and “What do relationships look like in situations where effective leadership is taking place?

**What are the positive things we can expect to see in situations where there is effective, reciprocal leadership?**

**Four factors (the four “Cs”)** seem ever-present in situations of effective leadership:

1. **Character** in leader (which generates trust on the part of followers).
2. **Conviction in** the leader (which helps the congregation discern its purpose and vision).
3. **Competencies** in the leader (which help a congregation function is a healthy system- i.e., deal with the normal anxieties and conflicts of communal life in healthy and productive ways).
4. **Confluence** of leader congregation time, place, ministry opportunity and resources that is a gift of God’s Spirit and that enables a leader and congregation to work joyfully together in realizing God’s purposes.

**Three important clarifications must be made before expanding upon each of these factors.**

First, notice how all four of these factors involve boththe leader and congregation, the relationship between them, and the impact they have on one another.

For example, character in a congregation’s leaders helps the congregation trust those leaders, which in turn strengthens the character of the congregation, which in turn helps the leader’s trusts the congregation. Praise God for such an upward spiral of character and trust.

Second it’s important to distinguish between personality traits and character traits. The focus in these four factors is not on personality- introvert, extrovert, and charismatic, quiet – but on the character of the leaders and those being led. But another way, a church can be healthy with a leader who’s an introvert, but not will a leader who is untrustworthy, a church can be healthy with a leader who’s an introvert, but not with a leader who is untrustworthy, arrogant, or sexually promiscuous!

Third, these four factors can be applied to diverse cultural situations. Each cultural situation will define these factors according to norms, appropriate to that culture. But these four factors reflect certain realities of human behavior and community that are present and must be reckoned with across all cultural differences.

**Effective leaders are people of sound character who generate trust in their followers.**

For Christian leaders and for all Christians the foundation of Christian character is the believer’s union with Jesus Christ. In their death with Christ. Christ believes die to the old self, are raised to a new life with Christ **(Col 3:1-17[[84]](#footnote-84)),** and are clothed with the character of Christ. As the branch receives its life from the vine, so Christians receive their spiritual life from Christ (**John 15: 1-17).**

Christ, by His Holy Spirit, produces in the believer the fruit of the Spirit –love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control.

The foundation of character for all Christians is their new life in Jesus Christ, and Christ’s life in them. The character of Christ in the Christian leader should clearly produce certain moral Excellencies that are crucial to the leader’s effectiveness –honesty, integrity, fairness, compassion, service to others, a life of prayer and total dependence upon God for strength and guidance. One of the key evidence of such character in leaders is that people trust such leaders and such leaders trust the people they lead.

Another dimension of character is the life, experiences that form a leader who a person is determined in part by the life experiences that form him or her.

Growing up during the depression losing a parent as a teenager experiencing the horror of war having parents who model generosity and service growing up in two or three, very different cultures- all these life experiences are formative of who we are at the deepest levels.

Another dimension of character is an emotional intelligence that is consistent with effective leadership. Emotional intelligence is the ability to manage one’s own emotions, motivate oneself, reach out for emotional support in healthy appropriate ways, recognize emotions in others and respond appropriately, handle relationships, control impulses, demonstrate empathy , listen actively, deal constructively, and creativity with conflict, assess one’s world in optimistic and hopeful terms take appropriate risks, patiently persist in the face of anxiety and conflict and respect differences among people.

A key element of emotional intelligence as practiced by leaders is the ability to seek input from people at all levels on how they are performing as a leader, to be non- defensive in response to such input, and to appropriately adapt in light of such input.

**11.6 Effective leaders operate out of strong conviction, which helps a congregation discern its purpose and vision**

Effective leaders believe certain things deeply and commit themselves selflessly to realizing certain ends. Some call this “one’s “vision” or a preferred future. For Christian leadership, these convictions must be shaped by the biblical vision of the Kingdom of God.

Effective Christian leaders must be invigorated by a vision of the kingdom. God is establishing in the World.

These convictions arise out of the leader’s relationship with God in Christ and the Holy Spirit, and God’s call to follow God in faith and obedience.

For Christian leaders, such conviction has the greatest potential for long-term good. When it arises out of a strong vision of the church’s mission a thorough grasp of the biblical, pastoral, and theological contains of the Christian faith and church.

This must be combined with an ability to communicate these contours in meaningful and relevant ways through sound preaching and teaching and imaginative pastoral leadership.

The capacity for reflexive leadership (Carroll and Roof, Bridging divided Worlds, Jossey-Bass, 2002) is an important dimension of leading with conviction. Reflexive leadership involves for example, holding in creative tension the positive value of the tradition and the challenges of the present situation.

Effective leaders are capable of informing and guiding an ongoing “argument” between competing convictions, at such point’s conviction requires a deep grounding in an understanding of the faith tradition, as well as a lively imagination and capacity for thinking creatively. Effective Christian leaders think deeply theologically, intergratively, and creatively.

**A note about “conviction” and “Vision”**

Because the word “vision” is easily misunderstood, we use the word “conviction” in the previous paragraphs, for many, the leader’s “vision” conjures up images of fumbled, lone-ranger attempts to introduce major changes in a congregation, painful polarization, and destructive conflict often ending in separation from the pastor and mass exodus of members.

Peter Senge (The Fifth Discipline, pp. 205-232[[85]](#footnote-85)) prefers the term “visioning” to avoid some of these pitfalls.

“Vision,” a noun, Con-notes an answer, a solution to the problem congregation usually want, yet resist pastors who gladly offer their vision for the church, by contrast.

“Visioning” refers to “a structured conversation of God’s people about what they believe God has called them to be and to do.

Effective leaders don’t impose their vision but enable a process whereby the congregation develops its vision. On the other hand, leaders who have no strong convictions and corresponding vision are weak and ineffective leaders in congregations that desperately need leadership.

It is difficult to overstate this concern.

Effective Christian leaders have strong, biblically shaped convictions that issue forth in a biblically shaped vision. They believe certain things deeply. They have dreams and are passionate about what God’s church and kingdom ought to look like.

They are bold and courageous. Their strength is in the strength of their convictions and their passion to do the right thing. And they are self-sacrificial and give their lives to turning their biblically shaped vision into reality.

They’re risk takers, but the difference between an effective leader and a martyr is that the effective leader fosters a process whereby the congregation as, a whole can discern and own where God is leading the congregation.

**11.7 Effective leaders have competencies that help a congregation function as a healthy system** (i.e.), deals with the normal anxieties and conflicts of communial life in healthy and productive ways).

Knowing aside the debate as to whether leadership is a matter of natural talent or learned skills, there are clearly competencies that leaders can learn through training. We should not overstate the distinction between natural talent and learned skills.

However, the attributes discussed above in the section on character tend to be more deeply embedded in who a person is whereas the competencies listed below tend to be skills that can be learned by a wide variety of persons.

**These skills include**

* Listening and encouraging skills
* Communication skills
* Understanding authority, including the differences between formal and informal authority.
* The importance of clear structures and practices of accountability.
* Understanding dynamics and processes of change.
* Understanding issues involved in cross-cultural ministry
* Understanding the dynamics of conflict and how to lead through conflict.
* Motivating people to perform at their full potential.
* Building support for an ownership of a process of change
* Using win/ win problem solving techniques
* Understanding the congregation as a system
* Understanding the critical nature of pace when it comes to change.
* Understanding the differences between courage and the temptation to martyrdom.
* Understanding the pitfalls of charisma.
* Knowing the difference between solving problems and creating opportunities for learning.

Congregations with leaders who possess these specific leadership skills are more likely to deal with the normal anxieties and conflict of communal life, productive ways in healthy and a related challenge in leadership development is helping congregations to be healthier and more effective in their working relationship with congregational leaders.

**Some of the features of healthy congregations include:**

* Strong commitment to the church’s purpose.
* Healthy practices of communication within the congregation and between congregations and leaders (communication that, among other things keeps truth and love, accountability and support together in creative tension.)
* Deep congregational practices of prayer for leader and the congregation as a whole.
* A Congregational culture that takes responsibility for its problems and doesn’tblame or scapegoat the pastor or other leaders.
* The ability to constructively deal with conflict.
* Leadership decisions guided first of all by the church’s purpose, not by a desire to keep peace at all costs.
* Situations in which there is effective leadership will be marked by a confluence (aconvergence, a coming together of leader congregation, time, and place.

**Ministry opportunity, and resources that is a gift of God’s Spirit and that enables a leader and congregation to move forward together in realizing God’s purpose**

Leadership is exercised not in a vacuum, but in a particular time and place with a particular group of people who have a particular history, by pastors and other leaders in particular points in their life journeys, in a particular cultural and social situation.

The best leaders humbly acknowledge that they were “in the right place at the right time”- that a multitude of factors, some of them beyond their direct control, “Came together to produce relationships and events that resulted in great good. The best leaders will not claim that they could go to the next town and produce the same success story all over again.

One of the principles that govern leadership is a unique and unrepeatable confluence of factors that come together in the leader/ follower relationship and broader ministry situation. “Synergy,” Convergence” and “luck” are words leadership theories use to describe this phenomenon.

“Providence,” gift of God’s Spirit,” and “answers” to prayer are words Christians use.

Understanding the role of confluence in congregational and institutional life is critical for several reasons.

First, it keeps a leader humble. Beware of leaders who think the flourishing of their organization is all their own doing. Second, it keeps leaders flexible. Different circumstances dictate different leadership emphasis and strategies. The effective leader constantly adapts to new challenges and opportunities.

Third, it explains why the same person is not equally effective in all situations. Some leaders are fabulously successful in one selling anything but successful in the next.

All leaders and followers need to recognize that influence is not a matter of easy formulas and steps, but of gift, grace, and surprises.

However, this reality of confluence cannot be used by leaders as an excuse for passivity. “Oh, well, things don’t seem to be coming together this year, we’ll see what happens next year.

Effective leaders trust that as they take responsibility for matters of character convictions, and competence that are within their control, God will work in and through their faithfulness to create this confluence of factors that constitute shalom and blessings.

For Christians, all four of these factors underscore the constant need for fervent prayer and openness to God’s leading. But confluence especially underscores how dependent the church is on God’s blessing upon the labors of leaders and congregations.

**11.8 Why do we call this a “reciprocal” understanding of leadership?**

Reciprocal” literally means” back and forth” or both ways. In any situation involving leadership, influence goes both ways. Leaders shape those they lead, but also are shaped by those they lead.

In an extended definition of leadership, Jerry Zandstra[[86]](#footnote-86) points out that leaders both motivate and are motivated by their followers (“What is leadership? “Unpublished paper, 2002),

Leadership is reciprocal.

Thus, leadership can be understood only in terms of the leader in relationship to those being led. Such a reciprocal understanding of leadership leads to mutually and partnership in ministry.

Rev. Rick Williams expressed this mutuality beautifully in a lecture he gave at Calvin Theological Seminary on April “2002”, entitled” A glimpse of Pastoral leadership a multi-racial church. When asked about leadership styles, Rick answered,

I know of a number of pastors who articulate for the congregation where the church ought to be going, and their challenge is to bring them along. I am not that kind of a leader.

My strength is to bring people together and say “OK, this is what I think we should be thinking about, and now let’s talk about it and pray about it. I am always amazed by two things that happen than how much better the ideas are that they come up with together and how much more responsibility they take for advancing it.

I see my responsibility as being a catalyst and making sure we are asking the right questions and facilitating the discussion.

Some might misunderstood this reciprocal approach to leadership as being too weak as, lacking in vision and direction. But such is not the case.

Being committed to good congregational process doesn’t means that a leader lacks strong connections.

Rather, he or she has wisdom in asking the right questions” and strategically guiding the congregation forward.

**This reciprocal understanding of leadership has also been called “adaptive leadership” Why is this concept important for congregations to understand as they think about leadership?**

**Why is this concept important for congregations to understand as they think about leadership?**

The concept of “adaptive leadership” is often misunderstood. Adaptive leadership does not refer to the pastor adapting to a congregation or a congregation to a pastor. Adaptive leadership is leadership that helps the congregation see the gap between its stated values and its current realities, and then adapt in ways that move the congregation closer to its values.

Adaptive leadership helps, a congregation see the disconnect between what it is and what it ought to be, and then learn and adapt accordingly.

For example, a congregation that understands Gods call to be caring, accepting fellowship but is dominated by cliques faces an adaptive challenge adapting from what it is a fellowship dominated by cliques, to what it says it wants to be (an accepting, inviting fellowship).

In leadership literature, an adaptive challenge “is usually contrasted with “technical solutions.” The congregation that is dominated by cliques and is cold to visitors no doubt desires to have more members join their church, but the temptation is always to reach for a technical solution.

Examples of technical solutions are better signs on the walls, or more greeters, or a Visitor Center that gives information to visitors. Those may all be fine things to do, but they don’t get at the adaptive challenge- namely, that the congregation itself must change. They must be more interested in the visitor than in touching base with their best friends.

Adaptive challenges by definition go to the heart of things and involve deep change. One of the biggest mistakes leaders and congregations make is confusing “technical solutions” and “adaptive challenges.”

Most congregational problems are not problems that have technical solutions. If congregations’ problems were only technical, they would have been solved long ago. Most congregational problems are not problems that have technical solutions.  
If a congregation’s problems were only technical they would have been solved long ago.

Most congregational problems are adaptive challenges. How do we adapt from who we are to who we say we want to be?

How do we align our stated values and our current realities?

Adaptive leaders don’t talk about “solutions” as much as they talk about learning” what can we learn together? What have we learned through this?

This model of leadership is usually associated with a system approach to leaderships and lies behind much leadership today. Approaches to and theories of leadership come and go. Our goal is not to endorse a particular theory of leadership but rather to find ways to talk about leadership that are faithful to biblical and theological principles, transcend past polarities, and give us positive models of leadership.

**11.9 What are some ways to identify and positively describe effective leaders?**

One of the main points of this study has been that leadership is not first of all a set of traits in one or more people designated as “leaders.” There is no such thing as a single leadership personality. Rather, leadership is a reciprocal relationship between leaders and the larger community.

Even so, leaders, no matter what their personality, act in certain ways. There are certain things leaders do, certain habits they practice, certain character strengths they seek to develop.

**The qualities listed below summarize many of the different points made. No leader has all of these qualities in equal measure.**

The list is not meant to make leaders feel more inadequate than they often already feel.

This list is meant to be a positive checklist for all of us who want to be the very best leaders we can be.

**Effective Christian leaders**

* Are godly in character, manifesting the life of Christ and the fruit of the Spirit.
* Pray fervently
* Are emotionally healthy and able to function effectively in a variety of relationships.
* See the world in optimistic and hopeful terms.
* Listen carefully.
* Are trustworthy.
* Are self-sacrificial
* Create ownership of ministry vision
* Utilize the giftedness of others.
* Acknowledge that resistance to effective leadership is normal and unavoidable.
* Are not afraid of conflict.
* Are persistent in the face of conflict.
* Are resilient in the face of setbacks.
* Are respected by all members of a group even if not always liked or agreed with.
* Bring people together, building consensus across liens of competing viewpoints.
* Get people talking about their differences in ways that promote learning, listening, and insight.
* Understand the importance of clear structures and practices of accountability.
* Stay in close contact with those who are resisting their leadership.
* Absorb the normal tensions and anxieties present in any community of people without overreacting and thereby escalating tensions.
* Understood and manage the process of change.
* Are humble and take little credit for the good things that happen around them.

**11.10 What does the Bible mean when it calls the Church the body of Christ?**

To understand leadership in the church it’s important to understand a peculiar and mysterious fact about the church; the church is the Body of Christ.

The bible does not say the church resembles or is like a body, but that the church is the body of Christ. **(1 Cor. 12:27)[[87]](#footnote-87).** The way Christ is present in the world. When we think about leadership, we must understand four features of the church as the body of Christ.

**Christ is the head of the body.**

The New Testament is clear that Christ is the head of the church; Christ’s leadership is a reference not power and the right to control, but to the source of the church’s life. Christ sustains the whole body and supplies what the body needs for life. **(Ephesians 1:22-23, 4:15-16, Col. 1:18).[[88]](#footnote-88)**

**The church is a living organism**

Christians are members of a living body, not as inanimate institution (**Ephesians 4:12-16**)[[89]](#footnote-89). The source of the church’s life is Christ himself.

This implies two things: First, the church is a living organism and is constantly growing, changing, and adapting to changing realities around it.

This is what it means to be alive. The term for organism that has quit growing and changing is “dead.” Second, the church is not a self-sufficient closed system, answerable only to itself.

It is contingent, dependent, like the vine to the branch, the church is organically connected to and dependent upon Christ fro it’s very life. As a living organism, the church’s concern is not “What do we want to do?” but rather “What is Christ doing in and through us?

How is the life of Christ being tangibly expressed in our life together as a church?

**The body of Christ is one, with many parts that originally work together (1 Cor.12-31)[[90]](#footnote-90)**

First Corinthians 2 makes clear that each part of the body is indispensable to the healthy foundation of the whole body. Such mutual interdependence implies accountability that all members of the body of Christ, include leaders, have Christ, include leaders, have to Christ and to one another.

God gives to the Church the gifts of his Spirit (**Rom 12:13[[91]](#footnote-91), 1 Cor. 12:7-11[[92]](#footnote-92))**

There “gift passages” make clear that God gives spiritual gifts to all the members of the body, and not just a few select leaders.

Moreover, God gives particular gifts to particular believers. Yet emphasis upon particular gifts given to particular individuals in the body must be balanced with emphasis upon the giftedness that the body as a whole possesses by virtue. Of Christ’s indwelling Spirit. Paul says that spiritual gifts are given for the common good. Indeed, as various members of the body of Christ realize that they are able to serve one another and others beyond the church, gifts emerge and are affirmed by and strengthened in the body.

The balance between individual’s gifts and the giftedness of the body is an important one.

**God’s will that leaders care for the church**

Let’s come back to our text in **(1** Timothy **3:5)[[93]](#footnote-93).** We are at the end of the verse and moving backward. The Church belongs to God not man.

And the focus in this context is that it belongs to him the way a family belongs to a Father. And that idea of the church being a family is filled with implications about what it means to be single in the cause of Christ.

We’ve tried to draw out some of those implications from the life and teaching of Jesus and Paul.

Next we notice the phrase, “--- how can he care for God’s Church? So what we learn here, very simply, is that God wills that there be in the church a group of leaders who care for his family, the church.

That is what this whole paragraph is all about. Verse 1 says “If anyone aspires to the office of bishop- literally, overseer” he desires a noble task. This group of overseers is virtually synonymous with elders in (**5:17 and Titus 1:5; 7[[94]](#footnote-94)).**

Where the word overseer and elder are used interchangeably. So even though all Christians are brothers and sisters, and on level ground before God, nevertheless god intends that there be man set apart for the spiritual care and oversight of his family.

**Leaders’ ability to manage their home well**

Now the third thing to notice, as we move back to the front of the verse, is that one crucial evidence of fitness for being an overseer in the family of God is that a man manages his own natural family well. “If a man does not know how to manage his own household, how can he care for God’s church?

The Word manage is a wonderful word with at least two dimensions of meaning to it.

It means literally’ to stand before “and you can stand before as one who leads, and as one who protects or provides. The focus in this verse is care. You can see that at the end of the verse, the verse starts with a reference to managing or leading the home, but it ends with a reference to caring for the church.

So what we have here is another biblical illustration that leadership in the church is to be servant leadership or caring.

The aim of leadership is not coercion but care.It’sjustwhat Jesus said in (**Luke22:26)[[95]](#footnote-95)**. “Let the greatest among you become as the youngest, and the leader as one who serves.”

So what Paul is saying is that the way a man manages his own household is a good test of whether he can provide what the church really needs, namely, leadership that has a caring heart, and a caring heart that has the strength to lead.

**Children as evidence of a leader’s fitness to lead**

Now if we move back to verse 4, what we see is that Paul focuses specifically on a man’s children as the evidence of whether he provides this kind of leadership at home and can provide it in the church. He says, He must manage his own household well, keeping his children submissive and respectful in every way.”

**The children’s responsibility to Honor their parents**

Here is something very important for children and parents, especially fathers. In the Ten Commandments **(Exodus 20: 12)[[96]](#footnote-96),** the fifth commandment says, “Honor your father and mother: Don’t treat them or talk about them in a way that makes them look foolish. Don’t talk back to them as though they were just another kid.

Instead the Bible says In (**Ephesians 6:11**)[[97]](#footnote-97) “children obey your parents,” Do what they say. Don’t lie to them next to God, the instructions of your parents is the most sacred and important thing in your life, treat them with great respect. The Bible promises that things will go far better for you if you do.

So one the one hand the Bible says that children are responsible to honor and obey their parents. If they don’t, there will be trouble and if they do, there will be a reward.

Children are addressed and children are responsible for their submissiveness and respect.

* **The Father’s responsibility for His children’s behavior**

But on the other hand our text says that fathers are responsible for the behavior of their children **(1 Timothy 3:4)[[98]](#footnote-98)** He must manage his own house-hold well, keeping his children submissive and respectful in every way. If he succeeds he will be judges more fit for church leadership, and if he fails, he will be judged unfit for church leadership.

The fathers are addressed and the fathers are, responsible for their children’s submissiveness and respect.

**How do the two fit together**

How we to put these two things together are: that the children are responsible to obey, and the fathers are responsible to have obedient children? I am not sure what the answer is. I’ve tried to think it through, but I can’t see it clearly yet.

So in respect to the scripture I am simply going to let the two truths stand, and urge you to take them very seriously, children are responsible before God to honor and obey, and respect and be submissive to their parents. And parents especially fathers are responsible to have honoring obedient, respectful and submissive children.

Very practically what this mean is that if my sons were ever to rebel against me and become totally insubordinate and defiant and become delinquent or criminal, he would be responsible. He would have to reckon with the judgment of God, and with the inevitable consequences and social stigma and legal repercussions. He is accountable.

But that would not be the whole story. The text teaches that I am responsible for my son’s submissiveness and respect. I am responsible that they be obedient. If he rebels against what I teach and becomes insubordinates and delinquent and I too would be held accountable.

I would have to reckon with God’s discipline and with the consequences for my own ministry which would be interrupted or even ended.

**The Seriousness of being a responsible parent**

So the impression I want to leave you with- especially fathers- is that being responsible parents is a serious business. Far more serious than most of us think.

When we see ourselves as responsible for our children’s submissiveness and respect as (**1Timothy 3:4-5)**[[99]](#footnote-99)says we are, our response should be to go to some private corner of the house and fall on our knees before God and cry for the salvation of our children and for their protection from Satan and their perseverance in faith and obedience to the end of their days.

And for ourselves what, should we ask for ourselves? What should we do to win from them what this text says? We are responsible to win?

In a nutshell the church needs God fearing, Spirit filled, anointed Fathers in leadership that cares and have a caring heart and strong heart to lead.

**11.11 Is everyone a leader?**

The answer of cause is yes and no. it all depends on how you define the word leader.

If you define it in the traditional fashion-that a leader is someone with (a position, in charge of people in an organization.

**The following excuses for why people cannot lead**

**Excuse One:** I can’t lead I don’t have a position of authority.

This excuse stems from the traditional definition of leadership. It equates leadership with a position and with authority.

If we define leadership in a different manner it opens up an entire new perspective for students. What if leadership about people pursuing a “calling” in life, a calling with which we will influence others in its fulfillment?

What if it had more to do with finding any area of strength and is using that strength, we’ll naturally influence others in a positive way? We have chosen this though to define leadership. We believe it is simply using our influence for a worthwhile cause.

We also believe influence and authority are not one in the same. Your supervisor can give you a position and with it comes authority. That position enables you to force people to do what you want them to do. This is not leadership.

It is imposition. It may even be manipulation or intimidation, but it isn’t healthy leadership.

We believe your title can give you influence. Healthy influence is earned by the credibility you bring to a relationship or organization.

**Excuse Two:** I am just not a natural take-charge person.

Many people believe that people are both natural born leaders or they are not- and we should not try to force anyone to lead if they aren’t a natural “take charge person. However, I have observed something quite different in my own life. I believe there are two kinds of leaders.

Leaders’’ and “Leaders.”

These two kinds of leaders can be defined as Habitual (Leaders) and Situational leaders.

“Habitual Leaders” are the natural ones who tend to be good at leading whatever group they are in. They feel natural taking charge and running point on just about any project.

They lead out of habit.

“Situational leaders are those people who make-up the majority of the population. Most of them don’t even feel like leaders until they find the right situation that fits their passions and their strengths.

Once in the area of their strength, they come alive and become the right one to lead in that particular situation. This is why a central goal for mentors ought to be to help emerging leaders find their “Situation” This situation is likely where a person will fulfill their purpose and leverage their best influence.

**Excuse Three:** But I am an introvert so I don’t really influence others

Everyone who is willing has the potential to lead and influence others-even if they are introverts. They may never be “Leaders” (possessing a gift for leadership) but they’re already “leaders (they have influence). In other words, every one of us even the shy ones, are influencing others.

My question is: what breadth of influence could people have who become intentional about it?

Naturally, some folks are going to turn out to be better leaders than others. Some will actually become excellent at organizing large teams of people, or at speaking to large groups of people and casting vision to them.

But leadership isn’t limited to these skills. If it’s only for the skilled people, then we’ll never accomplish the good that needs to happen in our lifetime.

It would be like saying that no one has to serve who doesn’t have the gift of service, or that you don’t have to pay taxes if you don’t have a lot of money. That’s ludicrous. We all have the responsibility to do what we can – based upon our strengths.

**Excuse Four:** If everyone is a leader- then who is following?

If we define leadership as using my influence for a worthwhile cause, then it helps us see that we are all leading and we are all following. If I am leveraging my strength and using it to positively impact my world and you are doing the same, then we are all leading in some way. It isn’t about position.

When we ask the question: If everyone is leading then who following, it is like asking a folk at a shopping mall, if everyone is selling, then who is buying?

The people who sell sandwiches are selling to the clothing store employees during lunch time, and vice versa- the clothing store employees are selling to the restaurant employees when they need to buy a new outfit. So it is with us.

Everyone leads from their area of strength. We are all leading and influencing in certain areas. There is an economy of influence for everyone to be involved.

**Excuse Five:** Leadership means power and power corrupts.

Certainly, mankind has perverted leadership. History is full of leaders who tried to dominate others by force, such as Nero[[100]](#footnote-100), Stalin,[[101]](#footnote-101) Hitler[[102]](#footnote-102), and Saddam Hussein[[103]](#footnote-103).

But we cannot let counterfeit of good leadership convince us that leadership, should be avoided.

In fact, if there is a counterfeit, it generally means there is something genuine that is very valuable.

I believe leadership is intended to be about serving others in the area of our giftedness. When we do, we naturally ripple with influence. We don’t even have to try to “lead others as we mature; we are to naturally uncover our area of dominion, and influence a sum of people.

Power is a byproduct of service. It does not have to be pursued. This is why I choose to define leadership in this way. Leadership is using my influence for a worthwhile cause.

**Excuse Six:** Leadership roles and leadership training are just not for everyone.

This is where research has really helped us uncover some data that’s just plain counter intuitive.

In 2000, the Kellogg Foundation published a report on the status of leadership on University campuses in North America.

The report included both state and private Schools, and was compiled by Dr. Helen[[104]](#footnote-104) and Alexander Astin[[105]](#footnote-105), from UCLA. Their conclusion were intriguing.

**Let me summarize a few of them here:**

1. Every student has the potential to be a leader.
2. Leadership cannot be separated from values.
3. Leadership skills must be taught.
4. In today’s world, every student will need leadership skills.

**Excuse Seven:** But I’m a person of faith. Doesn’t the Bible say we are to be followers?

The majority of people in America dawn to believe in God or a higher power. If you are a person of faith, you may, have heard this argument yes. The scripture does call Christians to follow and those who claim to be followers of Christ are to serve others.

I am simply suggesting that, regardless of your spiritual position as you mature you will become a person of influence. Even Jesus said: Follow Me and I will make you fishers of men (**Matthew 4:19)[[106]](#footnote-106).**

This means a mature follower of Christ will eventually become a leader of people.

The Apostle Paul wrote “Therefore, knowing the fear of God, we persuade men **(2 Corinthians5:11[[107]](#footnote-107). In Genesis 1:26[[108]](#footnote-108),** we are told that we’ve been made in the image of God, “and let us make man in our own image” Have you ever thought about what that means?

I am sure it means many things, but a hint to its meaning is provided in the text phrase of that passage: And let him rule: Part of what it means to be made in God’s image is that people have the capacity to lead and to rule.

You will always be following and you will also be leading.

**Excuse Eight:** Leadership is only for people who have top positions in an organization.

More and more researchers agree that leadership is a 360-degree proposition. We influence all around us. In fact, most of the people who influence their team, their corporation- their non-profit oragnization0 in fact, their nations are not the Chief0Executives of those organizations.

We lead around, and we lead down in organizations. Dee Hock, former CEO of Visa International was first person I read about propose this notion, and I believe he’s right.

Influence happens everywhere- and often from the middle of the pack.

**Healthy leaders make healthy churches**

One of the things my leadership experiences have taught me is that the health of the organization I am leading depends on me. If I’m healthy my organization is healthy and if I am not neither is it your church will only be as healthy as you are.

So what do you need to do in order to ensure that you are leading a healthy church? **Here are five practices of healthy leaders:**

1. **Walk with God**

If you read the Scriptural qualification of Spiritual leaders in (**1 Timothy 3)[[109]](#footnote-109)**, they are almost all character-based. That’s because, in the long run, effective leadership depends on character. Character growth comes only through a consistent and deepening relationship with God.

1. **Learn Continually**

Leaders are learners! You can’t possibly lead people effectively if you aren’t continually learning where you’re supposed to go next. A healthy church depends on a leader who constantly learns and grows.

1. **Commit to Community**

Healthy leaders are not only committed to God; they are also connected to others. They have mentors who encourage their growth, they have peers who provide accountability, and they are committed to influencing their followers primarily by allowing them to see the kind of life they lead.

1. **Practice Leadership**

Leadership is a gift, but it’s also a skill. Healthy leaders understand the importance of growing in their leadership abilities by continually breaking new ground. The moment you become comfortable with the present state of your church is the moment that you quit leading.

You never arrive as a leader instead you have to keep practicing for the health of your church.

1. **Gather Followers**

A leader isn’t a leader if he or she has no followers, so gathering followers is a critical activity for healthy leaders. The followers church planters should be gathering are the last.

Unfortunately, it’s so easy to lose touch with lost people.

Once a church is up and running, but it’s imperative that this not happen both for the health of the leader and the health of the church they lead. (**Church Planting Com.)[[110]](#footnote-110)**

**Building a great team of leaders**

**Number1:** Great teams will always have a shared mentality that strives for the bigger picture.

This does not mean that every person on the team is a big picture thinker.

On the contrary. It does mean however, that the outcome of every decision on every front has the big picture of the ministry in view. They are always asking how each decision affects the ministry as a whole, the vision as a whole, and the mission of the entire ministry.

This is the major difference between a committee led church and a team led church. Committees are concerned how the decisions of the ministry affect their area. Teams are concerned how their decisions affect the overall ministry.

**Number 2:** Great teams always come back to what the vision and mission is.

For the vision is solidified in the hearts of the people of the church, you will have to continually fight for it. Make no mistake here. Destructions in the form of good ideas, motivations, and needs will shout at you from every direction. (Crumbly Douglas (2013-03-1). Church planting 101 (Kindle locations 823-825), Kindle Edition.

**Number 3:** Great teams are not moved by issues, instead, with their mission emphasis, this one is the most difficult to teach from a laboratory setting. It’s one of those things that you can practice and become proficient at while in the church, but until you are faced with others, you’ll still not be able to grasp the toughness of this one.

**Number 4:** Great teams do not make decisions based on the whims and jerk reactions of a few loud people. This sound a lot like number three and it may be very similar. When you plant your church you will have many people making many suggestions about what you and the leadership of the church should be doing.

**Number 5:** Great teams are not afraid of conflict among the team members. In fact, conflict is encouraged. This is the one part of team leadership that I enjoy leading to Spirit filled leaders the most.

We are so used to not questioning our leaders, praising the celebrity status of some, and fear that we may in some way touch God’s anointed that we fail to use the gifts, strengths and anointing that people whom God sends to you are not there, just to serve your every whim.

**Number 6:** Great teams are not afraid to pay the price for greatness.

Great teams are not afraid to pay the price for greatness. There are four prices each team member must pay for the team to be successful. **They are as follows:**

1. Sacrifices
2. Time Commitment
3. Personal Development
4. Unselfishness

I strongly suggest you ensure all of your team members have job descriptions that clearly spell out your expectations. This won’t solve all your issues but it will go a long way in making leading your church more manageable.

**Number 7:** Great leaders are leading teams. You will have to know the difference between leading and managing.

Leading always has the future in mind, managing always has the present in mind. Leading ask where are we. And while both are at?

Necessary, please hear me, in the beginning there will need to be a whole lot more leading than just the management of the church.

**Leaders Qualities for the launch team**

Before they are asked to serve on your launch team:

Look at their face book page. And not just the current posts go back a couple of years or as for back-up you can. If you see a few posts that are red flags to you. You better pay attention to them any flaws in character will only be magnified and harmful if put into a leadership position.

1. Ask their former Pastor: how long they were they with you?
2. How well did they serve?
3. What are their strengths/weaknesses?
4. How did they treat people?
5. Do a spiritual gift and a strengths finder profile on them.
6. Run a nation-wide background check on each leader as well as have one run on yourself.

Your team needs to be made of people who are loyal to the vision the leadership team and are full of intense passion for the new church plant. In short, you are looking for people of integrity, character, and who also have a good temperament. This is not the place for insecure people who are hotheaded.

They need to be people of their word, loyal and of cause, spirit-filled. Think about it. If you cannot get people to attend and be part of the Sunday school class you lead, how in the world are you going to be successful launching achurch? If you can’t get along with the team members serving in a children’s ministry, how will you ever build a top leadership team for the entire church with high impact leaders?

If you are not able to host and grow a small group of twelve people in your home, how will you grow a church to a hundred plus?

* **Thirty reasons church leaders need a coach**
* Coaching helps to remind a leader of the gospel.
* Coaching exposes a leader’s blind spots; all leaders are capable of succumbing to sin’s deception. Leaders are models for faithful obedience.
* Coaching is preventative maintenance for a leader.

The stakes for a church leader are high.

* Coaching models /biblical community.
* Coaching provides a prayer partner for the leader.
* Leaders can be prideful.
* Leaders are often lonely.
* Coaching is a practical means for a leader to pay careful attention to self.
* Coaching brings encouragement to the leader.
* Coaching can protect the flock from a leader’s mistakes and bad decisions.
* Coaching improves a leader’s perspective and objectivity.
* Coaching facilitates the leader’s growth and equipping.
* Coaching sharpens a leaders calling, leaders lead where they have walked themselves.
* Coaching is a means for intentional accountability and submission.
* Coaching helps a leader identify and fight arrogance.
* Ministry is a different and complicated task.
* Leaders in a coaching relationship model discipleship, shepherds need shepherded.
* Coaching sharpens a leader’s skills and abilities.
* Coaching provides a safe sounding board.
* Coaching is fun.
* Coaching encourages friendships.
* Coaching provides information for leader’s decisions.
* Coaching enables personal sanctifications.
* Coaching protects family and marital health.
* Coaching is a means to obtain advice from a fellow leader.
* **Women in Ministry (A Servant’s calling)**

In the final chapter of Romans Paul issues a greeting to both men and women, all of whom he considers his co-workers in Christ Jesus **“(Romans 16: 3)[[111]](#footnote-111)** see also (**Philip 4:3)[[112]](#footnote-112).**

Among the many individuals listed in this chapter, Phoebe, whom Paul refers to as. “Our sister” receives special recognition **(Rom 16:1, 2**). Not only is Paul’s discourse on Phoebe the first and longest in the chapter but also the words and discussions he uses to describe her and her ministry hint at the remarkable stature this woman had among the early Christians, for these reasons Phoebe has fascinated Christian writers throughout the centuries.

Most of who have written in an environment unfriendly to the ministry of women.

1. Origen **(c a.d 184-253**) [[113]](#footnote-113)wrote that this passage teaches two things at the same time. As we have said, women are to be considered ministers in the church, and … ought to be received in the ministry.
2. A century or so later, the golden –mouthed. John Chrysostan [[114]](#footnote-114)**(c. a. d. 347-407**) noted for how can the woman be else than blessed who has the blessing of so favorable a testimony from Paul, who had also the power to render assistance to him who had righted the whole world?
3. After the fourth Century a.d. however, such statements became rare as the Christian Church moved toward a male-dominated ministry in the church.
4. The role of Phoebe in the early Christianity has been hotly debated throughout the centuries, ranging from views suggesting that her ministry was nothing more than the apostolic task, to those ascribing to her a significant ministerial role, as we shall see, this debate often influenced the Biblical translations of the Greek words used by Paul to describe the ministry of this remarkable.

Her role as a prostatis, which literally translates as “the one who stands before.”

* **Phoebe as a deacon**

In **Romans 16:1[[115]](#footnote-115)**, Paul writes of Phoebe: “I command to you our sister Phoebe, a deacon of the church in Conchreae. I ask you to receive her in the Lord in a way worthy of his people and to give her any help she may need from you for she has been the benefactor of many people, including me.”

There has been much discussion in Christian literature with regard to the word servant which is translation of the well-known Greek word Diakonos, also translated as deacon.

The concept of a deacon was familiar to first-century society referring primarily to household service, and in the New Testament, deakonos, it times was used in conjunction with another Greek term, do doulos or slave.

1. Reading the word Diakonos from a modern-day perspective often, obscures the fact that Paul’s day, the position of the servant was considered to be the lowest in society- people who were the menials and the lackeys of the day.

Thus, there exists a tension between the modern, ecclesiastical understanding and use of the word deacon and the ancient diakonos. It is this term as well as the Word doulos. However, with all their cultural connotations that Christ adopted to describe His own ministry. **(Mark 10: 45)[[116]](#footnote-116)**

Following Jesus example, Paul used the word diakonos and doulos to describe Christ’s ministry when he wrote in (**Romans 15:8)[[117]](#footnote-117):** “For I tell you that Christ has become a servant [diakonos] of the Jews on behalf of God’s truth “refers to Jesus as doulos).

Paul repeatedly used the same word to describe his own ministry and that of his co-workers (see **(2 Cor. 3:6, 4:1)[[118]](#footnote-118).**

Thus we find it remarkable that just a few sentences later, in **Romans 16:1,** Paul refers to Phoebe as diakonos, essentially, and equating her diakonia (or service) with that of Christ as well as his own apostolic ministry, also noteworthy is that the word diakonos in this passage is used in its masculine rather than feminine form.

At that stage of Christian history, the Greek term for deaconess had not yet been coined. The distinctly feminine form diakonissa did not appear until the fourth century.

1. Be that as it may, Paul’s calling Phoebe a deacon appears to make her ministry all equal important and valid as that of other early church leaders, such as Fichicus **(Eph.6:21)[[119]](#footnote-119)** Epapiras **(Col. 11:7)[[120]](#footnote-120).** , and Timothy **(1 Timothy 4:6[[121]](#footnote-121)).** Otherwise why would Paul use such a term in reference to a woman and create intentional misunderstanding?
2. It must be pointed out, however, that in contrast to Paul, who functioned as diakonos in service to the entire church, Phoebe’s diakonia- seems to be specifically tied to the local church of Cenchreae. Being the only time the New Testament links such service directly to the local church suggests, for some commentators, that Phoebe was most likely involved in some sort of recognized ministry or hold a position of responsibility within her local house church.
3. The case for Phoebe’s functioning as such seems strengthened by Paul’s use of another Greek word, ousa (being) which occurs together with the noun diakonos. The phrase indicating her as being a deacon denotes some sort of leadership position. Thus, it could be stated that Phoeboe was probably the first recorded local church deacon in history of Christianity.

This being so Paul’s exhortation to bishops and deacons found in 1 Timothy 3, would apply equally to Phoebe as to any other church leader of early Christianity.

* **Phoebe as a Courier?**

Careful, exegetical, historical, and linguistic, studies have led many prommentators to conclude that Phoebe was actually the person whom Paul chose to deliver his letter to the Roman house churches.

1. While to our modern eyes, the text is more implicit than explicit, Paul’s words appear to be a recommendation for a letter bearer written according to first-century custom.

10. The purpose of such a recommendation was to introduce the letter carrier to the congregation in Rome. Paul’s letter to Philemon serves as another example of a similar recommendation with Onesimus also functioning as a letter bearer.

11. Phoebe was indeed the carrier of the letter to the Romans, it would be natural for Paul to introduce and recommend her because she was obviously unknown to the believers in Rome.

Being Paul’s co-worker it is also probable that Phoebe read the letter to many Roman congregations and was able to provide commentary on everything that could have been misunderstood, this providing needed clarifications additionally, knowing Paul well, she could provide the house churches of Rome with information regarding his personal needs and travel plans.

12. All this raises a question: Why would Paul make such a culturally questionable decision as choosing a woman to be his emissary? It is conceivable that Phoebe and proven herself to be a respected and trust worthy church leader and whom Paul could entrust his message of salvation to the Gentile world.

As one scholar commented, “Phoebe carried under the folds of her robe the whole future of Christian theology.

* **Phoebe as a leader (Prostatis)**

Romans 16:2 provides us with one more important piece of information about Phoebe that often tends to disappear in translation. There Paul calls Phoebe prostatis, literally, that one who stands before. The New International version renders the text this way, for she has been the benefactor [prostates] to many people, including me, Other versions translate the word variably as “ patron” (ESV) “succourer” (KJV) “helper” (ASV, NASB).

There are however, some translations that render prostatis, as “leader “(YLT), “respected leader “CEV) or defender of many” (Emphasized Bible of J.B. Rotherdam, 1872)[[122]](#footnote-122).

The translator’s disposition toward rendering prostatis as “helper” or “patron” appears to flow from a widespread conviction that Phoebe was nothing more than a rich woman who supported Paul and other missionary workers financially. This conclusion seems to be supported by the fact that, in antiquity, there existed women who, while they could not hold any public office, offered their patronage and financial help to various causes.

Furthermore, the passage ends with ‘’including me. “According to these translators, if prostatis had meant more than being a “helper,” it would have meant that at times Paul would have allowed others to exercise their gift of leadership in his presence and possibly even submit to their authority. This according to hierarchical thinking, would not have been possible as Paul would have outranked everyone in his presence (even in matters of local church governance), and particularly a woman.

However, this kind of reasoning does not resolve the problem of why Paul would use the word prostatis in his description of Phoebe if he could have simply called her a boethos, “helper” (**Heb. 13:6)[[123]](#footnote-123)**, or said that she was sumballo pola, “being of great help**” (Acts 18:27)[[124]](#footnote-124).**

Perhaps Phoebe was more than just a rich woman who desired to support the missionary work financially. To determine the veracity of this line of reasoning, we must follow the line of evidence that would unlock the meaning of the word prostatis.

The best way to begin is to look for the same word used in other passages of the New Testament. Unfortunately, prostatis happens to be a hapex legamenon, that is, it occurs only once in the New Testament as a noun. To discover the meaning of prostatis, we must thus look beyond the New Testament.

To source such as the Septuagint which was Paul’s Bible and other ancient Greek literature as well as related words throughout Paul’s writings.

The masculine form of prostatis occurs more than once in the Septuagint.

**First Chronicles 27:31[[125]](#footnote-125)** lists Zaziz the Hagrite as one of the prostates for Chief officials of King David’s court. The same word is also listed in (**1 Chronicles 29:6)[[126]](#footnote-126)**where prostatai (plural of prostates) were “the officials in charge of the kings’ work. “Similarly, (**2 Chronicles 8:10)[[127]](#footnote-127)** and **24:11** use the word to designate King Solomon’s chief officials, who were given charge of workers and or money. The English Standard version renders 2 Chronicles 8:10 this way and these were the chief officers of King Solomon, 250, who exercised authority over the people.

When the word is used in the Septuagint, therefore, it tends to signify some kind of leadership function. Prostates also frequently appears in ancient nonbiblical literature. For Aristotle (384- 322 B.c), it designated a person who stood before as a “democratic leader” or protector of the people. These people were charged with protecting citizens against the attacks of the Chief magistrates in power or the richer classes. They would also defend the underprivileged in courts and functioned as guardians of peace and constitutional liberty.

A prostate was also known to be a common term used among the Greeks for presidents of various secular or religious associations.

The same term could also be applied to defenders or champions of Greek cities in times of need or warfare. At times, entire cities were considered as prostates of other cities or regions.

Evidence from ancient inscriptions indicates that in Egypt and, eventually, in Rome the word prostates have already become a word of choice for synagogue leadership among Diaspora Jewry prior to the birth of Christ. In this way, prostates functioned as an equivalent if the Hebrew Rosh ha- Knessat the head of the synagogue).

In Scriptural evidence also indicates that in Rome prostates served as a technical term for the leader or president of the Jewish community.

We can reasonably assume that Paul, being a Hellenistic Jew and growing up in the Dispora, was thoroughly familiar with the Greek concept of the prostates as the champion, defender or presiding officer of the community. This would also mean that when the Christian leaders in Rome received Phoebe, they were aware that she was a Christian leader in her own standing.

The most interesting line of evidence, however, suggesting that Phoebe might have been much more than just a helper, comes from Paul’s own writings, while prostatis as a noun occurs only once in the New Testament, its other forms, such as proistemi, appears several times. The first time prostatis appears in the New Testament in another form is in (**Romans 12: 8)[[128]](#footnote-128)** in Paul’s list of gifts from the Holy Spirit.” If it is to lead [proistamenous], do it diligently.

“Speaking of elders, Paul encourages the Thessalonians” to acknowledge those who work hard among you; who care for you [proistamenous] in the Lord.” (**1 Thess. 5:12)[[129]](#footnote-129)**.

Most importantly, in (**1 Timothy 5:17)[[130]](#footnote-130)**, Paul uses the verb form of prostatis when he writes, the elders [proestotes presbateroi, i. e. those elders who stand before] who direct the affairs of the church well are worthy of double honor, especially those whose work is preaching and teaching.

How is it, then, that most versions seem to water down this important word prostates and view Phoebe simply as a “helper”/ Why not, following the contemporary English version, use “respected leader”?

The most likely answer to these question is that perhaps the translators may have felt uncomfortable with a notion a woman could carry any leadership or presiding role in the early Christian church. We believe it conceivable that Phoebe may have been an important leader among the ancient Christians, who led a congregation in Cenchreae and served so well that paid was willing to let her run the affairs of the church in his presence and entrusted to her the precious epistle of Romans to carry to the Christians in Rome.

A careful reading of (**Romans 6:1, 2)[[131]](#footnote-131),** thus offers us a new glance at this remarkable woman who appears to be a close associate of Paul in spreading the Gospel of Christ, who served as a leader of her house church in Cenchreae, who despite all the dangers associated with travel on Roman roads, accepted the task of carrying the message of salvation to the Roman church, and who was recognized by Paul and others is a Christian leader in her own right.

* **Male and Female in the ruling Elder offices**

Is there any reasons why woman should not be ordained to the official leadership position of a Christian Church?

Down through history until quite recently, only men were ordained to these positions. That’s the way it’s always been. But is that the way it should be?

This is a question that more and more churches are finding it hard to avoid a number of congregations have already begun to ordain women as elders and pastors. Others haven’t yet made the change but find themselves talking about it and even fighting about it. In fact, even carries enormous weight, such as the Roman Catholic and Eastern Orthodox, communities, there are people who see no reason why women shouldn’t be priests or bishops.

Should women be ordained to positions of official church leadership?

Before the question are directly address, let’s me state a few things that I’ m going to assume right from the start.

**Three Basic Assumptions**

My first assumption is that both men and women, whatever their differences, are alike in the most basic spiritual realities. God created both men and women responsible for sinning against him. God save both men and women on the same ground: faith in Jesus Christ.

God empowers Christian men and women, which the same Holy Spirit gives everyone of God’s people, both men and women, the character, the capability, and the calling to serve God and other people. The Bible makes all of this very clear, and so I reject out of hand, without further discussion any approach which says that the reason women shouldn’t be ordained is that they somehow less valuable, less spiritual, or less gifted than men.

There’s no doubt that some people and some church leaders oppose women’s ordination not for any spiritual or theological reason that they have a sinful prejudice against women. Such an approach flies in the face of everything the bible teaches about man and women. Whatever we end up saying about the question of ordination, we have to begin with the assumption that men and women share the same basic status before God.

My second assumption is that the church is made up of all God’s people, and ministry is something that all God’s people are to be involved in. Ministry means serving God and others, and that’s not something for just a few people in official positions. It’s the task and privilege of every Christian. The Church is much more than its official leaders, and ministry is, much more than what these leaders do.

Leaders are important, of course but so is everyone else. The main task of a leader isn’t to do all the ministry that needs doing, but to equip all of God’s people for works of ministry.

Why is this important in considering the question of women’s ordination? Well, I’m afraid that if we’re not careful, both those who favors women’s ordination and those who oppose it can focus so much on this matter of official leadership that they neglect the dignity and ministry of all those members of the body of Christ. Who don’t hold official leadership positions.

Some people who favor women’s ordination. If your church restricts ruling offices to men, you may feel content, that your church is doing what the Bible says concerning women. What they can’t do. What about equipping and encouraging women to do what God’s calls them to do? What about lifting up abused girls and battered women?

What about helping women to know God’s love in Christ? What about helping all of God’s daughters and sons to discover and use their Spirit given abilities to serve God and others?

If that’s not happening, then don’t pretend you’re following the Bible just because you don’t ordain women.

And speaking of the Bible let me state a third assumption: The Bible must be the final authority on male and female roles in the church, not as it is the final authority on all aspects of church life and of a Christians personal walk with God.

Unfortunately, not everyone looks to the bible as the final authority in these matters. As I’ve already pointed out some people oppose women in church leadership not because of what the Bible says, but for the simple reason that they look down on women. They don’t want to take women seriously and have no vision for empowering them to do God’s work.

Even if such people happen to be right about male leadership, they’re still wrong. They believe in it for all the wrong reasons, and they apply leadership in all the wrong ways, to stifle rather than empower. Such attitude is sinful, not scriptural.

By the same token, there are also some who favor women’s ordination who don’t honor the Bible’s authority. Take, for example the scholar Edwin, M. Good. He has written, “Biblical authority is dead, and feminism has killed it “In Goods opinion, that’s a good thing. Feminism he says is generous “and morally acceptable, “while the Bible is characterized by a disagreeable bias and an illegitimate occupation of power.

That’s a blatant case of rejecting biblical authority. However, many people who favor women’s ordination love the Bible. They don’t want to trash it. These Christians believe that the Bible is the inspired Word of God, they insist that it is true from cover to cover, they hold fast to the great control teaching of the historic Christian faith- and they also believe that women should serve as pastors and overseers.

They don’t deny that God’s Word is always right, but on this one point, they understand the Bible differently than the church historically understood it.

They sincerely believe that women’s ordination is consistent with Biblical teaching. They not only think the Bible allows it, they think the Bible actively leads us in that direction.

Whether they’re correct about this is something we’ll consider in a moment’ all I’m saying now is that such people share my assumption that scripture is God’s Word.

Are you with me so far? Do you share the three assumptions I’ve mentioned? Do you agree that whatever distinction may exist between men and women, are created in God’s image, redeemed through Jesus blood and indwelt by the Holy Spirit? Do you agree that the Bible is the final authority? If so, if you share these assumptions, then you and I are standing together on common ground, and it is solid ground. We have a basis for dealing with the question of women’s ordination in a Spirit of Charity and with a desire for clarity.

I am going to make the case that the office of pastor or spiritual overseer in the church is a calling and responsibility that belongs to certain men and not to women. I will make that case at three levels: practice, precept, and principle.

* **Practice**

First consider the historic practices of the people of God. In Old Testament Israel, priests were responsible to instruct the people of Israel in the Law of Moses and to lead in the great ritual acts of worship. Without exception, those priests were all men. The Old Testament does not speak of a Single priestess.

When Jesus came to earth, he maintained this practice of male leadership among God’s people. Jesus attracted many friends and followers, both man and woman, but when Jesus chose twelve of his followers to serve as leaders, all twelve were men. Not one was a woman.

This is all the more striking in light of how important woman were in Jesus ministry and mission. From Jesus own blessed mother Mary, to the prophetess Anna who spoke about the baby Jesus. The woman who followed him and provided resources and support for his ministry, to the woman who were the first to see and speak of the risen Christ, women played a huge role in Jesus life. Jesus treated women with love and dignity. Unlike many teachers of that time, he respected women’s minds and gladly taught them the ways of God. He spoke against lusting after women as sex objects or divorcing them as disposable property. In short, Jesus treated women as valuable partners in ministry, as intelligent learners, and as strong witnesses. And yet when our savior and Master chose the institutional leadership for his church, he chose twelve men.

After Jesus ascension to heaven the same pattern continued, through New Testament times and beyond as the early church grow and spread, woman were a vital part of the church growth and ministry, but the people appointed as elders and pastors were always men.

When the church faced persecution, women were among the heroes and martyrs, shedding their blood right alongside the men.

But still the leaders charged with official oversight of the church were men.

Occasionally, there were strange cults that spun off from Christianity into Gnosticism or goddess worship or some other distortion of the faith, and some of these cults ordained women as priestesses. But for almost two millennia the true church did not ordain women as overseers.

**Why did this practice remain the same for so long?**

Was it because men were thought to be smarter and saintlier or more spiritual than women? No. Sinful silly biases did creep into the church at times, but that was not the basis for restricting the ruling offices to men. The church through the centuries whatever its failings, was well aware that women could know scriptures as well as men, sometimes better, and that women, could be just as holy as men, sometimes holier. And yet the church insisted, as one statement of church order from about 480 A.D put it that “a woman, however learned or holy, may not presume to teach men in the assembly… a woman may not presume to baptize (Staluta Ecclesia antique).

We might like to think that we are the first people in history to recognize the worth of women, but we’re not if being a pastor or priest or bishop were simply a matter of intelligence or integrity or ability, the church would have ordained women to the teaching and ruling offices of the church long ago. The church father John Chrysostom once said, “In virtue women are often enough the instructors of men.” He added that some men are like jack daws flapping blindly in dust and smoke, while godly women “soar like eagles into higher spheres.

So then it didn’t take the church two thousand years to finally notice the wisdom and purity of many Christian women. These qualities were evident all along. And yet the church insisted on reserving certain positions of leadership for men only. The first part of the case for male leadership in the church, then, is that it is the historic practice of God’s people and of Jesus himself.

* **Precept**

The next level to consider is precept. Given the Biblical and historic practice of male leadership is that just the way things happened to go, or is there also a precept, and explicit command from God, a clear instruction to do it this way?

The Old Testament make it plain that the Israelites didn’t just happen to end up with a male priesthood. God commanded it. God didn’t command Moses sister Miriam and her daughters to become priests. He commanded Moses brother Aaron and his sons to become priests that was God’s precept. **(Numbers 3:10)[[132]](#footnote-132).**

The nature of the priesthood changed when Jesus came as our perfect high priest, but even so, the church needed official positions of institutional leadership and authority. The New Testament sometimes uses a word that is translated “pastor’’. The Word literally means “shepherd,” the one responsible to care for the flock of God. Another term the New Testament uses is the word translated elder or bishop. The word translated elder or bishop. The word literally means “overseer,” the one responsible for the supervision and shaping of souls.

The tasks reserved to the shepherd and overseer include the teaching of sound doctrine in the setting of the church’s official worship, as well as the authority to admit people to the church through baptism, to supervise the sacred meal of the lord’s Supper, and to exclude from the Supper and from the church those whose doctrine and life opposes the way of Christ. In addition to these official functions, pastors and elders also have a general responsibility to mobilize and coordinate the God- given abilities and insights of all the people under their care.

In a number of places in the New Testament, the Apostle Paul, guided by the Spirit of Christ, described how the public worship of the church is to be conducted and lays down the qualifications for those who hold the official responsibility of teaching and authority. He speaks of godly character and sound doctrine and of ability to teach and lead, and he also speaks in each case of men who (if they’re not single) are faithful to one wife and manage their family well. And lest there be any fault that Paul means males only, the apostle says **(1 Timothy 2:12)[[133]](#footnote-133),** “I do not permit a woman to teach or have authority over a man.’’

Paul isn’t saying here that women may never teach anything or have any kind of authority. He is talking about the official teaching of doctrine in public worship and the authority that goes along with holding such an office in other places, Paul assumes that women will prophesy, that is, share their God-given insight with fellow believers.

He speaks of women being his partners in spreading the gospel to unbelievers. But when it comes to official teaching and formal authority in shepherding and overseeing a congregation, Paul’s precept is this: “I do not permit a woman to teach or have authority over a man.” And remember, this isn’t just the personal opinion of an individual named Paul. It’s the precept of Paul, the apostle of Jesus, writing under the direction of the Spirit of Christ. Paul wrote in 1 Corinthians 14 that this precept was practiced “in all the congregations of the saints” Then, just in case someone was inclined to challenge this precept and ignore the practice of all the other churches, Paul wrote, “Did the word of God originate with you/ Or are you the only people it has reached? If anybody thinks he is a prophet or spiritually gifted, let him acknowledge that what I am writing to you is the Lord’s command. If he ignores this, he himself will be ignored.

* **Principle**

Thus far we’ve seen the practice and the precept, now let’s consider the matter at the level of principle, even if we grant that male leadership is a precept of scripture as well as a practice of the historic church, we may still wonder why. Is there some basic principle, something in the very nature of maleness and femaleness that requires the shepherds and overseers of the church to be men? Scripture says that there is.

In (**1 Timothy 2)[[134]](#footnote-134)**, right after Paul writes, “I do not permit a women to teach or have authority over a man, “he goes on to explain why.” For Adam was formed first, then Eve. And Adam was not the one deceived, it was the woman who was deceived and became a sinner.” Here Paul is appealing to the fact that the principle of male leadership was established at creation, and that it was violated in the fall into sin.

God made Adam first and gave him primary responsibility to lead his relationship with Eveand a God-glorifying way, that’s the Principle Paul appeals to when he says, “Adam was formed first, then Eve.

When that old serpent Satan slithered into the Garden of Eden, his very first move was to try and turn around the order God had created. He bypassed the man and went straight to the woman. If Satan could get Eve to ignore her husband‘s leadership, she would find it easier to ignore God’s command as well. So Satan treated Eve and not Adam as the leader, and he deceived her into eating the forbidden fruit without even discussing it with her husband.

Then Eve offered the fruit to Adam, and he followed her lead. God’s order of creation was Adam first, thenEve, Satan’s order of deception was Eve first, then Adam. Bur God’s order remained Adam first. Scripture says that after Adam and Eve sinned, they were ashamed and tried to hide from God. Then God called to the man,’ where are you? “Eve sinned first, but Adam was still the first one God called out to, the one primarily responsibility, god then reprimanded Adam for following his wife’s lead, rather than listening to God.

The principle of male leadership established at creation, violated by the fall into sin, and reaffirmed by God, is the principle that underlies the precept and practice of God’s people in ordaining men as leaders in the church. The leader of the family is to be man, and the leaders of god’s family, the church, are to be, men as well. Indeed, a man’s ability to lead his own family is a mark of whether he is capable of leading the family of God.

Paul says that for a man to lead the church, he must manage his own family well… If anyone does not know how to manage his own family, how can he take care of God’s church? **(1 Timothy 3: 4-5)[[135]](#footnote-135).**

God wants godly male leadership in the home and also in the household of God. This expresses his creation design, it reflects the relation between Jesus and his church, and it also parallels the relation within the Holy trinity in which God the father initiates and Christ submits. In the words of the Bible, “the head of every man is Christ, and the head of woman is man and the head of Christ is God**.”(1 Cor. 11:13)[[136]](#footnote-136).**

* **How important is this?**

Than that is the case for male leadership in the church, stated at the three levels of practice, precept, and principle. In stating this case, I’m not saying that the question of women’s ordination is the center of the Christian faith or the most crucial of all doctrines. The Bible’s central revelation is the nature of God, the life, death, and the resurrection of Jesus, and the way of salvation through faith in him, and the man heresies which the Bible denounces are those which deny these central realities. The role of male and female isn’t the thing by which Christianity stands or falls. But we still shouldn’t take the matter lightly. Some biblical teachings are more important than others, but none are unimportant.

In the book recovering Biblical Manhood and Womanhood,[[137]](#footnote-137) John Piper and Wayne Grudem write that Paul “does not limit this engagement in controversy to first order doctrinal, where heresy threatens. He is like a parent to his churches. Parents do not correct and discipline their children only for felonies.

They long for their children to grow up into all the kindness and courtesy of mature adulthood. And since the fabric of truth it’s seamless, Paul knows that letting minor stands go on unraveling can eventually revel the whole garment.” (p.405).

Maybe you have questions I haven’t addressed. If so, it may be helpful for you to find a copy of Piper and Grundem’s book, Recovering Biblical Manhood and Womanhood. The authors deal with many of the hard questions of interpreting and applying the Bible’s teaching on gender related matters, and they do so in a sensitive, sensible way. They don’t just say what women shouldn’t do; they speak of what all the gifts and opportunities God gives them.

They encourage all of God’s people, both men and women, to use their God- given abilities fully in the service of God, and they offer guidance for doing this in a way that honors the biblical distinctions between male and female.

Maybe you’ve read my explanation of this issue, but you still disagree with what I’ve written, you may be a brother or sister in Christ, you may love the Lord and his Word, but on this question you interpret and apply the Bible differently.

This creates an awkward situation, one that sometimes tests the limits of our love for each other and tests whether what unites us is greater than what divides us.

To you, my brother or sister in Christ. I say the realities we share as Christians are magnificent and infinite. If we believe in God the Father Almighty, the Maker of heaven and earth, if we trust in Jesus Christ his only begotten Son, who came to earth, and lived and died and rose again for our salvation; if we are indwelt by the blessed Holy Spirit, if we look to Scriptures as our final, authority and to God’s new creation as our final destiny, then whatever our differences, we share in the precious communion of saints, if sharing in these towering realities is not true fellowship, what is? Let us therefore revel in the glorious unity we share, even as we wrestle with painful disagreements.

May God guide us by his truth and keep us in his love.

* **Eleven keys to building Second Generation Leadership.**

Church planting is full of risks and challenges. Core leadership abandonment in the first stage of the church planting creates two significant problems. The first problem is the increased risk to future church plants. A church plant that does not adequately address the premature exodus of its leadership leaves the church at a higher risk of failure.

Additionally, when a church plant fails to take root, it leaves discouraged church planters, emotionally abandoned members and mistrust in the community toward future church plants. A failure of a church plant can also create disillusioned partner churches, along with denominational leaders who are left to justify the financial investment in a failed venture.

The Second problem created by early leadership abandonment of the church plant is the loss of future leaders, equipping church planters to build strong teams who can draw in new members from the surrounding community is crucial for the future of the church in North America. We cannot build core teams with the expectation that they will be there forever.

For a variety of reasons, good and bad, a substantial part of the original core team will eventually leave the church. The solution is to build a core team that will reproduce a second- generation leadership.

* **Eleven key components to building a core team that can in turn develop second-generation leaders.**

**Here is a brief summary of each component**

1. **Personal Faith in Jesus:** The initial core-team needs to have an existing relationship with God.
2. **Teachable in Methods:** Every church plant is unique, so members of the team must have openness to learning new and different methods to achieve ministry goals.
3. **Demonstrates Maturing Faith:** Not every member has to be a lifelong follower of god, but they do need to show a history of maturity and a desire to grow stronger.
4. **Evangelistic Deeds:** Team members must have a track record of taking action to reach the lost with the love of Jesus.
5. **Training others in ministry teams:** A willingness to work hard in the basic task of ministry and to train others in those tasks.
6. **Engagement with Non- Church Community:** Each member of the core teams needs to have preexisting involvement/ relationships outside the church.
7. **Empowered to Lead:** Only Core-team members who are empowered to lead will reproduce a second-generation leadership for the church.
8. **Complimentary Gifts/ Diversity within Team:** Every team must know and be empowered to use their unique strengths.
9. **Evangelistic Words:** Members of the team must demonstrate a history of inviting others to participate in the church.
10. **Teachable in Evangelism:** Show openness to learning new methods and approaches for reaching out to the lost.
11. **Unity around Vision:** Members of the team must have a personal investment and passion for the vision of the church plant.

To fully engage the process of building healthy reproducing core teams, I would like to offer the following guidelines:

**First utilize a train- as you- go approach**. These eleven key components are not transferable in a “classroom only approach. Each component must be demonstrated and taught through the daily process of planting a church.

**Second, a successful leader will learn to couple preparation with reproducible action**. You must prepare the right materials and tools for training and then combine them with an intentional set of actions that reinforce the practice of each key component.

**Third**, each of the eleven key components outlined above and established best when core team members are empowered to take action and there is a decentralized leadership

This means that church planters must learn, to train people who, in turn, are given the freedom to train other people. A restrictive, centralized power structure will hinder the proper development of a core team.

Finally, the corollary to the previous conclusions is the right we of “divine- neglect.” That is the church planter that must build a core team and allow the Holy Spirit to be the teacher, sustainer, and builder of the church. At times, establishing these eleven key components requires that a planter pull back and allow the team to succeed or fail without his or her direct intervention in the process.

* **Empowering Leadership**

Definition / Aubrey Malphurs [[138]](#footnote-138)defines leadership in the following way: “Christian leaders are people committed to God. (Character), who know where they’re going (vision) and who have followers influence.

Having chosen a person to serve as a church planter, we need to consider certain steps in developing his or her leadership. “The church is served by people who understand its vision, can communicate it clearly to the congregation and can organize the body to make it a reality.

**How Paul developed workers.**

**2Timothy 2:2[[139]](#footnote-139)**For Paul, developing the leadership of each local church was crucial for its permanence. This is what he did:

1. He gave the leadership space. He put them in charge of the work.
2. He was committed to preparing them.
3. He trusted them.

* **Four characteristics of Biblical Leadership**

Dr David Ramirez identifies four key New Testament images:

1. Leader as Apostle (**Rom 1:1-5)[[140]](#footnote-140).** Sent to people and places where the Gospel hasn’t been introduced before.
2. Leaders as servant **(Mark 10: 45),[[141]](#footnote-141)**(**Philippians 1:1)** serving with humility and love.
3. A leader as visionary Ephesians wants to do in a community.
4. Leader as empowerer and equipper (**Ephesians 4: 11-12)**[[142]](#footnote-142)preparing others for ministry.

**Five practical steps**

1. Prepare your leadership to mobilize the entire congregation. **(1 Peter 4:10-11)[[143]](#footnote-143)**
2. Teach about Spiritual gifts and the stewardship of talents.
3. Identify the gifts and the areas of interest of each believer in the congregation.
4. Put each member to work in a Ministry or area of service.
5. Keep an eye on how the different areas of church life are going and make the necessary adjustments.

Use your ministry to build people, not people to build your ministry’’- Jacqueline Heasley.[[144]](#footnote-144)

**Stewardship of resources**

Definition: The church challenges its members to be good stewards of their possessions, their resources and their goods (time, talents and treasure), and it uses these material and financial gifts to accomplish the work of the Kingdom of God in the church and in its community.

**Proverbs 3: 9-10**[[145]](#footnote-145)“ Honor the Lord with the first fruit of all your crops, then your barns will be filled to overflowing, and your vats will brim over with new wine.”

Now in the house church, the person, who starts the group, is the leader. Now, that is true. But with that said, you also have to understand that a person needs to be called into leadership, so a call to start the group does not came from himself is very helpful. And even if we think in terms of Paul’s life and here he was on the road to Damascus and eh was knocked off that horse, and Jesus walked up on him and said, “Listen why are you persecuting me?”

And he calls Paul to himself and to ministry but Paul still went to the apostles and they affirm Paul and sent Paul out.

And so it is important that we don’t have leaders who call themselves out in their self-proclaiming.

They need to be called and sent out.

Just imagine when a person gets up to speak and the power of someone explaining to them, this is who this person is, this is who their credentials are, it has greater impact then a person walking up to the podium and saying, “Okay, I’m about to speak to you, but first, I ‘m going to tell you about myself and how great I am.

It doesn’t work that way. And it doesn’t work that way in the Kingdom. We are to walk in context. And actually when you think in terms of Timothy and Titus, it talks about the quality of a leader; Ninety percent of them are character qualities. Ten percent is competencies.

They have to teach. But those things are being seen within the context of community. And that is why we do not need to be quick to set the expectation for elders. But we need to mobilize heads of homes. This is the most important thing because scriptures speak of this.

If a person didn’t rule their home well, how can they lead the church and so, we want to encourage people and equip them to effectively lead in their home. So leaders with the gifts and temperament. That’s another thing you want to look in.

Does the person have the gift and the temperament to lead? Do they have leadership gifts? What are their track record? Is this the first place they’re leading? Is there a track record? That is so important.

* **As leader, how you can become a great conversationalist**

How to talk to anyone Lowe, Sandra (2014-03-16). How to talk to anyone- the ultimate guide on how to engage and talk to anyone you meet (how to talk to anyone, how to talk to people, talk to strangers, talk to anyone. (Kindle Locations 26-29). Kindle Edition).

**The facts being a Conversationalist**

No one is born a great conversationalist. Early in life, people learn to connect with others through verbal communication, but many factors start to affect the quality at which these communication skills are developed. These include internal factors such as having an inherently shy personality, as well as external factors such as having little exposure to people while they were still growing up, or maybe because they had negative past experiences when trying to talk with older people.

Since being a great communicator is an acquired skill, inherent factors can be overpowered by means of continuous learning and skills refinement.

All you need are the right tools that will help you acquire such skills, and the willingness to incorporate these skills on your daily life.

**Accepting the need for change**

In most cases, not getting through this crucial first step is the only reason why you are having difficulty connecting with people until now. Start by acknowledging the fact that you need change some aspects of yourself.

For example, if your reason for not engaging in conversations with people is that they do not interest you, it is possible that you are only rationalizing your fear of being judged negatively the moment you share a bit of yourself to them. It is therefore important to take time to acknowledge these factors you hold responsibility for, reflect over your actions, and decide to change them for the better.

**Pinpointing negative habits and behaviors**

After acknowledging the need for change, you will need to identify specifically what negative habits and behaviors you have.

**Identifying Positive behaviors to replace old ones**

For each negative behavior you have, identify the opposite behavior that applies to them, and then turn them into your new objectives. Try to lay out a comprehensive guideline for yourself on how to maintain these new behaviors. In addition, always remind yourself to grab every opportunity for conversation so that you can test out these new behaviors.

**Incorporating positive behaviors in your daily life**

At first, it may be difficult for you to act out your new behaviors simply because they are something you are not accustomed to doing, but just keep at it until you feel comfortable. Do not expect to be successful instantly, as you may undergo several trial and –error instances before you can eventually consider them as your normal behavior.

All you need is the determination to push through your goals, and with that, you will surely reap the fruit of your hard work at the end of the day.

**Lack of Self-Confidence**

This is perhaps the most common reason why people do not want to engage in conversations. Shy people may consider the fear of rejection or criticism as the main reason why they avoid being with a group. However, the jolly and outgoing ones actually do experience the same fear at some point or another. The difference lies on how they handle their fear.

1. Optimistic and assertive people learn to control their fears by practicing their conversation skills, even through trial and error. A good way to handle this is accept the fact that it is only human to make mistakes. Everyone gets a fair share of committing errors in conversations, and those who seem to be very good conversationalists have gone through a long way achieving what they have now.
2. Accept that you will not connect with everyone, so bring what you have to the table. However, if done quite often as necessary, you have to put a conscious effort to go out and mingle with people, to find something interesting in them so that your warmth and friendliness will naturally come out. The often quotes plays a big role in this situation. Just think of that rewarding feeling when you once shared your happiness with other people.

Think of that comforting feeling at one point in your life, when people helped you strive strive along the rough waters when some storm hit you.

1. **Lack of Knowledge**

To address this, you have to be knowledgeable such about various fields such as current events, sport, history, music, arts, culture, etc. Aim at reading one book a month or more and choose your book from a variety of topics and genre. Learning things that do not interest you is a good way to start this.

**Start a conversation**

When trying to initiate a conversation, some people mull over their opening line for so long that they end up over thinking and mess up their delivery. Eventually they run out of guts to start a conversation. One general principle to consider is that your opening is not extremely important- what matters is what you say afterwards.

Right from the start, you just have to deliver your message in a friendly and self-assured manner. Talk to them as if you are old friends. Do not be too restrained or courteous so the other person will feel at ease talking to you.

**How to join a conversation?**

It is usually appropriate to join in by introducing yourself at once. Hey everyone, Ho’s it going? I’m Tony; however, this could refocus the discussion to you and will require another round of getting to know your questions. If it seems inappropriate to cause such kind of interruption, you can introduce yourself and immediately return them back to track by saying something like, “so anyway what were you guys talking about?

Another way is to start talking to someone on a group’s periphery who seems to have loosened up interest with the group discussion. Start initiating a one-on one chat and use this as a means to eventually talk to the rest of the group. Another method similar to this is starting to chat with someone who leaves the group for a while. Talk to him while he is alone and go with him as he rejoins his friends afterwards.

**Sustaining a Conversation**

So you are in the conversation, now you need to keep it going. Stick to open-ended questions and make sure to listen.

Know what the other person wants to talk about. Sticking to open-ended questions. You may need to ask follow –up questions or another open-ended question on a different topic.

**Listening**

Too often, when people meet someone new, they are inclined to talk about themselves too much as an attempt to fill in dead moments. Though someone has to start a conversation, you should not be too conscious about what to say next because you lose a crucial element in establishing a two-way conversation: listening.

**Knowing what the other person wants to talk about**

Different people have different interests. Finding out what the other person enjoys talking about could help steer your conversation generally, people like to talk about themselves, their passions or hobbies, their career, or their family and friends.

A simple question about these topics could make them chatter for quite a while.

**Mind your body language**

Your body language is a powerful aspect of your overall impact as a conversationalist. People do not only listen to your verbal output but your nonverbal language as well.

**Remember this Body language**

Do not cross your arms or legs. It gives an impression that you cannot be trusted or that you are not open to different points of views or opinions. It may also indicate that you are not comfortable with your body. Maintain good eye contact but do not stare –keep your body, especially your shoulders, relaxed, tension in the shoulders could easily be spotted, which can make the person feel uneasy. Not frequently and lean forward.

Nodding indicates that you are keeping along, whereas, leaning forward tells of your interest.

**Be aware of current events**

Current events are always helpful to spark up a conversation especially at moments when you are running out of things to talk about. Saying something like “Hey, did you hear the latest news between Ukraine and Russia?

It seems that “to start another opportunity for a lively dialogue and additional knowledge.

**Define a Moment of Awkwardness**

There would really be instances that you will hit bumps in the road of conversation. So instead of making moments of silence a chance for either of you to feel awkward, look the other person in the eye, smile and reassure them that the silence means you have not lost interest with the conversation and with the them comment on the silence jokingly.

**Not fearing Deep conversations**

Although it may be difficult for some people to pull it off, many take pleasure in bringing their discussion a little but deeper after they have gotten past the formalities.

Do not be afraid to go deep down with a sharp question of you sense that the other person likes more than superficial talk as well.

**Being genuinely enthusiastic**

Do not fake attention because it causes a delay in your reaction. The other person will eventually get the hint that you are not engaged in the conversation after sensing a lag in your response. Do not communicate only to inform but to tell stories. Make a conscious effort to spark up the emotion and imagination of the people listening to you. They can vividly describe a situation and create an atmosphere of excitement, fear, sadness, or any emotion as appropriate for the content of their message.

It is usually appropriate to join in by introducing yourself at once. “Hey everyone, how’s it going?

**Tips on ending a conversation**

However, others could have actually lost their chatty mood, and would just like to keep the conversation short. Whatever the reason is it is important to end a conversation politely and still in a friendly tone. Your response also depends on the context of the situation and the depth of your relationship with these people.

**Ending with a positive comment**

The first and most common strategy is dropping a positive comment before letting go of a chat with that, you entirely negate the possible feeling of inadequacy of the person with whom you are talking. For example, you can, say something like, “Hey, Ryan, I really enjoyed our conversation or Hey James, I’m glad we talked, thanks for giving me some fascinating ideas to think about.

**Wrapping up the discussion**

The next strategy is reviewing or laying out a summary of the main themes you have just discussed. In this way, you can reassure the other person that you were genuinely engaged in the conversation and you have come up with a successful and complete exchange of ideas.

Sometimes people add a plan after stating the summary.

**Giving an excuse**

This does not mean your conversation partner annoys you or bores you, but simply because other matters demand your attention. You can say something like, “Hey, I think I need to get back to work already; gotta beat a pressing deadline, or I need to go I am late for my next appointment.

Take note that when giving an excuse, support it with a reason. In this way you are being politer and finish off with an overall feeling of a delight.

* **Investing in yourself (Personal Appearance as a Leader**

Stop for a moment and think about people you’ve met who put little or no effort into their personal appearance. Think of people with bad breath or greasy hair and how your opinion of them subtly changes when you noticed these things.

This advice is primarily for those people, but also as a reminder to everyone that the small efforts of personal appearance are tiny investments that do pay off. Personal appearance is one of those subtle things that are of those subtle things that’s difficult to quantify “Mostly it’s a collection of a lot of small investments of time and effort that add up to a slight but noticeable tweak in how people think of you. The difference is real and over time these small differences in a lot of interactions and events can really add up.

Keeping clean and keeping up a good appearance are also great ways to simply feel good- I know for me personally, few things make me feel better than a hot, soaking shower. Even better, personal appearance is something that you can maximize or at least significantly, improve with just a bit of effort. Here are a bevy of little steps you should be taking to maximize the appearance, from the obvious to the subtle.

1. **Maintain a daily hygiene schedule**

For some people, setting time each day for basic personal hygiene is a challenge. They’re wrapped up in work, super-involved with their families and have too many things going on, so they’ll just skip an evening shower and make things look all right in the morning, or they’ll simply fall into bed without thinking about it and then get up so late in the morning that they have to bolt out the door to start taking charge of their responsibilities.

1. **Hygiene is important**

Schedule some time each day to take care of things I usually do my hygiene tasks the moment I wake up and I have a litany of things that I go through as part of the routine. If you don’t have an established routine that is simply a fundamental part of your day, start one.

Literally make a list of things to do and do them every day. That time you invest will pay off, in the constantly providing a subtle positive awe to others about yourself- and you’ll feel better, too.

1. Take a bath or shower and clean thoroughly
2. Brush your teeth, floss, and get dental checkups.
3. Get dental or orthodontic work, if necessary.
4. Having your teeth fixed is a wonderful investment.
5. Use deodorants
6. Keep your hair clean and trimmed evenly, at the very least.
7. Shave, or keep your beard trimmed.
8. Minimize body artwork unless it clearly doesn’t matter or is beneficial to your career.
9. Dress well, usually a touch above what is considered the norm.
10. Greet everyone, you meet, shake hands, smile and willingly engage in conversation.
11. Here’s the bottom line: keep yourself clean and presentable, dress well, and interact positively with others. It takes time, effort and a bit of money to pull that off, but if you do, you’ll created an overall positive impression of yourself with everyone you interact with, and that positive impression is something very valuable, to have. (Taken from http:/www, the simpledollar.com.

* **Ten ideas from wise leaders (Ten creative actions from leaders)**

1. **Give your family veto power over your schedule.**

He’s an incredibly busy man, but he somehow manages his schedule well. It is very important to involve your wife before you make a commitment that requires you tobe away from home after work hours. Be prepared to change your schedule if your family says, “We need you at home.

You’ll be less likely to lose your family in the midst of busyness if they have opportunity to help you plan your schedule.

1. **Compliment first before negatively critiquing.**

It was a young pastor who taught this strategy before you offer constructive criticism; always give a minimum of three compliments first. You’ll find that any frustration is tempered by the positive thoughts.

1. **Pray before, during, and after meetings.**

This kind of praying happens only intentionality. One of the best leaders prays at the start and end of every meeting- and he intentionally prays about needs that become apparent during the meeting. It is often the mid-meetings praying that most surprise (and encourages) others.

1. **Honor and thank your staff’s families.**

It is important as a leader to honor the families of your team members. Give your staff a day off on their spouse’s birthday and their anniversary. Write a note of thanksgiving to the entire family of a staff member.

Offer to provide childcare so a couple can have a night out.

1. **Learn first Names**

Learn at least two names a week. Remembers the names of families, church members, worship service guests, local ministers, and others in his community. Writing a few notes about a person, and then reviewing these notes as you work to memorize names, can make a difference.

1. **Never eat lunch alone.**

It’s really quite amazing how much you can do in a concentrated time with one other person and you get to eat a good lunch at the same time!

1. **Always keep in mind your successor**

A farmer employer has led his organization for two decades now and he may well be in that role for another decade or so. Already, though, he is working to make sure that what he hands over to his successor is strong. He is not interested in saddling the next leader with deferred maintenance, debilitating debts, or weak infrastructure.

His insight reminds me to think about the person who will take my position after I’m gone.

1. **Connect with young people**.

All of us say that the young people are the future, but few of us give them the attention they deserve. Not so for a former student who annually goes to camp with young people of the church he pastors. In addition, he priorities his schedule when his student minister requests his presence at a student event. It’s no surprise to me that several of those young people are new preparing for ministry.

1. **Spend one hour per day in addition to lunch hour out of your office.**

Find time each day to visit others in the work place. Greet others at the door, unexpectedly drop-in other offices simply to ask how co-workers are doing. Stay longer if a co-worker needs more time. The time you spend with others will pay dividends.

1. **Make work fun.**

Leaders I have ever worked with make it fun to come to work. They do not take themselves seriously, even while they work incredibly hard. They laugh a lot though they weep as well over co-workers and tragedies. Others genuinely enjoy being with them. These leaders are not just fun people in general; instead they work to make work fun.

* **How do Leaders managing the Church (combining the spiritual and the Organizational?**

Churches are characterized by both human (organizational and godly (Spiritual) attributes.

The church is at once the body of Christ and a human institution. Because of its unique dual nature, the local church requires both Spiritual and organizational management. Church management becomes a challenge of blending the spiritual with the organizational.

For example, the same congregation that prays, proclaim s the Word, and celebrates the ordinances also must pay bills, maintain physical facilities, and keep business records. All these functions are necessary for the church’s well-being but cannot be managed in the same way. Church leaders face the perplexing challenge of fulfilling a spiritual mission through organizational management confusing the two-spiritual and organizational is the constant danger of church management.

**Organizational vs. Spiritual challenges**

The Spiritual challenge of church management is to carry on God’s work in a lost world, providing the human resource to do so is the organizational challenge faced by churches. The following chart compares and contrasts these distinctively different challenges of managing a church.

Churches must be both Spiritual and managerial, the two are complementary, inseparable. For example, churches must be concerned not only with right motives for financial stewardship but also with efficiently managing the stewardship program. Money must be cheerfully given and responsibly allocated.

Christian leaders must recognize, however, that spiritual and organizational (managerial activities are separate and distinct. Managerial performance is no substitute for spiritual service. Financial budgeting must not be confused with charity; committee planning for a revival is not evangelism, conveying a Sunday school class is not necessarily meditation in the Word. To confuse the managerial and spiritual is to confuse means and ends.

**Organizational vs. Spiritual Responses.**

Churches must respond spiritually to spiritual challenges and managerially to organizational challenges. Appropriate responses are shown in the following comparative chart:

**SPIRITUAL RESPONSES TO A CHALLENGE**

|  |
| --- |
| Prayer (contemplation)  Position (waiting)  Proclamation (Invitation)  Provision (receiving) |
| **ORGANIZATIONAL RESPONSES TO A CHALLENGE** |
| Planning (anticipation)  Programming (organization)  Promotion (motivation)  Performance (Execution) |

The proper congregational response to a spiritual challenge is **(1)** prayer, contemplating God’s Word, Seeking God’s counsel by entering His presence, **(2)** waiting or God’s will to be expressed in His way and in his time, **(3)** proclaiming sharing with others what God has revealed as His will and inviting them to participate in the revelation, **(4)** receiving the good gifts to His children.

By contrast, the proper response to an organizational (managerial challenge is (1) planning, anticipating the consequences of present choices and community.

(2) programming, procuring and organizing the human, financial, and material resources necessary to realize a plan, (3) promotion, supporting and sustaining people in doing their part to bring the plan into reality (4) performance, implementing the plan efficiently and effectively.

Spiritual and organizational responses are the legitimate church activities, planning is as authentic a godly activity as praying. But problems are inevitable if the local church responds organizationally to spiritual problems or spiritually to organizational problems.

**The Problem of Mismatch**

If the challenge is Spiritual (for instance, the church is spending too much of its budget for staff salaries rather than missions outreach), attempting to meet the challenge with organizational stewardship programs would be shallow and self-serving, thus aggravating rather than meeting the challenge of revising church priorities.

First church’s youth program is involving a smaller and smaller percentage of the church’s youth. If the challenge is organizational (for instance, if the youth minister is inexperienced and disorganized), attempts to meet this challenge with “waiting for God to act” would overlook the need to establish clear goals and activities for the youth, thus aggravating rather than meeting the challenge.

These two commonplace scenarios illustrate the danger of mismatching spiritual and organizational responses. In appropriate action in such circumstances not only wastes time and, resources but actually aggravates the church’s plight.

**Responses/challenge mismatches arise from four basic sources each having its own peculiar causes:**

**Spiritual insensitivity**: Interpreting events in humanistic non Scriptural terms, in discrimately applying management techniques developed in secular settings to churches, acting before praying, favoring “tough- minded management over “soft Christian management, relying on impersonal programs to respond to personal spiritual needs, dating individuals who have no personal relationship to Jesus to church leadership positions, simplistically assuming that the larger the church the healthier the church.

**Managerial insensitivity:** Belief that organizational problems will naturally, correct themselves if left alone. Matters as unimportant or unworthy of a Christian attention, lack of managerial training, reluctance to face up to politically sensitive congregational issues.

Traditionalism: Tendency to meet all new challenges with responses of the past, belief that past success is a guarantee future success, lack of desire to question the way things are done for fear of upsetting others, belief that ongoing programs must exact permanently, managing by habit, treating human tradition as “divinely ordained.”

**Inertia:** Viewing the new as unacceptably “liberal, “believing certainly is preferable to risk, blocking member involvement in decision making, over commitment of members to existing programs, belief that conflict is always bad.

**Organizational and Spiritual Health:** Church health is a blending of spirituality and managerial excellence- a partnership or covenant between persons and God. The following guidelines are designed to help the local church attain a godly balance of spirituality and managerial excellence.

* Churches must both attain a state of spirituality) and act (more spiritually in a lost world).
* Spiritual challenges require spiritual responses organizational challenges require managerial responses.
* Managerial responses (means) must have spiritual purposes (ends).
* Neither spiritual nor organizational will take care of themselves.” Without conscientious management.
* Church leaders must be spiritually mature as well as managerially adept.
* Only God can solve spiritual crises in a church congregation cannot manage their way out of spiritual dilemmas, because of its spiritual nature, the church is different from other organizations and must not be managed exclusively in a secular way.
* God blesses both spirituality and excellent management.

|  |  |
| --- | --- |
| **As a Spiritual body the church is concerned with:** | **As an organizational body the church is concerned with:** |
| The quality of its Spirit- how in touch it is with God’s will. | What it works for how to bring about achievements. |
| What it wants for how to wait for God’s direction | What it programs- how to establish ongoing groups? |
| What it proclaims how carry the gospel to the world. | What if it’s competent on how to increase its expertise. |
| What it is confident in-how to increase its faith. | Performance how to accomplish tasks well. |
| Prayer-how to stay in communion with God. | Decisions-how to recognize and respond to secular choices. |
| Discernment-how to recognize and respond to spiritual matters. | Concern for operation how to channel and control efforts. |
| Commitment to openness- how to maximize communication. | Human popularity how to create |
| Godly priorities-how to stick to God’s agenda. | A marketable product. |
| The quality of its motives seeking to serve God’s will. | The quality of its money seeking to finance programs |
| Individual compassion deep concern for individual welfare. | Individual groups/concern for excitement and emotions. |
|  | The quantity of its success-how to grow and meet needs. |

* **The five key functions in the church every church leader must be aware of.**

1. **Evangelism:** The church announces the Good News of Jesus Christ in Word and deed and invites people to be part of the Kingdom of God. “Acts 1:8. And the Lord added to their number daily those who were being saved.” (Acts 2:47)

“The great commission is not an option to be considered; it is a command to be obeyed.” Hudson Taylor (missionary to China).

The Engel Scale: These Scale shows steps people often take on the way to conversation and then steps afterward showing growth as a Christian.

**The Engel Scale: Evangelism**

-8 The person has some knowledge of a supreme being.

-7 The person finds out a bit about the Gospel.

-6 The person starts to understand the basics of the Gospel.

-5 The person starts to understand the personal implications of the Gospel.

-4 The person has a positive attitude toward the gospel.

-3 The person considers what making a decision for Christ will cost him.

-2 the person takes a step of faith.

-1 The person represents and in faith turns their life over to Jesus Christ.

**Engel Scale: Regeneration**

+1 The person evaluates their decision to follow Jesus Christ.

+2 The person is incorporated into the body of Christ.

+3 The person starts a life of Discipleship and Service.

1. **Discipleship**

“The church helps people to see God more clearly, get to know his will for their lives and equip them to follow him in all aspects of life. **“(2 Peter 3:18).**

“They devoted themselves to the apostles teaching --- “Acts 2:42

**The four C’s of Discipleship**

1. Conduct
2. Character
3. Content of the Gospel
4. Commitment

As we learn more about God, the world and ourselves from Scripture, we are challenged to bring every area of our lives into obedience to God.

This is what discipleship is growing in our knowledge of God, the world and ourselves and living as God’s people in every situation. “Men do not decide their own futures. They decide which will be their habits and their futures.” – Unknown. “Those who teach doctrine must first teach with their life… otherwise they are tearing down with one hand what they build with the other.” – Matthew Henry.

**Service**

The church addresses the needs of people in the name of Christ and invites them to be his disciples. Selling their possessions and goods, they gave to anyone as he had need – enjoying the fewer of all people--- **(Acts 2: 45, 47).**

**Three types of relationship between service and evangelism**

1. **Ministry as a result to Evangelism:** Conversion to Christ makes us attentive to the needs of others and eager to meet them.
2. **Ministry as a Bridge for evangelism**: Service to others as the starting point that later makes them willing to hear the Gospel.
3. **Ministry accompanying evangelism**: Speaking of Jesus while serving others. “Only a life in Service to others is a life that is worthwhile. –“Albert Einstein”. No one has made a worst mistake than the one who didn’t do anything because he could only do a little. “Edmund Burke”
4. **Fellowship:** Members help carry each other’s burdens, showing the love and compassion of Christ. They devoted themselves- to the fellowship- all the believers were together and had everything in common… Every day they continued to meet together with glad and sincere hearts…” **(Acts 2:42, 44, 46). (John 17: 20-23**) the unity of the church is based as the union between Jesus and the Father. That same testimony continues to be the missionary force that drives the church today.

Small groups/ provide an opportunity to grow spiritually, to find friendship and fellowship, to get advice, to serve others in times of need, to pray together and to receive support to face life’s situations. Service the first century after Christ, Christians has met together in homes, **(Acts 2:24, 5:10, 22, and 12**).

**Conflict Resolution/** Conflict is a normal and real part of life. The goal is not to avoid all conflict which is impossible but to find ways to examine the situation as objectively and calmly as possible and try to reach a solution through clear and effective communication.

**When conflict occurs:**

Pray together asking for God’s guidance through the issue and for the Holy Spirit to rule in each heart.

* Listen to others and make sure that you understand their point of view.
* Do not assume that you know what others are thinking.
* Focus on the problem, not on the person.
* Identify possible options and the consequences of each.
* Work to reach consensus (agreement on a particular solution even if it’s not everyone’s first choice) rather than everyone win/lost votes. Has it ever occurred to you that one hundred pianos tuned to the same tuning fork are automatically tuned with each other? They are in tune, not because they are tuned, to a higher standard.

In the same way, one hundred believers are closes to each other by fixing their sight on Christ, then they would be by focusing independently on unity to reach greater fellowship,” – A.W. Tozer.

“There are many things that you, can do alone, but being a Christian is not one of them, the love of brothers is inseparable from the love of God. – William Ham.

“There is only one way to love those who hate us—forgetting to consider evil intentions and perceiving the image of God in them, that leads us to love them. - John Calvin (16 Century Reformer).

**Worship**

The church gathers as a family of God to meet with the Father in worship, confession and gratitude, as well as dedicating themselves to service and prayer.

“They devoted themselves--- to the breaking of bread and to praising God**. — (Acts 2: 42-47).**

**Define your content and style (Worship Style)**

There are many factors that impact the worship style of a church. This tool will help you analyze some of the perceptions of its leaders. There are no correct or incorrect answers.

The purpose of the next page tool is to create good conversations for evaluation and planning. It helps you to objectively analyze the worship style your church has developed, what things to keep the same and what things you want to modify. With your church’s leaders analyze what your church worship services are, like.

The purpose is to recognize your perceptions. There are many factors that affect worship style. Included here are some, but you, can also add other categories according to your particular situation. This diagnostic tool measures the perceptions of each participant and serves to generate conversation and evaluation of your worship services. We recommended that small group does this individually first and then takes the average of the group and talks about the results. The evaluation questions can guide your conversation what worship style is appropriate to your context? What type of music, technology etc., are going to help people respond well to God in praise, confession, thanksgiving and petition?

What worship style is appropriate to your context? What type of music, technology, etc., are going to help people respond well to God in praise, confession, thanksgiving and petition?

Worship is…

* Submitting our whole being to God
* Understanding His holiness
* Sustaining our mind with the truth
* The purification of the imagination by His beauty
* Openness of the heart to His love
* Obedience to his will and purposes for our lives

And all this is translated into praise the most intimate emotion, the best antidote for self-centeredness, which is the original sin.” (Evangelism is not the final goal of the church. That place is taken by worship.

Evangelism only exists where there is no worship. (John Piper)

* **The 200 Growth Barriers in Churches that leaders must be aware of**

It was a fascinating journey to read again works from the 1970’s and 1980s by Bill Sullivan, C. Peter Wagner, Elner Towns, Bill Easum, John Maxwell (Pre-leadership guru days. Carl George, George Hunter, and others.

**Allow me to share with you some observations:**

1. **The interest waned in materials, attendance barriers and was replaced by deeper biblical and theological works. This corrective action was sorely needed**

Though the authors of these works did not intend in to be so many of those who read and followed these teachings, including my own, focused on numbers as an end instead of using them as just one good measurement for the health of the church.

1. **It is unfortunate that the interest has waned so significantly though these teachings can be very helpful.**

The aversion to and criticism of church growth teachings has, in many cases, caused us to “throw the baby out with the bath water” The 200 barrier books, for example, dealt with churches struggling to move past a barrier in the 150- to 350 attendance range. Many church leaders would benefit greatly by looking over this principle.

1. **The numerical emphasis is not as important as Great Commission obedience**

But if a church is Great Commission obedient, it will have to deal with numbers. The early Jerusalem church for example; discovered that reality. “And every day the Lord added to them those who were being saved **(“Acts 2:47, HCSB).**

1. **Many of the issues related to the 200 barrier, dealt with get out of their comfort zone for the sake of the gospel.**

That issue has not changed (Peter Wagner noted five reasons church members often resist the change needed for growth: the desire to preserve social intimacy, the desire to maintain control, the desire to conserve memories, to protect turf, and the desire to remain comfortable.

1. **One of the most important messages of the 200 barrier works was the imperative for leaders to let go**

They can’t be control freaks. They can’t be micromanagers. They can’t always be second-guessing and reviewing what others have done. They must be biblical leaders who equip the saints to do the work of ministry **(Edh 4:12).**

1. **These works showed us the importance of goal setting**

It’s not just a numbers game; it’s a statement and step of faith. And it exemplifies good stewardship because it causes you to think ahead about the resources that will be needed.

1. **These works showed us that the attitude of the congregation is critical to breaking the 200-barrier**

Read 1 Corinthians 13 in its original context. Paul wrote to the church of Corinth to tell them what type of attitude they should have as church members. It’s not about them, their preferences, and their needs. It’s about putting others first.

1. **Evangelism must be a priority**

I hear little emphasis on evangelism in local congregations today. The 200 barrier books reminded us of the priority of evangelism and the great commission. These are critical reminders for us today.

1. **These works helped leaders become more effective change agents.**

Change is inevitable. How we deal with change in our churches will determine much of the direction we go. This leadership skill is sorely lacking in many of our church leaders.

Church revitalization is critical in as many as 300, 00 Protestant churches, perhaps even more.

I am grateful the theological recovery and emphasis that has taken place across many congregations. If we wed that emphasis wit practical Great Commission obedience, we might just see a wave of churches renewed for years to come.

Taken from http:/thomreiner com/the -200- growth- barriers-in –churches-revisited-observations.

* **The Seven Connections Ministry Model, leaders can give attention to in the church**

**Seven areas of connections**

* The first connection is personally
* The next connection is in marriage
* The next connection is in family
* The next connection is in a small group or friends.

The next connection is at the church level, the worship service.

The next connection is the kingdom level, where what’s talking and listening repeatedly at the Kingdom level.

Now when you’re a leader or pastor, you’ll find that all of your activity goes in one of these connections. That’s right. And you’re going to be dealing with a lot of situations. Now as you read through this, try to in your mind, ask yourself, what connection do these situations fit in? “Depression” You’re right, connection one. Drug addiction. That’s in one connection. Sexual struggles.

Well, that’s a connection two issue. It could be a marriage. It could even be a friendship or it associates in one another person level that would be the connection two. You and one other person or a parishioner and another person.

Sin. Well, if you look at sin, you go, there’s affairs, homosexuality, cold marriages, changing marriages.

Those are all in that connection two. That’s sexual sin, struggles, sloth issues, that’s a connection one. Parent child breakdown. Leaders have staff like that. Well, that’s connection three. Grief counseling that could be connection one, two or three. You could be ministering to people personally. There could be a family grieving. There could even a church grieving. That could be a connection five.

Connection four, smaller than connection five. Suicide threats or suicide. Connection one. Conflict that could be all over the map. Bitterness, often we think of that as connection one issue. There are going to be tough questions, that a Leader, you’ll be asked about, ethical, and political. That almost feels like the big Kingdom connection six issues.

There will be personal god’s will decisions.

There’ll be medical issues, Permission issues where people will want to do something and they’re not going to do it until they talk to the pastor. There’s career counseling. There’s a man plan for young man who’s wondering what to do.

A woman plan for a young woman. There are spiritual directions. As you look at these various things, you’ll see your ministry effectiveness comes in a whole range of things.

For e.g. like the parent- children relationship.

You’re going to find grief issues. You’re going to find courtship issues. New macro and micro issues. Such as people come to church. Believers are connecting together. And they’re looking for partners and mates.

As a leader, you’re going to be connecting people. But you’re going to connect people in their understanding of balance that everything works together. Aspeople, believers come in and many times seekers who are not believers yet.

A home discipleship community model basically keeps addressing those seven connections, those seven connections where each connection has a God piece.

If you’re married for instance, a Christian marriage has a praying and a Bible and a directing form the lord side to it as well. If you have a family there is those habits and patterns that’s a godly family, if you will. If you have friends, you associate with believers like they did in the Book of ACTS. In your worship service, what is the worship service?

A worship service is just a more complicated form of talking and listening all the worship songs, many of them are very much vertical. They’re prayers.

Some of them God is speaking so there’s like a scripture passage that’s to sing and that we are encouraged a sermon is really speaking from God’s word. You see the dialogue.

We as leaders lead a community and build a culture that walks with God, who are the body of Christ and we are called to be leaders to be leaders in that body.

So a home discipleship model looks at our steps to see ourselves honestly in the light of the scripture in all of the connections. It’s about biblical love. It says in 1 Corinthians 13, “If I have can speak in tongues, and I have all knowledge, and I have everything, but I have not love, I am nothing,”

The church is a community, a place of accountability and encouragement that is a balance community. It’s a community that basically relates to each other.

Some practical examples of why this is very important. A lot of people are sort of going down the direction of saying, okay if I have a relationship with God in connection one personally, why do I need church? Or I have my wife, and my husband and I relate to God, why do I need to relate to anybody else? Or maybe we have our family and we do our family devotions and I really don’t have to engage with the other believers. That is not biblical.

The bible is about the Body of Christ is the Church, and the church is for every man, woman and child who names the name of Jesus. And as we relate to God, we relate in all of these connections.

And international Church scene, you’ll see a lot of these balances. I’ll give you an example of imbalances of something that’s not balanced. You’ll see like the church is about the worshiping community but the church service happens on a Sunday. So everything is about that. But then the home life is not supported.

Now what happens is the home becomes out of balance or the church becomes out of balanced. They become out of balanced in different ways.

And if that happens, you’re find people look at churches sort of entertaining and be spectators, but they will not players in personal life, their marriages or to their family. So as a Leader, we’re looking for that balance.

In the church of God these seven connections is balanced as a leader are kind of good ways to sort of see the operating system of your church, ministry.

If you’re married you’re in that state and you need ministry not only as a person but also in marriage. How about husband hood and wifehood? That’s right as a leader, you in many times speak a word to a husband on how to be a better husband before the face of God or a more supportive and better wife before the face of God.

There’s friendship, friendship hood, I could probably add that word. How to be a friend like a friend is talked about in the Book of Proverbs. There ‘s fatherhood, that is a word and motherhood. And that’s a connection three word. Notice these words are in those connections. There’s childhood. How to use encourage people within congregation in that role of childhood?

Here are some other ones. How about church member hood? That’s right if someone attends your church, where are those expectations? Where are those things that go into a church encouraging and supportive in someone’s life? Now in a church, you need leaders, so leader hood or follower hood.

What makes a good church member? Someone who is just there whose following the program, not divisive, not going against the leader. What about the leader? How do servant leaders serve in the church? What are the roles? How does it function? Kingdom hood, that’s right.

You see, operating system, that’s very, very historic. These words and these concepts and these roles are all over the Bible. They’re everywhere in the Bible and you can place most stories and most encouragements in one of these seven connections.

And these connections always were in this beautiful balance. This balance that serves god and that serves one another. It is very important that leaders must be aware of all the seven connections in the Body of Christ and give their complete and full attention and dedication to it.

* **8 Keys to effective Church Management**

1. Most of the churches are organized as a 501(c) 3) organization. This means they have a legal requirement to be governed by a board of directors.

The board is obligated to oversee the operations of the ministry and is responsible for the proper management o Church resource.

Effective board governance lays the groundwork for effective church management by directing and holding church leaders accountable for proper oversight of resources.

This includes oversight of ministry budget, capital expenditures, legal compliance and the risk of church operations.

Effective boards are diverse in membership and have representatives from business or legal backgrounds to ensure a broad perspective and proper documentation of board documents.

1. **Church Strategy**

Church growth is a result of well thought out church strategy and planning churches should go through the process of vision, mission and values and strategic plan development.

This structured planning process allows the organization to set performance targets and lays out the steps to fulfill mission and purpose.

1. **Church Goal Setting**

Implementation of church strategy is dependent on how well goals are set and accomplished. Goal setting can be a time consuming process, but once Smart goals are developed, a good performance management process can help ensure focus and timely completion of church goals that support its mission.

1. **Budgeting Process**

Churches have limited resources so need a structured budgeting process to identify expenditure requirements, and prioritization of church spending.

A budget provides the necessary resources for day to day operations, church programs and the unexpected building or Campus repairs. In addition, saving for the new building or land acquisition is also an important part of the budgeting process.

1. **Managing Performance**

Strategy and goal completion is only as effective as the process that manages it. A structured process to mentor goal completion holds people accountable and supports implementation of strategy.

Whether it is church employees, volunteers or a sub-committee of the board- completing goals, as written on time is crucial to a church’s ability to achieve its mission.

1. **Facilities Management**

Visitors and members like to gather in an atmosphere that is clean maintained and aesthetically appealing. Consequently, whether a church rents temporary building space or has a full- blown campus, managing the upkeep and maintenance of ministry facilities is important.

Building need to be cleaned, maintained, and repaired. Create a scheduled maintenance plan to maintain a comfortable and appealing church environment.

1. **Volunteer Support**

Churches rely heavily on volunteer labor and need a structured volunteer management process to help recruit place, train and oversee volunteer help. Volunteer’s off-set labor costs, provide a customer friendly volunteer experience to ensure an efficient and effective volunteer program.

1. **Legal and Risk Management**

Churches need to manage their risks and be legally compliant with governing laws. A ministry needs to understands its risks and be proactive in minimizing exposure.

Campus safety and volunteer screening are examples of church related risks.

Whether a church has a congregation of 100 or 10,000, effective church management is important to ensuring good stewardship of the resources God supplies. Setting the direction by developing strategy, goal development and strong performance can go a long way in helping a church achieve all that God has called it to be.

But there is one very important thing that leaders and the body of Christ must never forget and it is that we must never forget that we can do absolute nothing without the power and the strength and the guidance of God Almighty. The Bible says we must acknowledge Him in all our ways and He will direct our Path.

Church management is important, because it brings direction and also order in the Church (The body of Christ).

* **Principles that guides Ministry**

1. Live for Christ not self.

**2Cor. 5: 14-16** For the love of Christ constrained us; because we thus judge, that if one died for all, then were all dead: and that he died for all, that they which live should not henceforth live unto themselves, but unto him which died for them, and rose again.

1. Live as Ambassadors for Christ. See no one from a worldly point of view. Don’t pigeon hole them as a project case.

**2Cor5:16-17, 20** wherefore henceforth know we no man after the flesh, yet now henceforth know we him no mere. Therefore, if any man be in Christ, he is a new creature, old things are passed away, behold, all things are become new. Now then we are ambassadors for Christ, as though God did beseech you by us; we pray you in Christ’s stead, be ye reconciled to God.

1. **Authentic Witness**

**2Corinthians 6:3-13**We put no stumbling block in anyone’s path, so that our ministry will not be discredited.

Rather, as servants of god we commend ourselves in every way: in great endurance, in troubles, hardships and distresses, in beatings, imprisonment and riots, in hard work, sleepless nights and hunger, in purity, understanding, patience and kindness, in the Holy Spirit and in sincere love; we have spoken freely to you, Corinthians, and opened wide our hearts to you.

We are not withholding our affection from you but you are withholding yours from us. As a fair exchange. I speak as to my children open wide your hearts to also.

1. **The Macro Issues Matter (Relationships, Ideas and Doctrines, Habits)**

**2Corinthians 6:14-15** Do not be yoked together with unbelievers, for what do righteousness and wickedness have in common? Or what fellowship can light have with darkness? What harmony is there between Christ and Belial? What does a believer have in common with an unbeliever?

1. **God has always used conviction to transform lives**

**2Corinthians 7:10-11** Godly sorrow brings repentance that leads to salvation and leaves no regret, but worldly sorrow brings death. See what this Godly sorrow has produced in you: What earnestness, what eagerness to clear, yourselves, what indignation, what alarm, what longing, what concern, what readiness to see justice done.

1. **Carefully consider a pastoral care approach, Get the pastoral facts**

**2Corinthians13:1** this is the third time I am coming to you. In the mouth of two or three witnesses shall every word be established.

1. **Spiritual Warfare is certainly fought**

**2Corinthians 10:3-5** for though we walk in the flesh, we do not war after the flesh: For the weapons of our warfare are not carnal, but mighty through God to the pulling, down of strongholds, casting down imaginations, and every high thing that exalted itself against the knowledge of God, and bringing into captivity every thought to the obedience of Christ, (KJV).

1. **Building hope filled Community and Culture.**

**2Corinthians 10:8** For though I should boast somewhat more of our authority, which the Lord hath given us for edification, and not for your destruction. I should not be ashamed.  
**2Corinthians 12:19** Again, think ye that were excuse ourselves unto you? We speak before God in Christ: but we do all things, clearly beloved; for your edifying. (KJV).

1. **The challenging of Spiritual authority comes in many forms, be ready for it.**

**2Corinthians 11:13-14** for such are false apostles, deceitful workers, transferring themselves into the apostles of Christ. And no marvel; from us. As a fair exchange. I speak as to my children open wide your hearts also.

* **How to run a meeting as the leader?**

Have you ever been at a meeting where all you can think about is how much more productive you’d be working alone at your desk? And how much of the company’s money is swirling down the drain while your co-workers surreptiously check their Blackberries under the table? And how you wish you had made like the crew and how you wish you had made like the crew of the Enola Gay and carried a capsule with you.

People hate meetings but it’s not the meetings themselves that are inherently pencil-in eye inducing, it’s how meetings are run without a real leader, meetings can become unproductive and inefficient, not only wasting time and money, but sapping office morale. But it doesn’t have to be this way.

Man knows how to lead. He knows how to run a meeting that starts on time, ends on time, and gets things done. **Here’s how.**

Establish whether the meeting is absolutely necessary before you even think about scheduling a meeting, figure out if you really and truly need one. You should only call for a meeting if:

If the information to be discussed could not be disseminated via telephone or one-way information exchange is needed.

There are clear benefits to having everyone together in one room.

Set an agenda, this is crucial for a productive meeting. Without a clear pre-set agenda, a meeting will drift off-topic and interminably drag on. And then when you’re done and everyone has dispersed, you’ll suddenly remember an important point you forgot to bring up, the necessitating another meeting.

Type up an agenda for the meeting with a specific list of what items will be discussed and in what order.

Email everyone a copy a day or two days before the meeting to give them a heads up about what to expect and some time to start thinking about the issues and what they’d like to contribute. People can also make additions and objections to the agenda before the meeting instead of at the meeting. Make it clear in your message that if it’s not on the agenda, at the meeting, it can’t be discussed at the meeting. Paste the agenda into the body of the email. People don’t open attachments.

Make sure key people will be in attendance. If you call a meeting when you know key people can’t come, you’ll basically spend the meeting trying to talk around them and saying well we’ll have to wait to see what mike has to say before we can start on that for sure.

Discussions get deferred, more meetings are necessitated, and you waste time afterwards. Bringing the Mia people up to speed, arrange a meeting for when you know key people can make it.

Talk one on one to people to resolve pet issues before the meeting, even if you make it clear that only agenda items can be discussed during the meeting, there are always people who try to break this rule and bring up their favorite pet issue.

These people can get the meeting way of track. Bring bagels or donuts. The only thing that makes meetings a bid more palatable is something from the palate. Bring something for people to munch on.

Set up the chairs in a U-shape. There are 3different ways to set up a meeting room.

The U-shape, the circle, or lecturer style.

Lecture style, with everyone sitting side by side and facing the front, gives the leader a complete control, but doesn’t allow for any collaboration.

The circle lends itself to a feeling of equality and plenty of group-think, but with no clear leader, the discussion can easily dissolve in a bunch of flapdoodle.

The U-shape is the best compromise; it gives people a change to share a collaborate but the guy at the top of the U is recognized as the leader and can keep things on track.

The circular, uber-democratic, lets hug it out style has been in vogue for a while now, and it makes everyone feels important, but it’s also the reason meetings get off track and become totally unproductive. The truth is that not everyone does have something important to say, and a leader is crucial in keeping things focused on the things that matter.

Start on time, and don’t recap for late people. Doing so show disrespect to those who made an effort to show up in time.

* Tim Keller in his book Center Church, writes:

Church models are in one sense unavoidable. The spiritual gifts and callings of congregation leaders together with their social context will necessarily mean every church tends to be naturally better at fulfilling some metaphors of the church and doing some kinds of ministry.

While the foundation of the church must not be unique the culture and ministry practice must be for at least three reasons.

1. **The Local Community**

Just as Christ stepped in our Culture to rescue us, a church lives in a local community among people the Lord created and loves. A Church on mission in her community is deeply connected to the needs, hurts and pains of the community. She listens, and her listening impacts how she serves and communicates. And because the needs in one community are unique and distinct from the needs in a different community, each local church should uniquely position her ministry to effectively serve the community?

**Leadership implication:**

Love and listen to your local context realize that you lead a church in a local community surrounded by people the Lord, in His providence, has placed around your church.

1. **The Passion of the Leaders**

No matter a church’s system for: calling pastors and leaders. God is the One who is ultimately in charge, and He is the one who gives leaders gifts and passion to lead and serve His people. In time a pastor or a team of pastor’s passion and focus should and will impact the culture of a local church. The more convinced a leadership team is on the specific mission and values of the church, typically the more pronounced the unique church culture is.

If the leaders are all over the place without a clear sense of mission the church will follow suit.

**Leadership implication:**

Narrow your focus. How has the Lord gifted you and your team to serve? What is He calling you to do over the next several years in your context?

**3. The Gifting of the local Body**

Pastors are not only gifted in the local body. All men and women in the body of Christ are gifted by God to serve in the Church and in the world.

A Church leader should pay attention to the people the lord is bringing to the church. It is not by coincidence or accident. For example, if God is nudging a bunch of artists or a bunch of students to a local church, what is He up to?

**Leadership implication:**

Prayerfully consider the people the Lord has brought to your church. What does He want to accomplish in the body and in the community through these people?

7 **Tips for leading church change**

Every organization needs change to occur to continue to grow and remain healthy. Change is hard for some people and is often rejected or rebelled against. Learning to lead change successfully is important for any leader.

**Here are seven principles that can help you think through leading change in your organization.**

1. **Lead change from a pre-established trust in your leadership.**

New leaders should be careful not to implement a lot of change early in their leadership unless the change is vital to the organization. Change will be the easier if the leader is trusted.

1. **Introduce change as early as possible**

People need time to warm up to the change that is coming.

1. **Prepare people along the way by keeping them informed of progress during a change period.**

Include the good news and the Bad news of change in these updates.

1. **Get buy-in from as many people as possible. Sometimes leaders have to lead alone.**
2. **Follow through in commitments made.**

The quickest way to lose trust is to say, one thing and do another.

Likewise, do not make commitments you cannot keep.

1. **Be Consistent**

You will keep people’s trust through the change if it is easy to figure out where leadership is at and what they will do next.

1. **Do not make change a rare occurrence in the organization.**

Build a culture of healthy change in the organization so that change will be more naturally accepted.

* **5 (Five) people leaders know they can count on**

Kingdom leadership is never meant to be done alone. Who can leaders trust? If you would take a leadership role in the Kingdom of God, you will be needing fellow workers, you will not be able to, nor will you be asked, to do this alone.

The question will come up as to whom you can trust. You will have to decide the quality of the men and women with whom you are surrounded particular in determining your inner circle of leadership and responsibility.

**Here are five people you can depend on no matter what is happening.**

1. **You could count on the person who comes in when everyone else goes out. He is courageous and faithful.**

The apostle Paul paid tribute to a friend named Onesiphorus. When he was in Rome, he eagerly searched for me and found me.” Paul was in a Roman prison in great need and deserted by almost everyone else. He was lonely, needy and trying very hard to be faithful in the most difficult of circumstances. He needed a friend.

Onesiphorus was his friend (**2 Timothy 1:15).**

When your reputation goes south- you are thrown in jail and suspicious. I abound, you declare bankruptcy and move in with your in-laws, your church fires you and you take a job or you become old and sickly and are forgotten true friends are hard to come by.

1. **You can count on the person who puts others before himself day in and day out. He is atrue servant.** Paul said, “I hope to send Timothy to you shortly- For I have no one else of kindred spirit- no one else like him! Who will genuinely be concerned for your welfare. For they all seek after their own interest not, those of Christ Jesus. But you know of his proven worth**. (Philippians 2:19-22)**
2. **You can count on the team member who is always in his place, doing his job, sometimes at great inconvenience to himself**. He is diligent. Paul said, “But I thought it necessary to send you to Ephroditus, my brother and fellow worker and fellow soldier, who is also your messenger and minister to my need **“Philippians 2:25) 2:29 “**Hold men like him in high regard Paul says.
3. **You can count on men like Stephanas, who lead their entire families to serve God and do it well. He is a genuine leader.**

No –one knows you better than your family. That’s why their also following Jesus Christ is a great testament to your own fidelity and example. Paul said, “You know the household of Stephanas, that they were the first fruits of Achaia- that is, among the earliest converts in Greece- and that they have devoted themselves for ministry to the saints**” (1 Corinthians 16:15)** how good is that!

Clearly the family of Stephanas was doing what they had seen him doing day in and day out, year after year. We thank God for such a fruitful husband and father who shows his family the way then leads them in it.

I want Stephanas on my team and I want to be on his team.

1. **You count on the friend who paid a heavy price to help you in the past. They need noletter of reference; they have proven themselves**. Paul said, “greet Priscila and Aquila, my fellow workers in Christ Jesus, who for my life risked their own necks to whom not only do I give thanks, but also all the churches of the gentiles, greet the church that is in their house. **(Romans 16: 4-5).** Start a church in your own house in the first century Roman Empire and you might as well draw a target on your back. Yet, this is what Aquila and his wife Priscilla did.

Was this what Paul meant when eh said they risked their own necks for my life or did they do something else, something riskier, more courageous no one knows.

But we do know this, those who have paid such a price to support God’s ministry in you can be counted on in the future. And those whose lives are daily ion the line for the Lord Jesus Christ “will do to ride the river with,” as the old westerners used to put it.

Count on these people, Paul said to timothy, “I thank Christ Jesus our Lord who has—counted me faithful, putting me into service (**1Timothy 1:12).**

In your heart of hearts, do you want to be counted worthy? Then there is something you need to know.

The early disciples rejoiced “that they had been counted worthy to suffer shame for His name” **(Acts 5:41).**

Now, suffering shame for Jesus whether the milder version of simple embarrassment or deadly variety of intense persecution is never an end in itself. When the lord asks His children stand up under such a barrage from the enemy, He always has something big in mind.

Something which we need to add with emphasis, He rarely tells to the faithful one suffering for His name. We will do it by faith or not at all.

Help us, Lord

May we be counted worthy for whatever purposes and plans that you have which include us,

May we not take a head count of the faithful to determine if we will be true to thee and to thy servant who are on the line for thee,

May we not ask our families if we should hold fast and be true to thee but do the right thing regardless.

May we not check our comfort level in deciding whether we will continue holding out for the Savior.

May we be faithful unto death, knowing that from Thee and from Thee only are we promised “a crown of life” **(Revelation 2: 10 and 2 Timothy 4:8).**

* **The Small thinking leaders must be aware of that divides churches**

Most dying churches aren’t dying because of lack of passion… they’re dying because things have changed and they haven’t caught the wind of change.

There are people who like the smaller setting and the smaller place. They discover god more deeply in a smaller setting. They’re more comfortable inviting their friends to a smaller setting. They like that they can ask questions. They like that when they’re in a store and they run into a pastor, the pastor sees them and knows their name.

They’re not wrong or selfish for wanting those things.

**One of the concerns- or realities- of a small church is diminishing members. How do you keep from dying out?**

When a church is shrinking you have to take a look at [whether] a church has the leadership it needs to have.

That’s always the first place to look. If you believe God is still calling you there, and the congregation agrees, then the second thing you’ve got to [ask] is if God is challenging you to change your approach, mission or vision.

The third thing to look at is the community. Maybe the community and their needs are changing and you missed it, maybe there’s been an ethnic shift in the community, maybe there’s been a socioeconomic shift in the community, maybe there’s been a shift in family relationships in the community.

We have to constantly be aware of changes happening and be ready to adapt. If we get too committed to a single method, to a single type of system or to a particular way of doing things, it will not be long before that system, method or way of doing things will no longer apply.

Most dying churches aren’t dying because of lack of passion, lack of experience or even lack of people, they’re dying because things have changed and they haven’t caught the wind of the change. They haven’t been able to adapt quickly enough.

As you’ve tried to redefine the idea of success what metrics do you gauge instead of numbers.

What results do you point to and say, “My church is healthy, my church is strong, we’re successful?

Well, it begins and ends where the gospel begins and ends, which is relationships.

When Jesus was asked the question of what matters to God, Jesus said: Love the lord your god with all your heart, soul, mind and strength, and love your neighbor as yourself.”

The trouble is, and love is hard to measure. So we use numbers as a false proxy. How do I define success at love? That’s like trying to define art, like trying to define beauty.

How do you measure art and beauty? How do you measure love? You really can’t. So what you do and again I think the small church allows for it to take place a little bit. More is you have to take it one person at a time. You have to simply have developing relationships.

You have to spend time with people to see that they are drawing closer to Jesus more this year than they were last year. That they’re drawing nonbelievers in their circle of friend and influencing them for Christ as time goes on.

Some of the greatest successes in our Christian lives simply don’t have numbers attached. We need to get more comfortable with the idea that the most important things in life can’t be measured.

Why your church must (and must not). Be unique while the foundation of a church must not be unique, the culture and ministry practice must be.

Maybe the way we’ve always done outreach isn’t the best way after all.

In the same way, we must be careful that our churches do not drift from the care of who we are. We must continually ensure that what we offer our people and our communities deeply matches how God has reconciled us to Himself and who God has formed us to be.

A church is a localized gathering of the called out ones, a group of people Christ pursued and purchased for Himself with His own blood. A church is formed by the gospel of Jesus, therefore, if she offers anything then is not deeply rooted in Jesus, she is not being true to her fundamental identity.

In our individualized culture we (church leaders included) often want an identity that is highly unique, one that is just for us one that shows no one else is quite like us.

But we must be careful. Our doctrine must not be unique. The foundation of our faith is something we have received. It is not something that we develop create or improve, it is the faith that was for all delivered to the saints **(Jude 3).**

Longing to teach something or say something that no one else has ever said will inevitably lead to bad theology.

Martin Luther wrote, “It is the promises of God that make the church, and not the church that makes the promise of God. For the word of God is incomparably superior to the church and in this Word the church, being a creature, has nothing to decree, ordain or make but only to be decreed, ordained and made. For who begets his own parent.”

So that in all that you do offer Jesus to your people’ your families and your community. As you offer counseling, ministry to kids and students, worship gatherings, benevolence to the hurting, food and clothes to the poor, and the plenthora of important mission- focused initiatives, offer people Jesus.

People are graciously given the good news of who He is and what He has done, we betray who we really are. While the foundation of a church must not be unique, the culture and ministry practice must be. No matter the denomination, socio-economic makeup, ethnic mix, city or geographical region, a church must have Jesus as her foundation **(1 Corinthians 3:11)** and her chief cornerstone (**Ephesians 2:19-21**). At the same time, a local church is a unique expression of God’s church.

* **Seven things every leader needs to quit:**

**Measuring success compared to another’s success.**

Your leadership will not be like someone else’s leadership. It’s not designed to be.

You’ll likely be successful in ways other leaders aren’t. Some of those may be visible and measurable, but some may not be.

The goal should be to be the best leader you can be and measure your success by your obedience to being the leader God has designed you to be.

**Pretending to have all the answers**

There’s an unfair expectation many leaders face to be the person with the answers in every situation. Seriously, how’s that working for you?

The sooner you admit you don’t have all the answers, the quicker your team will be willing to fill in in your gaps.

**Trying to be popular if you want to be popular**, be a celebrity if you want to be a leader, be willing to do the hard tasks, to take people where they need and probably want to go, but may be resistant along the way.

Leadership can be lonely at times, be prepared.

**Leading alone**

Just because leadership can be lonely doesn’t mean you have to lead alone. Good leaders surround themselves with people who care, people who can hold them accountable and sharpen their character and their faith.

If you have a tendency to separate yourself from others, stop now and reach out to someone. Take a bold risk of being vulnerable release some of the weight of responsibility you feel.

**Acting like it doesn’t hurt.**

When people you trust betray you… it hurts. When people rebels against your leadership it hurts, on days where it seems you have more enemies than friends. It hurts. Don’t pretend it doesn’t.

You won’t lead well if you’re a crybaby, but you should have some outlets where you can share your pain.

**Trying to control every outcome.**

Three reasons not to 1) it doesn’t work, 2) It limits others, 3) It’s not right.

Leadership is not about control. It’s about relational influence.

When you control others, you limit people to your abilities. When you empower people, you empower people you to limit people to their combined abilities as a team. And there’s strength in numbers.

**Ignoring the warning signs of burnout**

At some point in your leadership. If you really are leading through the deep waters of change, relational differences simply the stress of wearing the leader but, you’ll face burnout.

When you start to have more negative thoughts than positive thoughts, when the pressure of leadership is unbearable for a long period of time or when your leadership starts to negatively impact your physical or emotional health or your relationship, it’s time to seek help.

Be honest, which of those do you most need to quit?

* **Seven things leaders should never apologize for**

1. **Never apologize for dreaming big.**

He’s God. He wants more for the church than we want for it … ask big.

We have a huge God who can do things that are absolutely mind blowing and if we focus on his power it’s greater than our limitations, we will always be willing to follow Him. He says and then do it even though we don’t have all of our questions answered.

1. **Never apologize for your passion.**

Jeremiah 20:9 is my verse Jesus begins a fire inside of me the year 1999 in Boksburg awaiting trial section. And it’s only gotten hotter. You can be consumed with passion or be content with being passive. One, Jesus will use to change the world. The other enemy will use to dull your soul.

1. **Never apologize for wanting to lead.**

If you are called by God and gifted by God to lead… then lead! Here’s the deal. Someone is going to make the decision. Someone is going to call the shots- and if that is the call that God put on your life, and then Do it!

By the way… when you do this, it is going to make people mad. And if you can’t handle the fact that people are going to hate you simply because you try your best to listen to Jesus and then do what he says, you may not be called to lead!

1. **Never apologize for not embracing someone else’s agenda**.

You have to got to understand that, as a leader, if you experience any level of success, other people will always want to attach themselves and their agenda to you.

As leaders, we are responsible for embracing God’s vision for our lives, not everyone else’s!

I am not saying everyone else’s idea is bad or even wrong – it’s just that you can’t embrace something that god didn’t truly birth inside of you and doing so will only lead to personal frustration and your organization trying to manufacture energy for something that they hate!

1. **Never apologize for expecting the best from others.**

Leaders cannot be afraid to set, high standards... EVER! I believe it is wrong to expect perfection from others... We’re all humans, we screw up but it isn’t wrong to expect, others to give the best. By the way- most of the time, if people see the leader giving their best it will inspire them to do the same!).

1. **Never apologize for wanting to reach more people.**

Never apologize for wanting to reach more people. From time to time people will take a shot at me for wanting to see more people come to church.

And the change in life that Jesus has brought about in me. I want as many people as possible to hear about it! I want as many people as possible to have their lives changed. I want as many as people as possible to know that they know Jesus! I just don’t see anywhere in Scripture where that is a bad thing.

Don’t apologize for embracing the fact that God has called us to reconcile (not revile) the world! **(2 Corinthians 5: 16-21).**

1. **Never apologize forsaying “no to what you know. You need to say’ No” To.**

One of the biggest frustrations I’ve ever had as a leader is when I cannot sin of obligation, you know, when I do something because I feel like I have to rather than doing it because I truly feel to do it because of the Holy Spirit’s leadership in my life.

Just because we have opportunities doesn’t mean we need to embrace them because saying “yes’’ to everything often means we have to say “No’’ to the things that are really important.

* **The leadership process**

Leadership is an influence a dynamic process in which a man or a woman with God- given capacity influence a group of people toward his purpose for the group and of development of a vision. It is about going somewhere. For one to go somewhere needs to have a goal, a vision, according to **Romans 12:8**. The Holy Spirit gives supernatural ability to certain believers to lead God’s people. This ability is imparted to them when they receive spiritual gifts of leadership.

Developing leaders include processes of life not just formal training.

Leaders are shape by both training and experience. God has his ways of developing leaders.

All believers should be trained in leadership. In training people, a leader must set a proper example by his/her conduct and lifestyle. That is leading by example. God develop His leadership abilities by taking him through four stages. (1) God challenges the leaders into ministry. This is called entry. (2) God develops skills and spiritual gifts to enhance the leader’seffectiveness.

This is called training. (3) God enables the leader to relate to people in ways that will motivate and influence them. He also teaches leaders how to set up the means to accomplish these goals. This is called relational learning. (4) He helps the leader see spiritual principles that govern ministry that pleases Him. This is called discernment. (Clinton, 2011).

* **Training Leaders and followers**

Followers: To be a good follower, you must obey your leaders and be submissive to their authority. Followers should follow leaders as they follow Jesus Christ. Jesus made training for followers and leaders a priority.

* **Principles of Selection**

The best way of doing your selection in training is to follow Jesus principles used in selection of the Disciples.

* **Depend on God:** Jesus depended on god because He wanted to do the will of Him who sends Him (God).
* **Make it a matter of prayer**: Pray to God for wisdom to select faithful men and women for training.
* **Take the Initiative**: People will not flock to you to become followers or leaders. You must take the initiative to call them.
* **Look at potential, not problems**: Jesus did not choose men and women because of what they were, but because of what they could become. He looked beyond the problems to their potential.
* **Make the cost clear**: Jesus make it clear that true followers forsake all. True followers must deny himself for the cross, true followers must follow the leader (Jesus). The Kingdom of God must be the priority; God has promised to supply your needs if His Kingdom is the priority for your life. Followers must be the servant to all **(Luke 14:27-33, Matthew 6:31, 33, 16:24).**
* **Select those who meet the requirements:** When selecting leaders, you must select faithful men with spiritual maturity.
* **Select people who are available:** They must be willing to make discipleship priority.
* **They must have a hunger for the Word of God:**
* **Principles of training**
* **Association:** When training people, you must associate with them by sharing your life with them, you must come to know them, their problem and their spiritual level.
* **Consecration:** When we associate with Jesus, we become consecrated. Jesus called his disciples to consecrate to a person not to a denomination or organization.
* **Vision:** without vision, people will perish (**Proverbs 29:18).** Spiritual vision must be communicated to the trainees to motivate the mission.
* **Instruction:** When training, always your instruction must be related to the vision like Jesus Christ did with His disciples.
* **Demonstration:** Jesus demonstrated the authority over Satan by casting out demons. He demonstrated by how He lived and ministered to them and He declared and demonstrated the gospel **(1 Corinthians 2: 1, 4).**
* **Participation:** When training, you must allow the trainee to participate like Jesus did with his disciples when He sometimes send them out to do the work.
* **Supervision:** As a trainer you must always supervise your followers like Jesus did. He evaluated His disciples when they come back from ministries **(Luke 9:16).**
* **Delegation:** By delegation Jesus gave them spiritual multiplication.

**The purpose of training:**

The reason for training leaders and followers is for the fulfillment of the Commission given by Jesus Christ, “God ye therefore and teach all nations, baptizing them in the Name of the Father, and of the Son and of the holy Spirit, teaching them to observe all things whatsoever I have commanded you; and lo, I am with you always, even to the end (of the world **“(Matthew 28: 19-20).**

So leaders and followers are trained to go to all nations to teach, baptize and then guiding converts (believers on the spiritual maturity through further teaching.

* **What does it take to become a Leader God wants?**

Clinton (2011) identified five developmental phase in the leadership development process:

1. **Sovereign Foundations:** This is the phase where god works providentially foundational items into the life of the leader, and this is phase one. Personally characteristics, good and bad experiences, and time will be used by God to lay foundations to build upon later.

God works through family, environments and historical events starting from birth. The potential leader has little control over what happens in this phase, the primary lesson for this leader is to learn to respond positively and take advantage of the foundation being laid.

1. Inner- life Growth: This is phase two and in this phase emerging leader usually receives some kind of training, often, informal. This is where the action must be done in the local church or Christian organization. The leader here learns the importance of praying and hearing God. The leader who does not pray always perishes. This is where test will be put on him as he grows in discernment, understanding and obedience.

These early tests are sometimes crucial experiences that god uses to prepare the leader for his or her next steps. The leader will be learning by doing and he or she will be gaining new- inner life lessons. The character in this step also is used by testing experience.

The proper response allows the leader to learn the fundamental lessons God wants to teach. If the person does not learn, he will usually be tested again in the same areas.

1. **Ministry Maturing:** In this phase the emerging leader gets into the ministry as a prime focus of life. This is the phase when the leader to be will get further training, often informally. The mayor activities in this phase are ministry.

The rising of the leader is focused in the ministry. The emerging leader reaches out to others and starts to experiment with Spiritual gifts and gets more training to be more effective.

Fruit of the Spirit is a biblical term that sums up the nine visible attributes of a true Christian life (Seoketsa, 201). This time God is developing leaders in two ways. Through ministry, the leader can identify his gifts and skills and use them with increasing effectiveness. A better understanding of the Body of Christ will also be gained as he or she experiences the many kinds of relationships in offers.

It must be understood that God is working primarily in the leader not through the leader. This is where many leaders become frustrated because they do not recognize this, Leaders get frustrated because they are constantly evaluating productivity and activities while God is quietly evaluating their ministry potential.

1. Life Maturing: In this phase the leader identifies and uses his or her gift-mix with power. There is a major faithfulness and this is the period in which giftedness emerges along with priorities.

The leader here gains a sense of priorities concerning the best use of his gifts and understands that learning what not to do is as important as learning what to do. The results here will be maturity in faithfulness. In the fruitfulness the experimental understanding of God is being developed.

Communication with God becomes foundational.

1. Convergence: This is the phase God moves the leader into a role that matches gifts-mix, experiences, temperament, etc. This is the phase where the leader uses the best he has to offer. The leader uses the best he has to offer and is freed from ministry for which he is gifted or suited. Many leaders do not experience convergence because they are sometimes hindered by their own lack of personal development, other time an organization may keep him or her in a limiting position.
2. **Inner- Life Growth processes**.

God uses four important things to test an emerging leader’s character.

Three of these items are called CHECKS. These are Integrity checks, obedience checks and Word Check.

**Biblical Qualifications:**

The primary biblical qualification for the leader is character or integrity.

These are qualities and character of conduct described for leaders in the Word of God. “Wherefore by their fruits you shall know them— **(Matthew 7:20).**

The fruit or spiritual qualities of a person reveals what he is like inside.

David experiences and integrity check when his convictions about food were challenged. He was under pressure to violate his convictions, but he stuck to them.

God honored his unyielding character, and eh was eventually promoted to a top level government job. Integrity is foundational for effective leadership; it must be instilled early in the leader’s character. Those who respond well to integrity checks will move on in their leadership development, **(Clinton, 2011).**

**General Qualification**

* **Vision:** A man who leads must have vision.
* **Excellence:** Leaders should be competent.
* **Decisiveness**: Leaders must be able to make good decision.
* **Courage:** Leaders must not be fearful
* **Positive attitude:** Leaders must develop a positive attitude, a spirit of encouragement.
* **Equipper:** Leaders must be able to organize, motivate and mobilize people.
* **Authority:** A leader should be a man of authority under the authority of God.
* **Dedicated:** A leader must be committed and dedicated to God, His Kingdom and the work of ministry.
* **Initiator:** Good leaders are initiators, Flexible to any change, not rigid and bound in tradition.
* **Wisdom and knowledge:** Leaders must have adequate mental ability to know how to lead. He must gain the skills through raining, experience and guidance of the Holy Spirit.
* **Education:** This is important but the power of God, ignorant and unlearned men were chosen by Jesus and they because great leaders.
* **A Serving Spirit:** Christian leaders must develop humble, compassionate, serving spirit and lead like Shepherd.
* **Willing to pay the lost:** Leaders must be willing to take up the cross, deny themselves and work hard under difficult, lonely circumstances. Before one can make a decision, you must consider the cost and these costs include:
* Loneliness
* Leaders often experience rejection and criticism
* Leaders may also experience persecution
* Leaders hasmany duties
* Leaders must be disciplined.
* The responsibility of to walk worthy of his spiritual calling.

**Developing Qualities**

By allowing the power of the Holy Spirit to work in our lives, we can be able to develop the good qualities of leadership.

The important thing in any ministry is the fruits because, by the FRUITS ye shall know them.

**The Basics: There are four Basic requirements for all leaders.**

* Born Again
* Baptized in the Holy Spirit
* Called and anointed to be a leader
* Spiritually mature

Spiritually maturity involves a good personal relationship with the Lord including good prayer and Bible study habits.

**Fruit of the Holy Spirit:**

Spiritual leaders should bear fruit by being a powerful witness of the Gospel message: John 15:16 ye have not chosen me, but I have chosen you, and ordained you, that ye should go and bring forth fruit and that your fruit should remain …

“For the fruit of the Spirit is in all goodness and righteousness, and truth **(Ephesians 5:9)**Christians leaders must work hard to bear fruit that remains which bestows upon them great eternal rewards for the soul they saved. The Holy Spirit calls leaders to carefully sunder and understand what He has said in **(2 Timothy 2:1-7).**

**The fruit of the Holy Spirit also module the following specific qualities:**

* Love: Love involves tact, which is an ability to get along with others and relate to them in a positive manner.
* Joy: It is God’s desire that we have joy.
* Peace: Leaders should follow things that have peace.
* Longsuffering: Leaders should preach God’s Word with longsuffering, that is with patience.
* Gentleness: Leaders should be gentle in such a way that they are easily approached by them.
* Goodness: As believer’s goodness and mercy should follow us.
* Faith; This is attitude of confidence in God which makes followers feel confident and builds their faith.
* Meekness: this is control by strength, disciplining should be done in meekness and help the leader to keep unity in the church.
* Temperament: This is self-centered. We are to be self-control in our lives.
* **Specific Qualifications 1 Timothy 3 and Titus1**

Identifies specific qualifications for leaders:

* **Obedience:** A leader must learn obedience in order to influence them towards obedience.

An obedience check is a process through which a leader learns to recognize, understand and obey God’s voice, (Clinton, 2011). The leader encounters this early in his development and repeatedly throughout life. Through it God tests a leader’s personal response to revealed truth.

The example is Abraham. He heard God in his obedience had consequences for generations leaders are responsible for influencing specific groups of people to obey God.

This can only be possible if they first learned how to obey. Obedience first learned and taught. The leader must also have the ability to receive truth from God. The Word check is the item that tests a leader’s ability to understand or receive a word from God personally and then allow God to work it out in life. They are often combined with integrity or obedience checks be the revealed truth will test one of them.

A leader who repeatedly demonstrates that God speaks to him gains spiritual authority.

One who listens and follow will see God’s confirmation and expansion of his or her ministry. (Clinton, 2011). It is not easy to differentiate the three checks as they work together.

1. **Ministry Maturity process**

As the potential leader moves into ministry, God develops his leadership ability by taking him through four stages.

1. Entry: Where God challenges the leader into ministry.
2. Training: Where god develops skills and spiritual gifts to enhance the leaders’ effectiveness. The leadership positions involve a special calling by god and special spiritual gifts.

**Spiritual Gifts in Leadership**

Every leader as a believer has at least one spiritual gift. List of other given by the Holy Spirit to leaders as believers.

* **Speaking Gifts:** Prophesy, teaching, exhortation, word of wisdom and word of knowledge.
* **Serving Gifts:** Serving, helps, leadership, administration, giving, showing mercy, discerning of spirits, faith and hospitality.
* **Sign Gifts:** Tongues, interpretation of tongues, miracles and healing.

**Spiritual Responsibilities**

According to Van Wyk (20100, a Christian leader should:

* Maintain physical, spiritual and emotional health.
* Embrace the teachings of Jesus and work to promote the Gospel.
* Exhibit a deep commitment to the church and the members of the church.
* Show a commitment not only to the local church but also to the larger community in which it is located.
* Conduct themselves in an honest and open manner, free from deception or corruption.
* Set a high moral standard and lead by example.
* Maintain a high level of professional competence through training, education and work experience.
* Know their limitations and provide service only in those areas in which they are competent.
* Attend to their own human, spiritual intellectual and pastoral well-being.
* Be aware of the warning signs in behavior and moods that may indicate conditions that are detrimental to their health, and immediately seek help when they identify warning signs in their professional personal lives.
* Participate in conference, seminars and workshops that are relevant to their current ministry.
* Address their own spiritual needs in order to remains focused in faith to their current ministry.
* Nature a pastoral heart necessary to lead people in word, worship, and service.
* Provide mutual support and affirmation in ministry but hold each accountable for his or her own physical, emotional, and spiritual well- being.
* Abstain from alcohol or any other addictive habits such as illegal drugs, gambling and smoking.
* Avoid the use of offensive language such as swear words, sexual connotations, and racial or religious slurs.
* Be the best example of all the moral rule which are preached from the Bible (honesty, justice, unselfishness, moral and sexual purity, etc.)
* Aims to develop individuals rather than use them. The church will only flourish when all members develop their potential.

**Relational Learning:**

Where God enable the leader to relate to people in ways that will motivate and influence them. He also teaches him how to set up the means to accomplish these goals.

Leaders must be diligent in fostering positive Christian relationships so that each person they lead knows their instructions, which must be based upon the Word of God. Leaders will effectively nurture relationships when they consistently act in a Christian manner to advocate the well-being, unity, prosperity, completeness, health, security, wholeness and peace of those they lead.

From this foundation of secure relationships, a leader’s primary responsibility is to make sure all disputes under his or her leadership are properly fed with the accurate knowledge and understanding of God’s Word so they can keep the New Covenant in Christ’s blood, minister effectively, live in peace (Shalom) and attain to eternal life with great reward.

**Discernment:**

Where God helps the leader to see principles that govern ministry that please God.

Throughout the ministry maturing phase the leader learns spiritual principles that touch all four of the stages. He will learn the most in the discernment stage, because maturity will give them added perspective in god’s work in his or her life.

He will learn about the use of power that will challenge any overconfidence. He may have in his skills and gifts and force him to discern the ultimate purpose of ministry. Increasing responsibilities and the need to minister effectively force him to learn dependence on God and greater faith.

The entry stage is often marked by ministry tasks and ministry challenges. A ministry task is an assignment from God that tests a person’s faithfulness and obedience to use his or her gifts in a task that has a beginning and end, accountability and evaluation, (Clinton, 2011).

The ministry challenge is closely related to the ministry task. It is the means through which a potential leader is prompted by God to sense the need for and accept a new assignment. Sources of ministry challenge can be external or internal. A challenge can come from someone else or from a leader own recognition of a need or an opportunity.

**Task of Leaders:**

God put leaders in the church to perfect believers for the work of the ministry. The word perfect means to prepare or equip.

Perfecting involves teaching, preaching, demonstrating and training. Perfecting also involves mobilizing people for the work of the ministry. Perfecting involves training some people as leaders and then as followers. If you are a leader called and chosen by God, you should be involved in quipping others to do God’s work.

**Responsibilities of the perfecting process.**

* **Setting the example:** As a leader you must set an example in personal conduct and disciple them in relationship with God and in evangelizing and every work of the ministry.
* **Caring:** As a leader you must care for the followers because you are called by God.
* **Leading:** A leader must provide guidance for the followers.
* **Decision Making:** Leaders must be able to make good decisions.
* **Handling Conflict and discipline:** A leader must get guidance from God in handling conflicts.
* **Analyzing the Environment:** A good leader must be able to analyze the environment of the followers, spiritual, physical, social and cultural.
* **Identifying Purpose:** This involves understanding the purpose of God and suffering fulfilling His purpose and plans.
* **Planning:** Leaders must be able to make and implement plans to accomplish purpose.
* **Implementing Plans:** After the plans have been made, they must be implemented or put in action.
* **Leading like a servant:** Leading like a servant is what set the Christian leader apart from worldly leadership. Jesus Christ is the great example of leading like a servant. Leaders must spend more time alone with God.

**Four Contrasts**

* Christian leaders do not oppress their followers. That is Dominion.
* Christian leaders are called to service not superiority.
* They are chiefs over their followers.
* They serve their flowers.

**Christian leaders serve the Body of Christ. Leading like a servant you must change attitude and motive:**

* Be humbled
* Identify with mankind
* Be obedient
* Die to sin and self
* Serve in love
* Let God be in charge

**Positions of Leadership**

There are five positions identified by the Bible set in the Church of God.

**Ephesians 4:11** “And He gave some Apostles, and some prophets and some evangelists and some pastors and teachers.”

**Leadership functions**

* **Apostles:** their main function is to develop churches in different places and to oversee a number of churches as a supervisor.
* **Prophets:** He speaks under the direct inspiration of God and hold an office of authority in the church.
* **Evangelist:** He shares the gospel with unbelievers in a way that men and women respond and become responsible members of the Body of Christ.
* **Pastors/shepherds:** They are responsible for the spiritual welfare of the group of believers.
* **Teacher:** Have special ability to communicate the word of God effectively in such a way that others learn and apply what is right.

**The purpose of these positions**

These positions were established to accomplish: the perfecting of saints, work of the ministry and edifying the Body of Christ.

**Working with minors**

A Christian leader should:

* Use appropriate judgment to ensure trusting relationships marked by personal and professional integrity.
* Should use appropriate judgment to ensure open and trustworthy relationships.
* Be aware of their vulnerability and should have a team approach to youth activities.

**Ethics in Administration for a Leader**

A Christian Leader should: (Wyk, 2010)

* Maintain a proper record membership and sacramental.
* Treat employees and volunteers fairly.
* Be meticulously honest in their handing of church finances’ and church financial records.
* Not seek financial gain for themselves or their families form a pastoral relationship beyond recognized fee, stipends and entitlements.
* Set an example and have integrity in all their financial dealings. This would include the timely payments of debts, the effective management of finances, as well as providing for their family.
* Ensure that all church and ministry accounts are independently audited.
* Avoid any potential conflict between personal finances and pastoral responsibilities.
* Avoid borrowing money from or lending money to a person with whom there is a pastoral relationship.
* Not seek additional pastoral advantage or financial gain because of a pastoral role.
* Never borrow or take church funds without proper authorization.
* Not expect a payment that is excessive, illegal or by private arrangement.

**Success Principles**

**What is Success: In God’s kingdom success is the maximum use of one’s gifts and abilities within the range of responsibilities given by God.**

Success in God’s kingdom differs from worldly standards of success. The world view success materially while God view success spiritually.

There is a different model of success in God’s kingdom. The world looks to rich and powerful men and our model is the Lord Jesus Christ.

There is a different goal of success:

Money, power and position are stressed as worldly goals. The goal in God’s kingdom is Christlikeness.

In the Kingdom of God success emphasizes:

* Giving instead of getting
* Serving instead of position
* Humbleness instead of pride
* Weakness instead of power

The world views success in terms of what you are doing. God views success in terms of what you are. In the world excellence of achievement is stressed. In the Kingdom of God character is stressed.

**Secret of Success**

Spiritually secrets of success are not really secret because they openly declared in the Word of God. They are secret because people do not want to seek and find them. God wants us to be successful in ministry. God want us to accomplish the purpose and plan He has for you.

* **Have a Proper heart attitude:** a proper heart attitude includes love, humility, obedience, a serving spirit and true holiness.
* **Know the Sources of Success:** Jesus is the source of success. A good relationship with Jesus is the source of success.
* **Seek the Lord:** It is important to seek the Lord because God desires to reveal His plans and purpose to leaders. Seeking the Lord mean to wait on Him by enquiring of Him, praying and studying the Word in order to know Him and do His will.
* **Meditate on the Word:** This means thinking deeply about His word, believing that God has spoken and that the Word of God is true.
* **Obey the Word:** Every commandment in God’s Word is important. Keeping this command will make you successful. A ministry based on the authority of the Word will always succeed.
* **Be called by God:** Success comes from knowing and ministering in the specific calling of God and using spiritual gifts which God has given you.
* **Experience the presence of God:** God can only be with you when you are walking in fellowship with God, ministering in your specific calling and living a holy life.
* **Have Anointing of God:** For the ministry to be successful the anointing of God is needed.
* **Face problems and Decisions:** Confront problems promptly and make decisions wisely using the strategies.
* **Know your purpose:** A leader must have a vision, know why God created him and know the calling of God for him. A vision and clear knowledge of purpose help us to focus on the future.
* **Have a Plan:** Planning is mostly important because one cannot achieve any good without planning.
* **Implementing the Plan:** Implementing the plan is the right step as most of the goals are not achieved because people can plan but fail to implement.
* **Live holy:** God said be holy for I am holy. We must follow the steps of our Father to be successful.
* **Seek Wisdom from God:** The wisdom of God is important for making good decisions.
* **Strive for Excellence:** Leaders must settle for excellence.
* **Do all for God’s Glory:** We must always glorify God in what we are doing and be a blessing to others.
* **Seek First the Kingdom:** The Word of God says” Seek first the Kingdom of god and its righteousness and all other things including success will follow. (**Matthew 6:33).**
* **Follow the Example:** Jesus Christ is our example and we must follow Him. We must follow Him in decisions, discipline, direction and determination.
* **The Price for Success:** The more successful we are, the more God requires us and this is the price of success.

**Proper Priorities:**

* Self- denial must come before we can take up the cross. The old selfish and sinful nature must be denied.
* Cross bearing is voluntarily not something imposed by the burdens of life.
* Taking up the cross is not pleasing to human nature because it involves self-denial
* To take up the cross we must empty our hands of the things of the world. If our heart is set on money and material things, our hands are full to take up the cross.
* Serving others must become a priority
* The Kingdom of God must become our main priority.

The true test of spiritual leadership: This is when your followers are doing what you taught them. When you are not with them. If they continue to mature spiritually without your physical presence than you have passed the test.

1. **Relational learning and Discernment**

Relational learning is related to understanding how to relate to people effectively in order to influence and motivate them. This is the state that is called the submission cluster. This is the stage where a leader come across barriers or bridges to leadership development, (Clinton).

When coming to barrier or bridges it is advisable that the leader uses spiritual authority as power based for their ministry. According to (Clinton), spiritual authority is delegated by God, and differs from authority based on position or force.

According to Wyk (2010), Christian leaders have a particular responsibility to respect and enable all who are part of the creation of God to fulfill their calling as children of God. Ministry should bring encouragement and corrections. Christian leaders are called to encourage, nurture, and guide those who come under their leadership, recognizing the dignity of all made in the image of God.

He also stated that relationship between a minister and the member of a congregation are essential. Pastors are called to serve rather- than to be served. Ministers also have relationships and responsibilities within the broader community which are based on their responsibility to their peers to the local community of faith, to the wider church, and society.

The pastoral relationship occurs within a faith community whose life and relationships are established by Jesus Christ. The Pastoral relationship has its meaning as the church enable others to meet Jesus. It is the seriousness of the pastoral relationship and the vulnerability of people in that relationship, which make it necessary for leaders to appreciate the unique position and the way they touch people’s lives.

The Ultimate goal in authority development is to help a leader understand that spiritual authority is the primary authority bases in leadership influence.

During this stage leader learn both positive and negative lessons about the use of spiritual authority. In this stage the leader often follows a typical pattern:

* The leader learns negative lessons, usually through experiencing poor leadership.
* The leader begins to search for an understanding of legitimate authority.
* A desire to model legitimate authority grows, and with it come new insight about the appropriate are of authority.
* The leader is increasingly able to use spiritual authority as source of power.

**- Spiritual Authority**

Hebrews 13:17 advises us to obey those who rule over us. It says “Obey those who rule you and be submissive, for hey watch out for you souls, as those who must give account. Let them do so with joy and not with grief, for that would be unprofitable for you.” Van Wyk (2010) in his module of Christian Ethics states that, in society there must be some sort of authoritative structure to ensure order. Anarchy and chaos results when we do whatever we want to do without confronting to a higher authority. It is unethical if a Christian does something that contradicts the express will of the authorized spiritual head.

Spiritual Authority is place over individuals by God. But sadly, Christian’s today struggle to submit to any kind of authority and this contributes to an unlawful and rebellious society. This is reflected in the church community as well and makes the church less effective in reaching others for Christ.

A second area that God uses to grow leaders is related to conflict. Conflict is a powerful tool in the hand of God and can be used to teach a leader lessons that he would not learn in any other way. Conflicts test a leader’s personal maturity; what we truly are is revealed in a crisis. What we are in a crisis is much more critical that what we do. One of the most important things to learn from the ministry conflict area is simply that conflict is often necessary. Many insights, including those related to authority, may never be learned apart from conflict

insights, including those related to authority, may never be learned apart from conflict [[146]](#footnote-146)(Clinton).

* **According to unknown Author; the true reasons for Conflicts:** They arise because of spiritually immature and carnal Christians motivated by Satan, the flesh and pride.
* **Preventing Conflicts**
* Raise up spiritually mature believers
* Keep people well informed
* Whenever you are doing work of God, there will be conflicts
* Thins ahead
* Build strong relationships with God and train those who work with you
* Give sincere appreciation and credit to those who work with you in ministry
* Be big enough to admit when you made a mistake
* Establish clear rules and communicate them with others
* Be available to your co-workers
* Operate the ministry in Biblical principles
* **Dealing with conflict**
* Make yourself available to deal with it
* Pray for wisdom to deal with the problem
* Determine the real problem
* Let people who are directly affected by the problem suggest solutions
* Bring people with conflict together
* Deal with conflict with proper attitude
* Deal with one problem at the time
* Act immediately to solve the problem when you have clear understanding of it
* Give details on why are you handling the problem in that way
* Thank God for the problem and that you learned from that experience.
* **Resolve Conflict Peacefully:** There are generally four ways that a man will respond to conflicts.
* He will yield to the other person
* Avoid and escape the conflict
* Aggressively confront the issue
* Peacefully seek understanding and resolution

The church is made up of individuals, all responsible to hear from the Lord. Our individual authority is dependent upon our personal relationship with God and how well we are hearing and obeying Him. Too many men have disconnected from the body of Christ, or are thinking about it, because of the failure to properly resolve conflicts. Someone f them may even be backsliders. Each man is ultimately responsible before God to properly discern his own thoughts and behaviours. It is every man’s responsibility to be sure that his boldness is in Christ and not just in the power of his own soul.

A third area that leaders face is a special kind of conflict and it is called Leadership Backlash. This refers to the negative reactions of followers, other leaders within the group, and Christians outside the group to a course of action taken by a leader once ramifications develop from his decision. Leadership backlash tests a leader’s perseverance, clarity of vision, and faith a leader experiencing backlash learns through conflict with others to submit to God in a deeper way.

The fourth area of lessons faced by the leader in the ministry maturing phase relates to discernment. In developing a leader to maturity, God increases the leader’s understanding of the spiritual realities at work behind physical realities, and teaches him how to depend on God’s power in ministry. Biblically, physical situations may well be caused, controlled or instigated by spiritual beings. Leaders need discernment to deal with spiritual warfare. A leader also needs power, [[147]](#footnote-147)(Clinton),

* **Perceptual Clarity: a measure to training to discern good and evil**

According to unknown author; to make good decisions about our family, work or spiritual life, we must acquire reliable facts by asking questions, evaluating relevant information, and making accurate judgments about people and their circumstances. When we make mistakes, we must be ready to identify with the people involved and express empathy in a wise practical way. By placing truth, kindness and faithfulness, above loyalty to a person or organization, we can gain a clearer understanding of facts. Then we must decide carefully what action to be taken and how to apply mercy where it is needed. As it is said in [[148]](#footnote-148)Proverbs 18:15 “The heart of the discerning acquires knowledge; the ears of the wise seek it out.”

Discerning and good judgment comes as the result of practicing with both the spiritual and natural human senses. This Spiritual awareness might include a moment of clear vision, wisdom, knowledge, or insight into good or evil, given to you by the Spirit of God. Discerning is not a guessing game about what our spiritual search for the truth and for hidden or disguised problems.

* **Pursue the Truth with Heartfelt Empathy**

In [[149]](#footnote-149)Zachariah 8:16 the Lord said “These are the things you are to do: Speak the truth to each other and render true and sound judgment in your courts.” This Scripture shows us that truth is central to our relationship with God and our ability to make reasonable judgments. It is also necessary to express empathy in a godly way. To empathize means to “identify with the feelings, thoughts, or attitude of another person.” When a person is not telling the truth, godly empathy does not naturally flow through us because God, who knows the truth, does not respond to lies.

* **Enquire, Probe and Investigate Thoroughly**

The pursuit of the truth requires reliable methods to discover the facts. Following are the steps of the scientific methods:

1. **Observation:** It is important that after being aware of a specific problem, we must gather enough information by observation
2. **Hypothesis:** This is the general idea that must be formed from the information acquired.
3. **Investigation:** The hypothesis must be further considered and tested by additional observations, investigations and when possible experiments.
4. **Testing:** If the investigation produces additional facts that are in disagreement with the original hypothesis or its implications, the hypothesis I modified or discarded in favour of a new hypothesis, which then subjected to further investigation.
5. **Conclusion:** When hypothesis and its implication are consistently proven to be accurate by each aspect of investigation and testing, they are considered to be the reliable.

As followers of Christ, we guided by the ultimate truth of the Scriptures as we work through each step of the scientific method.

* **Carefully Examine the Crucial Facts**

Whether we are evaluating the pros and cons of a decision to be made, trying to reconcile the conflicting stories of an inter personal conflict, the facts that might be pivotal or strategic must be placed into their proper context or explained fully enough that heir correct meaning is conveyed. The pursuit of the truth might involve careful research and study. That is why some followers of Christ yearn to leave the business world to pursue a life in the ministry thinking they can avoid the corruption of working among unredeemed men. Unfortunately, even in the church, the facts are often skewed to misrepresent the truth.

According to [[150]](#footnote-150)Clinton; God uses several ways to develop power in a leader. By Power, Clinton means enabling a leader to habitually appropriate God’s power through faith. One way is learning to operate in spiritual gifts that clearly demonstrate the Holy Spirit’s power. Another one is learning prayer – when a situation is resolved through specific prayer in such a way that God’s power and the authenticity of the leader’s spiritual authority are clearly demonstrated.

* **Faith**

The implied sequence is that the faith in Jesus required for baptism is justifying faith; justifying faith saves us, and baptism is then assign of seal or confession of faith, expressed publicly before God and before the people in the congregation. On the Baptist model of baptism, it is this sequence of justifying faith, salvation, and public confession, preferably in believers’ baptism by immersion, which makes a person a Christian.

* **Faith and Justification:** First of all it should be noted that when Paul talks of justification by faith he is contrasting it with the attempt to be justified by works. Forgiveness is never to be obtained by doing good works to make up for, or pay for our sins [[151]](#footnote-151)(Romans 3:20). Forgiveness is based on what Jesus Christ has done, and this has to be accepted as a free gift.

Justification is therefore a principle that needs to be taught constantly throughout our Christian lives. Justification by faith is not something one can grasp suddenly once for all. Faith is the foundational principle by which we live the Christian life; we need faith as opposed to accepting the burden of our guilt. We trust the Holy Spirit as opposed to trusting our own wisdom. We trust God to work all things together for good even when things go badly by our standards

Jesus used the idea of ransom, or redemption when referring to his work on earth. Christ death and resurrection provides justification for believers before God. Thus justification is by faith alone – not through good deeds – and is a gift from God through Christ. [[152]](#footnote-152)Romans 4:25 “[Jesus Christ] was delivered over the death for our sins and was raised to life for justification – Christ’s resurrection provides justification.”

* **Stand Firm for Your Faith**

When a man or woman become a leader, his or her life takes a turn into an entirely new dimension of the spiritual world that has always been there even though we may have been unaware. When we intercede, pronounce blessings, judge favourably, forgive, or in any way use the spiritual authority given to us; we are literally manoeuvring against the forces of evil that want to destroy people’s lives. Like Moses, anyone who believes in Christ follows the “King [who is] internal, immortal, invisible, the only God” [[153]](#footnote-153)(1 Timothy 1:17), and we do it by faith. So; if we believe and willing to obey this invisible God, we should also believe what He has said to us about our invisible adversary the devil.

There is more of the strategy, including the armour and weapons available to us, and the tactics for encouragement: [[154]](#footnote-154)Ephesians 6:10-18

* Vs 10 – “Be strong in the Lord and in his mighty power” we must yield our own strength to Him, trusting in the power of His Spirit in us.
* Vs 11 – “Put on the full armour of God so that you can take your stand against the devil’s schemes.” We must reconsider any limitations we have set for His spirit in us.)
* Vs 12 – “For our struggle is not against flesh and blood, but against the rulers, against the authorities, against the powers of this dark world and against the spiritual forces of evil in the heavenly realms.” We must be drawn in the deception that people are our enemies. We must focus on setting people free.
* Vs13 – “Therefore put on the full armour of God, so that when the day of evil comes, you may be able to stand your ground, and after you have done everything, to stand.” We must stand firm and not waste time by attacking everything we see or hear.
* Vs 14 – “Stand firm then, with the belt of truth buckled around your waist.” our truth must be found in the word God. We must be guided by the values of intellectual integrity and moral conscience. “With breastplate of righteousness in place.” Our repentance and forgiveness are like bullet-proof west against the threats and accusations we face in life.
* Vs15 – “And with your feet fitted with the readiness that comes from the gospel of peace.” We must stand firm, but ready to move forcefully in the Spirit, as we remain at peace with every person. Our battle is not against people, but for them.
* Vs16 – “In addition to all this, take up the shield of faith, with which you can extinguish all the flaming arrows of the evil one.” We must hold the shield faith for us and our family by trusting in the God’s methods. We must repent, forgive, intercede, bless and reconcile as acts of faith.
* Vs 17 – “Take the helmet of salvation.” This includes deliverance, protection, healing, doing well and making whole. “Add the sword of the Spirit, which is the Word of God.” We must handle the Word of God accurately and speak what it says about life when we are challenged or tempted, like Jesus was in **Matthew 4:1-11.**
* Vs 18 – “And pray in the Spirit on all occasions with all kinds of prayers and requests. With this in mind, be alert and always keep on praying for all the saints.” We be always being faithful and yield to the Holy Spirit.

We must forget that the devil plays dirty. He takes every possible opportunity to steal, kill and destroy. He also has many associates, both in the spiritual and natural worlds, ready to attack, confuse, and entangle us in his destructive schemes. It is important to get serious about being Christ disciples and embrace the values and strategies of spiritual accountability so that we can gain a strategic advantage in this battle.

Another area where a leader needs discernment concerns the expansion of his or her own ministry. This is usually begins with prayer, because vision is birthed there. Prayer is also the place where the leader begins responding to the vision. If God call you for ministry, then He calls you to pray for that ministry. Often during this process, the leader is called to take steps of faith as mentioned above in ministry that stretches him or her beyond his or her current understanding.

* **Prayer**

Some people were taught a prayer to recite every day before they went to sleep.

* **Prayer – Access Childlike Freedom**

Religion enslaves by making rules of access in prayer. Previously people were taught that the correct way to pray was the four letters of **ACTS (Adoration. Confession, Thanksgiving, Supplication**). This gave the impression that God experts us to preface our prayer by telling Him how wonderful He is. The next step was to say that a vision of the holiness of God should result in the confession, the next step was important to review all that one should be thankful about.

In the home where they are loved and welcomed children have direct to their parents. There is no need of a formal introduction or words of praise and thanksgiving – those will come later. The only references to prayer in His name are in Jesus instruction at the last supper. “I will do whatever you ask in my name” (John 14:13)[[155]](#footnote-155). Again the word of God say “The Father will give you everything you in my Name” (John 15:16. 16:23-24)[[156]](#footnote-156). The new freedom in prayer in the world wide church may be more significant in the long run than the Reformation.

* **Hearing – Freedom to Know God**

No one has seen God. It is God the only Son, who is close to the Father’s heart, who has made Him known. We get to know the Son in “I and Thou” experience. In the New Testament we learned to recognize much of His acting and communicating through His church. As Jesus explained, “The Advocate meaning the Helper, the Holy Spirit, will teach you everything, and remind you of all that I have said” (John 14:26). This obviously means that the Holy Spirit communicates with us, and we can learn to pick up his language. We do not have to think up prayers that will be according to what God has in mind, rather the Spirit can communicate God’s mind to us.

According to [[157]](#footnote-157)Slick (2012); prayer is the practice of the presence of God. It is the place where pride is abandoned, Hope is lifted and supplication is made. Prayer is the place of admitting our need, of adopting humility and claiming dependence upon God. Prayer is the needful practice of the Christian. Prayer is the exercise of faith and hope. Prayer is the privilege of touching the heart of the Father through the Son of God, Jesus our Lord.

Prayer changes the praying because in prayer, you are in the presence of God as you lay before Him your complete self in confession and dependence. There is nothing to hide when in quite supplication we are reaching into the deepest part of ourselves and admitting our needs and failures. In so doing, our hearts are quieted and pride is stripped and we enjoy the presence of God. The word of God the book of James says “Draw near to God and he will draw near you” [[158]](#footnote-158)(James 4:8).

According to [[159]](#footnote-159)Slick (2012) again, there is another benefit of prayer and that is peace. In the book of [[160]](#footnote-160)Colossians 4:6-7 the Word of God tells about the peace that surpasses all comprehension and it says “Be anxious for nothing, but in everything by prayer and supplication with thanksgiving let your requests be made known to God. And the peace of God which surpasses all comprehension shall guard your hearts and your minds in Christ Jesus.”

From the discussion above it can be deduced that prayer develops our relationship with God because as communication with God helps grow closer and more intimately connected with God.

1. **Guidance and other Multi-Phase Processes**

According to Clinton guidance is one of the crucial elements of leadership. The need for it occurs throughout a leader’s lifetime, so the lessons are not restricted to just one phase they are ongoing. The basic pattern is simple. A leader first learns about personal guidance for his own life. Guidance development is complicated and delicate. God must teach a leader to discern guidance, without thwarting the leader’s personal initiative. He does this while He is creating commitment to follow his guidance and teaching the leader to sense individual responsibility for making decisions.

There are several ways in which guidance is developed. Mentors are often very helpful. God will also prepare someone for the next steps of guidance by allowing them to go through negative experiences in their current assignment that free a person to move on. According to Clinton; negative items may include a crisis in job or ministry, conflict, dissatisfaction with one’s inner life or present role, tough living conditions, isolation, restriction on ministry, etc.

1. **The deepening lessons of life maturing Processes**

In the life of a leader God works to deepen character as well as developing ministry skills. God does not stop working on the character after moving someone into leadership. The focus at this stage is on the relationship with God. The qualities of love, compassion, empathy and discernment among others are deepened.

According to [[161]](#footnote-161)Wyk (2010), Christian leaders have a particular responsibility to respect and enable all who are parts of the creation of God to fulfill their calling as children of God. He stated that ministry should bring encouragement and correction. Christian leaders are called to encourage, nurture and guide those who come under their leadership, recognizing the dignity of all made in the image of God.

Relationship between a minister and the members of a congregation are essential. Pastors are called to serve rather than to be served. The relationship of the leader and God should be characterized by the love, care and compassion that are embodied in Jesus Christ. Leaders should embody integrity, trust and compassion.

Leaders’ relationships are nurtured and guided through the vows of ordination. These vows should reflect the intention of leaders to exercise their ministry:

* Through faith in Jesus Christ and relying on the power of the Holy Spirit.
* By being nourished and guided by the study of Scripture.
* Through announcing the Good News in Christ to those outside the community faith.
* Through celebration of the sacraments (baptism and communion).
* In a mutual manner, offering pastoral care and nurturing people in faith, recognizing and valuing other people’s gifts, training them for ministry and working for justice and peace.
* By striving for peace and unity among all Christian people.
* By engaging in ongoing study.
* By respecting the guidance and decisions of church leadership where applicable.

A common tool God uses in this process is isolation. This may come through sickness, prison, voluntary or involuntary stepping away from ministry, etc. although difficult, if is often a significant time of deepening their relationship with God and growing in character and maturity. One of the key ways a leader cooperates with God during this time is learning to reflect on his circumstances and what God is doing in and through them. It brings depth of understanding, discernment and confidence regarding God’s activity in every situation.

The leprosy men in the book of 2 Kings 7:3 wanted to achieve something because they realized that to do something for the environment they need to change. It says in [[162]](#footnote-162)2 kings 7:3-4 “Now there were four men with leprosy at the entrance of the city gate. They said to each other, why stay here until we die? If we say we’ll go into the city – the famine is there and we will die. And if we stay here, we will die. So let’s go over to the camp to the Aramean and surrender. If they spare us, we live; if they kill us, then we die”. This is because they knew that eventually they are going to die.

The leprosy men explored their inner world and they realised that they are facing death sentence. They took the decision of facing their obstacles. Their obstacles were isolation, hunger, sickness, enemies and death. But death was going with the four obstacles; that are hunger and isolation, sickness and enemies. Their enemies were Aramean and they were going to kill them; hunger was one of their obstacles that can kill them if they do not get food. Their sickness – leprosy was a dangerous killer disease in those years and isolation was killing the spiritual because they had no one to share their problems with.

Quality leadership does not come easily. It requires time and experience. Mature ministry flows from a mature character, formed in the graduate school of life. All leaders go through conflict, crises and some isolation. As a leader you will too.

1. **Integrating the Lessons of life – Toward a Ministry philosophy**

According to [[163]](#footnote-163)Clinton (2012), all leaders have a ministry philosophy. It flows out of their shared experiences with God. As leaders experience different lessons, whether in terms of spiritual formation or ministry formations, they learn from them. These lessons form a growing reservoir of wisdom that leaders use in future.

The following three stage model describes how various leaders develop a ministry philosophy:

* Stage 1: **Osmosis:** this is the stage where leaders learn implicit philosophy experientially. Young leaders operate with an implicit philosophy derived from the sponsoring groups of which they are a part. They adopt philosophy of those over and around them. Their elders.
* Stage 2: **Baby Steps**: Leaders discover explicit philosophy through experience and reflection. Leaders have experiences that cause them to think, evaluate and question the assumptions they have been operating under. In the process leaders begin to develop their own, unique philosophy.
* Stage 3**: Maturity**: Leaders formulate and articulate their unique ministry philosophy to others. As a ministry grows, the leader sees that direction for ministry needs to be more specific and should be more controlled.

1. **Accepting the lessons of life – the leadership challenge**

Leaders in our days face three specific challenges:

**Challenge 1:** When Christ calls leaders to Christian ministry He intends to develop to their full potential. Each of us in leadership is responsible to continue developing in accordance with God’s processing all our life.

**Challenge 2:** A major function of all leadership is that of selecting rising leadership. Leaders must continually be aware of God’s processing of younger leaders and work with that process.

**Challenge 3:** If leaders expect to be productive over a whole lifetime, they must develop a ministry philosophy that simultaneously honors biblical leadership values, embraces the changes of the times in which they live and fits their unique gifts and personal development.

Therefore, leaders of God’s people must work together to make sure each disciple learns and obeys God’s Word, also known as Gospel.

1. **TIME MANAGEMENT FOR LEADERS**

For a pastor to be effective, effective organized leaders are needed. Excellent ministers are expected to do all things well. Leaders are expected to be dreamers and visionaries and have their feet on the ground.

* **Personal Change and Growth**

Nowadays people do not want to follow natural process that makes it possible for things to happen. The quickest and easiest ways are what people want to follow. The problem is that those quickest and easiest ways have consequences. Paradigm shift is needed if we need a successfully managing the lives. We cannot ignore the situations and temper typically makes things worse.

Change is there and it will always be there. We cannot run away from change. The important thing is to face the situation and see the opportunities in the situation. The Word of God in [[164]](#footnote-164)Jeremiah 29: 11-13 says “For I know the plans I have for you” declares the LORD, ‘plans to prosper you and not to harm you, plans to give you hope and a future. Then you will call upon me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart.”

If we face the challenges that may look bigger than we thought. The Word of God is guiding us to call upon the LORD and pray Him. God is promising to answer us. Any leader or pastor with any challenge needs the intervention of God, the Creator of everything on earth. He knows about those challenges and He knew about them before.

Our action and our thinking are important during the time of change. Responding to what is happening during the time of change is what is important because we cannot control what is happening or we cannot control change.

According to [[165]](#footnote-165)Taylor (2012), “change is essential for your growth and development as a person. Without change, you are assured of staying just the way you are and doing things just the way you have always done them. For some people, that is a good thing; they are happy and fulfilled in their lives. But for many people, the current path they are on lacks meaning and satisfaction and they feel stuck. They want to change, but cannot seem to figure out how to change.

The reality is that change is difficult and the question is why is change so difficult? The following are obstacles to change:

The most unfortunate part in life is that sometimes we often create obstacles that may serve some sort of immediate purpose but end up being long-term liabilities. These barriers are often driven by some of our most basic needs. These basic needs may include, to feel competent, to be accepted, to feel in control. These obstacles become intractable and end up preventing people from changing or even attempting to change when they shift from being beneficial to being burdensome, [[166]](#footnote-166)(Taylor, 2012).

* **Baggage**: In reality people have baggage in their lives that they bring from somewhere. It can be from childhood to adulthood or it can be from one experience to another. According to [[167]](#footnote-167)Taylor (2012), the most frequent types of baggage include self-esteem, perfectionism, fear, need for control, anger need to please. These baggage causes one to think, feel and behave based on who you where as a child rather than the very different person you are now as an adult. This baggage causes you to react to the world in an unproductive way that can sabotage your efforts to achieve positive life change.
* **Emotions**: Negative emotions, such as fear, anger, sadness, frustration, and hopelessness, can act as a powerful deterrent to life change. Fear of failure is the well-known baggage that people do not change from it. People are afraid that what if I do not succeed in what I want to does then this end up in fear of failing. People are afraid to take risks because as they think they have been in that way for the long time why should they risk failing. These negative emotions become substantial barriers to change by being triggered whenever one feels uncomfortable, incompetence or unsupported.
* **Habits:** When the baggage becomes ingrained as habits, they produce seemingly reflexive response even when they are neither healthy nor adaptive. The challenge is that again like any sport person, for example an athlete, once habits are ingrained, it is difficult to retrain them.
* **Environment:** This may at a minimum not support change and at worst discourage change. This may be caused by that you crated environment that helps you best manage your baggage habits and emotions. Then you surrounded yourself with people who are supportive of the way you are and make you feel comfortable and safe. Again if you engaged in activities that play to your strengths and help you either mask or mitigate those obstacles. Unfortunately, this environment reinforces who you are, even when you don’t want to be who you are and can cause you to continue down a path that interfere with your happiness and achievement of your goals.
* If you allow the above obstacles to control your life, they have the effect of sabotaging your efforts at changing your life in a positive way. The worst part is that you feel stuck, frustrated and helpless to change your lot in life.

People must not leave themselves in this type of situations because in God there is hope for a person who is alive. There are steps that one can take to positive life change and the life that will you happy and serve God. People must not forget that change takes time of which one cannot tell how much time can it take when one wants to change? This depends on one’s ability to remove the four obstacles discussed above and embrace the building blocks that will be discussed later in this paper. It also relies on one’s ability to commit to the minute-to-minute process of change. In a real fact; commitment in all activities lead to success. There is no price without commitment.

* **Steps to positive life change by [[168]](#footnote-168)Taylor (2012):**

**Explore Your Inner World**: Each and every one has the inner world, the past and the present part of life. The first step one must take is to identify the obstacles that are preventing you from changing. True change cannot just occur on the surface or outside of you. Change means understanding who you are, but also why you are who you are. This means in other words what make you tick. You need to look in the mirror and specify what the baggage, habits, emotions, and environment are that are keeping you from your goals.

**Jesus the Role Model for Christian Leadership**

Christian leadership in crisis since the autumn of 2011. The concept of leadership has definitely been in view.

The “Arabs Spring” and its ongoing fallout has brought into focus failing and abusive forms of leadership, a style of leadership that demands and domineers and has little if any interest in people on the economic front we still see the repercussions of the poor, arguably self-centred leadership that caused the credit crunch. The banking crisis and the global recession.

In many countries, like a recurring bad dream, we also repeatedly see somewhat less than inspiring political leadership. Is the state of Christian leadership any better?

There is a lot that is said and written about Christian leadership too. Much of it is not actually about leadership at all, but is focused on theological, expositional, hermeneutical, worship facilitation and communication skills. It’s also sad to say that Christian leadership today seems frequently to get confused with the modern concept of celebrity.

Where consideration is given to the vital skills of people and organizational leadership, the Christian world so often seems to call upon secular, worldly model, passing over the one role model who should be in focus – Jesus Christ.

Servant leadership was modelled by Jesus as he grew and developed the disciples into the leaders of his church. As such, this is a model that should have primary in Kingdom service.

**What is Servant Leadership?**

It is the focus on the growth of the individual, that they might flourish and achieve their full potential and not primarily the growth and potential if the organization, that distinguishes servant leadership from other leadership styles. The primary concern of the servant leader is servant to their followers.

In the secular business schools. It was Robert Greenleaf who, in the early 1970s, proposed the servant leader model.

However, the concept of a servant leader is not such a modern concept but can be found in the biblical account of the life of Jesus Christ. By examining his model, we can identify a Christ-cantered Christ-like servant leadership style that works for Christians who lead people in any situation.

**Jesus the Model Servant leader**

Jesus submitted his own life to sacrificial service under the will of God **(Luke 22:42)[[169]](#footnote-169),** and He sacrificed His life freely out of service for others **(John 10:30)[[170]](#footnote-170).**

He came to serve **(Matthew 20:28)[[171]](#footnote-171)** although he was God’s Son and was thus more powerful than any other leader in the world. He healed the sick **(Mark 7:31-37),** drive out demons **(Mark5:1-20),** was recognized as teacher and Lord **(John 13:13),** and had power over the wind and the sea and even over death (**Mark 4; 35-41[[172]](#footnote-172); Matthew 9:18-26)[[173]](#footnote-173).**

In **John 13:1-17**Jesus gives a very practical example of what it means to serve others. He washes the feet of his followers, which was properly the responsibility of the house-servant examination of this passage shows that:

1. Jesus basic motivation was love for his followers **(verse 1).**
2. Jesus was fully aware of his position as leader **(verse 14).** Before the disciples experienced him as their servant they had already experienced him many times before as Master, and as a strong and extremely powerful leader.
3. Jesus voluntary becomes a servant to his follower (**Verse 5-12).** He did not come primarily as their foot washer, but he was ready to do this service for his followers if needed.
4. Jesus wants to set an example for his followers to follow **(verse 14-15).**

**The Servant Leader**

From the teaching and example of Jesus Christ we learn that being a servant leader in the most general sense means being:

* A Voluntary Servant, who submits themselves to a higher purpose, which is beyond their personal interests or the interests of others.
* A Leader who uses the power that is entrusted to them to serve others.
* A Servant who, out of love, serves others needs before their own.
* A Teacher who teaches their followers, in word and deed, how to become servant’s leaders themselves.

**The Christian Servant Leader**

Applying these considerations of Jesus as a role model for Christian leaders we can see that, from Biblical perspective, a servant leader is a person, who is:

* **Christ centered** in all aspects of life (a voluntary servant of Christ).
* **Committed to serve** the needs of others before their own.
* **Courageous to lead** with the power and love as an expression of serving.
* **Consistency** developing others into servant leaders
* **Continually inviting feedback** from those that they want to serve in order to grow towards the ultimate servant leader, Jesus Christ.

**There are some implications worthy of note that arise:**

The Servant leader is a Servant in all things in relationship to God.

This is the Christian servant leader’s higher purpose. He is also a “Servant first’ in relationship to people.

Jesus Christ came into this world as God’s servant (**Isaiah 42:1, Isaiah 52: 13, Acts 3:26, 4:27)[[174]](#footnote-174).**

He also came to serve man (**Matthew 20:28**). However, Christ did not come to be our servant, whereas he came out of obedience to God, serving him.

Christians are called to be God’s servants in every aspect of our lives.

In the Bible it is clear that this means serving fellow man in accordance with the higher purpose of serving God, note however, that simply serving people is insufficient.

It does not necessarily imply that a leader is serving God. It is possible for instance, to servepeople based on a humanistic worldview.

* There is a big difference between serving the needs of others and being a servant of other’s needs.
* Serving the needs of others is liberating. It implies recognizing their needs, without judging them, and then doing what can be done, in line with the higher purpose of serving God first to help satisfy that need, whereas,
* Being a Servant of the needs of others, requires that one must do anything and everything possible to satisfy those needs, whether it is in line with one’s service to God or not.
* The servant leader themselves is a growing leader, led and grown by the Holy Spirit.
* Jesus was the only human being who never abused his power.
* For a leader the abuse of power is a major issue and temptation. The keys to avoiding abuse of power are feedback from God and from the followers along with showing power. These factors are necessary to help the leader to apply power in line with God’s purpose and for the best of the followers.

The development and growth of followers into servant leaders inherently requires that the servant leader passes power on to them (sharing power), so that they can also grow in using that power to serve others according to the higher purpose.

Servant leadership is more about being than about doing.

Without a serving heart it is almost impossible to become a servant leader. There are different ways to grow servant leaders, (although Greenleaf the founder of secular servant leadership) consider that a leader may need a conversion experience in order to become a servant leader, in any event the highest priority should be given to help servant leaders to grow in their service to God, out of the service to God, true service to others flows more easily.

**3 D Servant Leaders**

There are three dimensions in which Christian servant leaders must grow:

1. As a voluntary servant of God.
2. As a servant of others, and
3. As a Leader

If someone is already a committed servant of God and of others, they need to employ their leadership gifts to serve others as a leader with the right use of power and with love. Leadership skills training, continuous encouragement and feedback can support a servant leader in this growth process.

Someone, who is already a leader, butt who wants to become a servant leader, also needs training, encouragement and feedback, but they need a conversion towards servanthood much more.

This commitment must then be strengthened again and again. It is harder to learn to be a servant than to learn to be a leader, especially for those who have been senior leaders for many years, old habits die hard.

The servant leader must be a “learning servant” who wants to grow both as a leader and as a servant. Therefore, the servant leader invites feedback especially from God through prayer, Bible reading, and communication with spiritual mentors- and from the people being served.

One way to start a feedback process with the people being served is simply asking them how the leader can best serve them. Ideally the feedback will be an ongoing process, resulting in the servant leader, serving more effectively according to the actual needs of the people, according to the Bible, to become a servant of God and to enjoy serving others is not only a decision that a person needs to take, it is first a gracious gift from God.

More than this, because of our new mature, as Christian leaders we should find ourselves readily drawn to the Christ-centered servant leadership model.

It is the “leadership style” of our role model Jesus Christ, and as we see throughout the Bible, serving God inherently includes serving others in line with his good plans and purposes.

**Reflection:**

How do you compare to the leadership role model of Jesus? Are you drawn to the higher purpose of serving God? Are you focused on your people, those who follow you, remember leaders have followers?

Achieving their full potential for the kingdom? It requires a conscious decision to became a servant of a higher purpose and of others.

It may be that you have never looked at Jesus as a leadership role model.

An interesting exercise is to read through Mark’s Gospel and look to see how Jesus led and developed that disparate of men who became his disciples and to whom he entrusted his church too.

Remember, this Christ-centred servant leadership model is not just for church leaders but Christian leaders in kingdom enterprises and secular organizations too.

**Time Management for Leaders**

For a pastor to be effective, effective organized leaders are needed. Exellent ministers are expected to do all things well. Leaders are expected to be dreamers and visionaries and have their feet on the ground.

**Personal change and Growth**

Nowadays people do not want to follow a natural process that makes it possible for things to happen. The quickest and easiest ways are what people want to follow.

The problem is that those quickest and easiest ways have consequences. Paradigm shift is needed if we need a successfully managing our lives. We cannot ignore the situation and temper typically makes things worse.

**Change is there and it will always be there.**

We cannot run away from change. The important thing is to face the situation and see the opportunities in the situation.

The Word of God in **Jeremiah 29:11-13[[175]](#footnote-175)** says “For I knew the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future, then you will call upon me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart.”

If we face the challenges that may look bigger than we thought. The Word of God is guiding us to call upon the Lord and pray to Him. God is promising to answer us.

Any leader or Pastor with challenges needs the intervention of God, the Creator of everything on earth.

He knows about those challenges and He knew about them before.

Our action and our thinking are important during the time of change. Responding to what is happening during the time of change is what is important because we cannot control what is happening or we cannot control change.

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For some people that is a good thing they are happy and fulfilled in their lives. But for many people, the current path they are on lacks meaning and satisfaction and they feel stuck. They want to change, but cannot seem to figure out how to change.

The reality is that change is difficult and the question is why is change so difficult? **The following are obstacles to changes:**

The most unfortunate part in life is that sometimes we often create obstacles that may serve some sort of immediate purpose, but end up being long-term liabilities. These barriers are often driven by some of our most basic needs. These basic needs may include, to feel competent to be accepted to feel in control.

These obstacles become intractable and end up preventing people from changing or even attempting to change when they shift from being beneficial to be burdensome (Taylor, 2012).

* **Baggage**

In reality people have baggage in their lives that they bring from somewhere. It can be from childhood to adulthood or it can be from one experience to another according to Taylor (2012), the most frequent types of baggage include self-esteem, perfectionism, fear, need for control, anger need to please. Those baggage causes one to think, feel and behave based on who you were as a child rather than the very different person you are now as an adult.

The baggage causes you to react to the world in an unproductive way that can sabotage your efforts to achieve positive life change.

* **Emotions:**

Negative emotions such as fear, anger, sadness, frustration, and hopelessness, can act as a powerful deterrent to life change. Fear of failure is the well-known baggage that people do not change from.

People are afraid that what if I do not succeed in what I want to do then this end up in fear of failing. People are afraid to take risks because as they think they have been in that way for a long time, why should they risk failing.

There negative emotions become substantial barriers to change by being triggered whenever one feels uncomfortable, incompetence or unsupported.

* **Habits:**

When the baggage becomes ingrained habits, they produce seemingly reflexive response even when they are neither healthy and adaptive. The challenge is that again like any sport person, for example an athlete, once habits are ingrained, it is difficult to retrain them.

* **Environment:**

This may at a minimum not support change and at worst discourage change. This may be caused by that you created an environment that helps you best manage your baggage habits and emotions, and then you surrounded yourself with people who are supportive of the way you are and make you feel comfortable and safe.

Again if you engaged in activities that play to your strengths and help you either make or mitigate those obstacles.

Unfortunately, this environment reinforces who you are, even when you don’t want to be who you are and cause you to continue down apath that interfere with your happiness and achievement of your goals.

If you allow the above obstacles to control your life, have the effort of sabotaging your efforts at changing your life in a positive way.

The worst part is that you feel stuck, frustrated and helpless to change your lot in life. People must not leave themselves in this type of situation because in God there is hope for a person who is alive. There are steps that one can take to a positive life change and the life that will be happy and serve God.

People must not forget that change takes time of which one cannot tell how much time can it take when one wants to change?

This depends on one’s ability to remove the four obstacles.it also relies on one’s ability to commit to the process of change.

In a real fact, commitment in all activities lead to success. There is no price without commitment.

* **Explore your inner World:**

Each and every one has the inner world, the past and the present part of life. The first step one must take is to identify the obstacles that are preventing you from changing. True change cannot just occur on the surface or outside of you. Change means understanding who you are but, also why you are who you are.

This means in other words what make you tick, you need to look in the mirror and specify what the baggage, habits, emotions and environment are that are keeping you from your goals.

Understanding these obstacles takes the mystery out of who you are and what had been holding you back. This also gives you clarity on what you need to change and gives you an initial direction in your path of change.

God is speaking to us in the book of Haggai to consider our ways if things are going other way we are expecting. It says in **Haggai 1:5[[177]](#footnote-177)**--- Consider your ways”. The exploration of the inner world may enable you to finally understand why you are in that situation and why you have been doing things you were doing or even doing them even if what you are doing is not working for you.

This process will help one to remove the obstacles that has stood in one’s path to change. This insight at the deeper level can liberate one to move from the current path to another that will take you where one really want to go. Putting your past behind can be allowed by truly understanding your inner world instead of putting your past in front of you.

If your past is in front of you, it is not easy for you to see the blessing God has for you. The book of **Isaiah 43:18-19[[178]](#footnote-178)** says: Forget the former things, do not dwell on the past, see, Iam doing a new thing, now it spring up, do you not perceive it? I am making a way in the desert and streams in the wasteland.

* **Change Goals:**

These goals should identify what areas you want to change, how you will change them, and the ultimate outcome you want to achieve. When clear objectives of the changes you want to make are established, you are able to better focus your efforts and direct your energy towards those changes.

The leprosy men in the book of **2 Kings 7:3[[179]](#footnote-179)** wanted to achieve something because they realized that the need to do something for the environment they were to change. It says in **2 Kings 7:3-4[[180]](#footnote-180).** Now there were four men with leprosy at the entrance of the city gate.

They said to each other why stay here until we die. If we say we’ll go into the city the famine is there and we will die. And if we stay here we will die. So let’s go over to the camp to the Arameans and surrender. If they spare us, we live, if they, kill us, then we die.

The leprosy men explored their inner world and they realised that they are facing death sentence. They took the decision of facing their obstacles. Their obstacles were isolation, hunger, sickness, enemies, and death.

But death was going with the four obstacles that are hunger, and isolation, sickness and enemies. Their enemies were Arameans and they were going to kill them, hunger was one of their obstacles that can kill them if they do not get food. Their sickness, leprosy was a dangerous killer decease in those years and isolation was killing them spiritually because they had no one to share their problems with.

* **Action Steps:**

These are the steps that describe the particular actions one will take to achieve one’s change goals.

These steps give one the specific tools one need to out in the world in the present and to give one alternative action that counter one’s old baggage, habits, emotions and environment.

These steps may range from adhering to an exercise regimen to maintaining emotional control in a crisis situation to staying focused when surrounded by distractions.

Taking the step is one of the actions that people are afraid of. The leprosy men in the book of kings discussed above, decided on taking the step because, they knew that whether they stay or not they are still going to die. They decided on facing death, and facing their obstacles as it is.

* **Forks in the Road:**

A key to the change process involves recognizing the forks in the road when they appear because without seeing the forks in the road, you obviously can’t take the good road to make positive changes. This awareness is not as easy as it seems because all these years of obstacles has created a bias that can limit your field of vision causing you to miss the forks when you came across them.

It is not easy to recognize these forks in the road. They are sometimes realised when one has long past them. Unfortunately, because of the obstacles, one will still probably take the bad road at first but one day after something happened one will recognize that forks in the road as one approach it. You will probably take it but after this amazing thing happened you will never be the same person again.

The leprosy men face the forks on the road and decided to take it ion, but fortunately because of the plans of God, the forks turned to their advantages. The plans of God for their lives were to prosper them and not to harm them. These forks were also the advantages to the nation of Israel.

It must be well understood that realizing the forks in the road does not automatically means that you have made it. There are still setbacks and struggles you will encounter on the road of change. The good part is that on the road you will realize and see what a great road it is to be and it will encourage you to continue to resist baggage, habits, emotions and environment.

* **Three Ps:**

Making commitment to change is one of the difficult aspects of change because every time you miss the opportunity of commitment you ingrain to old habits and have to start all over again.

You must be patient because the change is difficult and it takes time. Patience is one element of the Fruit of the Spirit. The book of **Galatians 5:22[[181]](#footnote-181)** speaks about it and it says “But the fruit of the Spirit is love, peace, **patience,** kindness, goodness, faithfulness, gentleness, and self-control.

In other translations patience is longsuffering.

**The second P is Persistence:** This means you must keep vigilant and as the saying goes, “Keep on keeping on” in your journey to change. If you do not persist you will give up, persistence is endurance and endurance speaks more of determination.

One must be determined and not give up.

**The Third P is Perseverance:**

If you persevere, the ability to overcome setbacks is little. Perseverance helps you to be motivated of confidence enough. Martin Luther was the man who perseveres when he was striving for reformation of the gospel and there was a change.

Luther call to the church to change to return to the teachings of the Bible led to the formation of the newtraditions within.

Christianity and to the Roadman Catholic reaction to these movements. Luther’s contribution to western civilization even beyond the life of the Christian church. Luther’s translation of the Bible helped to develop a standard version of the German language and added several principles to the art of translation.

His hymns inspired the development of congregational singing in Christianity.

The arguments condemned greed and worldliness in the church as an abuse and asked for a theological disputation on what indulgences could grant. He did not challenge the authority of the pope to great indulgences in thesearguments. For the gospel to be where it is now he has to be patience, persistence and perseverance.

**The heart of a Servant**

We must not bypass the quality which so completely characterized the life of Jesus Christ, the quality of unselfish servanthood Jesus said, for even the Son of Man did not come to be served but to serve, and to give his life a ransom for many. **(Mark 10:45)[[182]](#footnote-182).**

Apostle Paul added to this focus when he wrote, each of you should be concerned not only about your interests, but the interest of others as well (Philippians 1:4).

But then pointing to the Saviour as our great example, he quickly added, you should have the same attitude toward one another that Christ Jesus had.

Servant living stands opposed to the primary concerns we see today where the focus of our culture and society is more on your own personal happiness and comfort.

**But what exactly is Servanthood?**

Servanthood is the state, condition or quality of one who loves as a servant. A Servant is first of all one who is under submission to another. For us it means submission to God first, and then submission to one another.

A Servant should meet the real needs of others or of the person he is serving. It means willingness giving of oneself to minister for and to others and to do whatever it takes to accomplish what is best for another.

**(Matthew 20: 24-28)[[183]](#footnote-183)** Christ shows us that the Body of Christ is the foundation the basis of service or servant-like ministry to others.

(**Matthew 23:11-12**) [[184]](#footnote-184)Greatness in God’s kingdom is never to be found in position or power or in the praise and opinion of men, but in service like service to others.

Servant- living will be rewarded in the future. The fundamental issue in living as servants, as those committed to meeting the needs of others is a deep down humility that is willing to pick up the servants towel regardless of one’s status or station in life.

Whether king or slave or free, rich or poor, strong or weak, brilliant or slow of mind, etc. in Christ god calls all Christians to live as servants serving others with the Lord Jesus as the perfect example of One who, though God of every God, took upon Himself the form of a servant.

When Jesus Christ came into the world, it was not to come into a wealthy man’s home where all material things n=might be His.

He was not born in Caesar’s home so that in due cause He might follow His father to the throne.

His status in life was that of a servant. A servant is characterized not so much as a person to be despised, but as someone without rights. A servant is to submit himself to the will of his master.

The real test of whether we are truly maturing and learning to become a Christ-like servant is how we act when people treat us like one.

* **Conditions that hinder Servanthood.**

1. **The desire for status or feel important is a tremendous barrier to biblical servanthood.**

We must know who are in Christ. We think that happiness will come when we are treated in a certain way, but that’s not the case for there will always be those who do not treat us like we want to be treated.

1. **A poor concept of one’s self-worth.**
2. **Self- centered living**

A lack of commitment and wrong priorities and pursuit which will leave little or no time for the Lord or ministry to others and the body of Christ.

**Thoughts on Developing the Heart of a Servant.**

1. Though being God of very God, He humbled himself by becoming true humanity and was found in the form of a bond servant (**Philippians 2:5-8)[[185]](#footnote-185)** and God highly exalted Him. (Vs. 9).
2. If we are really following the Lord, we will be seeking to serve men (Mark 10:45**), Luke22:27)[[186]](#footnote-186).**
3. In the Supreme act of service as our great High Priest, Christ offered Himself on the cross as the sacrifice for our sins (**John 13: 1**)[[187]](#footnote-187). True leadership is grounded in, love which must issue a service.
4. Facing the reality of our own weakness and need (**Col 3:16) (Ephesians 5:8)[[188]](#footnote-188)** Spirit filled life.
5. Two more companion elements to living as servant are surrender and sacrifice Romans **12:2, Romans 12:1-2).[[189]](#footnote-189)**

**Chapter twelve**

**Overview, Recommendations and concluding Remarks**

**Overview:** The general aim of the study was to investigate the cause of the poor leadership in the church in the Brits and surrounding areas in the North West Province.

Chapter one focused on the background of the problem under investigation. The problem was formulated and the purpose of the study was stated.

Chapter two: Examined the Biblical teaching on the keys to leadership, and the steps you have to climb, and it is also find that God is the only One who can evaluate someone to a leadership position.

**Recommendations:**

It is recommended that a spiritual leader must have self-knowledge.

The character of a Spiritual leader must be strong for development and leadership.

A leader must be competent and selfless, serving others. He or she must have a vision, and sacrifice other things for the vision, and mission God has for His kingdom

They must be servant and not rule and lord over the people God Almighty have entrusted them with, but instead serve them generously and with love and kindness.

**Concluding Remarks:**

It is imperative that leaders must know their calling and be willing to serve in their calling. God don’t look at your status. He need people with a willing heart to fulfill the great commission.

We must lay down the things of our old life and seek the kingdom of God first. We must not love the things of the world more than the things of God’s kingdom.

We must allow God to transform our lives so that we can grow into matured spirit-filled Godly, anointed leaders.

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**Appendix (Interview Schedule)**

**Questions for those who are in leadership and those who aspire to be leaders one day.**

(Please answer Yes or No next to the Question.)

1. Do you understand anything about leadership?
2. Is leadership still important today?
3. Will your lifestyle be affected by leadership?
4. Will leadership affect your relationship with your children?
5. Did God approve leadership?
6. Should Christians alone lead?
7. Should woman lead?
8. Does your belief have an effect on how you lead?
9. Do you have support from religious leaders and friends?
10. Will you like to be led by someone who doesn’t fear God?
11. Are you a person who can adjust fairly easily to change?
12. Is prayer important in leadership?
13. Is development and training important in leadership?
14. Do you like to maintain your involvement with your leaders?
15. Is anointed leadership the solution for the church and world today?
16. What else can you tell us about your understanding of leadership?

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1. Do you understand anything about leadership?

**Responses:**

**Respondent number 1**[Yes]

**Respondent number 2** [Yes]

**Respondent number 3** [yes}

**Respondent number 4** [Yes]

**Respondent number 5**[Yes]

**Respondent number 6** [Yes]

**Respondent number 7** [Yes]

**Respondent number 8**[Yes]

**Respondent number 9** [Yes]

**Respondent number 10** [Yes]

**Respondent number 11** [Yes]

**Respondent number 12** [Yes]

**Respondent number 13** [Yes]

**Respondent number 14** [Yes]

**Respondent number 15**[Yes]

1. Is leadership still important today?

**Reponses:**

**Respondent number 1**[Yes]

**Respondent number 2**[Yes]

**Respondent number 3**[Yes]

**Respondent number 4**[Yes]

**Respondent number 5**[Yes]

**Respondent number 6**[Yes]

**Respondent number 7**[Yes]

**Respondent number 8**[yes]

**Respondent number 9**[Yes]

**Respondent number 10**[Yes]

**Respondent number 11**[Yes]

**Respondent number 12**[Yes]

**Respondent number 13**[Yes]

**Respondent number 14**[Yes]

1. Will your lifestyle be affected by leadership?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

1. Will leadership affect your relationship with your children?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [Yes]

**Respondent number 8** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

1. Did God approve leadership?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes

**Respondent number 7:** [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

1. Should Christians alone lead?

**Responses:**

**Respondent number 1:**[No]

**Respondent number 2:** [No]

**Respondent number 3:** [No]

**Respondent number 4:** [No]

**Respondent number 5:** [No]

**Respondent number 6:** [No]

**Respondent number 7:** [No]

**Respondent number 8:** [No]

**Respondent number 9:** [No]

**Respondent number 10:** [No]

**Respondent number 11:** [No]

**Respondent number 12:** [No]

**Respondent number 13:** [No]

**Respondent number 14:** [No]

**Respondent number 15:** [Yes]

1. Should woman lead?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [No]

**Respondent number 8:** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

1. Does your belief have an effect on how you lead?

**Responses:**

**Respondent number 1:**[Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

1. Do you have support and help from religious leaders and friends?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

1. Will you like to be led by someone who doesn’t fear God?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14: [**Yes]

**Respondent number 15:** [Yes]

1. Are you a person who can adjust fairly easily to changes?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7**: [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

12. Will you embrace the changes that would come with leadership?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9**: [Yes]

**Respondent number 10:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

13. Do you think it would be better for you to keep trying to avoid leadership?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9: [**Yes]

**Respondent number 10: [**Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

1. Is prayer important in leadership?

**Responses:**

**Respondent number 1:** [Yes]

**Respondent number 2:** [Yes]

**Respondent number 3:** [Yes]

**Respondent number 4:** [Yes]

**Respondent number 5:** [Yes]

**Respondent number 6:** [Yes]

**Respondent number 7:** [Yes]

**Respondent number 8:** [Yes]

**Respondent number 9:** [Yes]

**Respondent number 11:** [Yes]

**Respondent number 12:** [Yes]

**Respondent number 13:** [Yes]

**Respondent number 14:** [Yes]

**Respondent number 15:** [Yes]

1. What else can you tell us about your understanding of leadership?

**Responses:**

**Respondent number 1:** Godly leadership is the only solution for the world.

**Respondent number 2:** Leadership is a process of being humble and acting in a way that is just and fair and being able to differentiate between right and wrong.

**Respondent number 3:** Leadership is a process the ability to anyone have in terms of leading people to Christ.

**Respondent number 4:** Leadership is a gift from God and God is the one who appoints leaders not man. You must also be filled with the Holy Spirit. The Holy Spirit will help you when you making decisions according to God’s will.

**Respondent number 5:** Leadership is obedience to God in relation to His church in a process of taking or leading them in a certain direction especially to his kingdom.

**Respondent number 6:** To fear God is the most important part in leadership. You will be able to follow His commandments and decrees not to use emotions.

**Respondent number 7:** Leadership is someone who will be leading people from a certain point to another point.

**Respondent number 8:** Jesus is our great leader, so we must follow the example of our great leader Jesus Christ.

**Respondent number 9:** My understanding of leadership is that after being called by God to lead his people into His kingdom.

**Respondent number 10:** It has a lot to do with credibility, then perfection. people should be able to trust you. It is important that a leader have the fruit of the Spirit, that it is visible in his or her life.

**Respondent number 11:** Leadership is about directing people in a relevant path especially in Christian perspective. Good leaders must have the following traits: Empathy, sympathy, close relationships with the Holy Spirit and fully equipped with the Word of God. Again a good leader sacrifices other things in order to fulfil the vision, and mission and purpose of God.

**Respondent number 12:** not much understanding on leadership.

**Respondent number 13:** A leader must have leadership skills to lead.

**Respondent number 14:** That in God comes great and good leaders which is a fact. Now this means any leadership that is not from God will not be good and effective.

**Respondent number 15:** Leadership is all about serving, and it is a process.

1. Lee Lucca and H. Ross [↑](#footnote-ref-1)
2. Proverbs 19:20-21 [↑](#footnote-ref-2)
3. Numbers 27:15-18 [↑](#footnote-ref-3)
4. Peter Drucker [↑](#footnote-ref-4)
5. 1Peter 5:7 [↑](#footnote-ref-5)
6. MI 3:2-4 [↑](#footnote-ref-6)
7. 1 Kings 2:5 [↑](#footnote-ref-7)
8. 1 Chronicles 13:1 [↑](#footnote-ref-8)
9. Jesus of Nazareth [↑](#footnote-ref-9)
10. Martin Luther King Jr [↑](#footnote-ref-10)
11. John F. Kennedy [↑](#footnote-ref-11)
12. Robert Dilenschneider, CEO of Hill and Knowlton [↑](#footnote-ref-12)
13. F. Kennedy [↑](#footnote-ref-13)
14. J. R. Miller [↑](#footnote-ref-14)
15. Robert Townsend [↑](#footnote-ref-15)
16. Dwight Eisenhover [↑](#footnote-ref-16)
17. Pieter Bruyn [↑](#footnote-ref-17)
18. Thomas Macauley [↑](#footnote-ref-18)
19. Andrew Carnegie [↑](#footnote-ref-19)
20. J.C Staehle [↑](#footnote-ref-20)
21. Ralph Waldo Emerson [↑](#footnote-ref-21)
22. Theodore Hesburgh [↑](#footnote-ref-22)
23. Charles H. Duel [↑](#footnote-ref-23)
24. Samuel Hoffenstein [↑](#footnote-ref-24)
25. Jack Paar line [↑](#footnote-ref-25)
26. Peter Drucker [↑](#footnote-ref-26)
27. George Bush prayed during Inaugural address of 1989 [↑](#footnote-ref-27)
28. Dr. Slamon [↑](#footnote-ref-28)
29. Ronald Perelman [↑](#footnote-ref-29)
30. Jim Rohn’s [↑](#footnote-ref-30)
31. Patricia Fripp [↑](#footnote-ref-31)
32. Jim Taylor [↑](#footnote-ref-32)
33. Paul Hornung [↑](#footnote-ref-33)
34. Jimmy Carter [↑](#footnote-ref-34)
35. Professor David W. Augsburger [↑](#footnote-ref-35)
36. Max De Pree [↑](#footnote-ref-36)
37. Columnist Whit Hobbs [↑](#footnote-ref-37)
38. Eugene b. Habecker [↑](#footnote-ref-38)
39. Stephen Covey, Author of the seven habits of highly effective people [↑](#footnote-ref-39)
40. Leonard Ravenhill [↑](#footnote-ref-40)
41. William Bernbach [↑](#footnote-ref-41)
42. Author Norman Vincent Peale [↑](#footnote-ref-42)
43. General George S. Patton [↑](#footnote-ref-43)
44. Ed Zore [↑](#footnote-ref-44)
45. John W. Gardner [↑](#footnote-ref-45)
46. Ecclesiastes 3:1 [↑](#footnote-ref-46)
47. General Douglas MacArthur [↑](#footnote-ref-47)
48. Harry Allen Overstreet [↑](#footnote-ref-48)
49. Martin Luther Jr [↑](#footnote-ref-49)
50. Benjamin Disraeli [↑](#footnote-ref-50)
51. John Lilly [↑](#footnote-ref-51)
52. Stephen Covey [↑](#footnote-ref-52)
53. Denis Waitley [↑](#footnote-ref-53)
54. Daniel H. Pink [↑](#footnote-ref-54)
55. Albert Schweitzer [↑](#footnote-ref-55)
56. Luke 19: 10 [↑](#footnote-ref-56)
57. Matthews 20: 28 [↑](#footnote-ref-57)
58. John 3: 17 [↑](#footnote-ref-58)
59. C. T. Studd [↑](#footnote-ref-59)
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61. 2 Timothy 2:15 [↑](#footnote-ref-61)
62. Galatians 5: 22-23 [↑](#footnote-ref-62)
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70. Reinhard Heydrich [↑](#footnote-ref-70)
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96. Exodus 20:12 [↑](#footnote-ref-96)
97. Ephesians 6:11 [↑](#footnote-ref-97)
98. 1 Timothy 3:4 [↑](#footnote-ref-98)
99. 1 Timothy 3:4-5 [↑](#footnote-ref-99)
100. Nero [↑](#footnote-ref-100)
101. Stalin [↑](#footnote-ref-101)
102. Hitler [↑](#footnote-ref-102)
103. Saddam Hussein [↑](#footnote-ref-103)
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107. 2 Corinthians 5:11 [↑](#footnote-ref-107)
108. Genesis 1:26 [↑](#footnote-ref-108)
109. 1 Timothy 3 [↑](#footnote-ref-109)
110. Church Planting Com. [↑](#footnote-ref-110)
111. Romans 16:3 [↑](#footnote-ref-111)
112. Philip 4:3 [↑](#footnote-ref-112)
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116. Mark 10:45 [↑](#footnote-ref-116)
117. Romans 15:8 [↑](#footnote-ref-117)
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