Leadership 113
LEADERSHIP PRINCIPLES AND SKILLS
Teacher's Manual

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OBJECTIVES

At the end of this course, the participants should:
- understand basic principles for effective leadership
- be familiar with skills and tools that can be useful in leadership challenges
- be inspired to grow as leaders and raise leaders

OVERVIEW

Session 1: Setting Personal Standards

Session 2: Relational Skills

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SESSION 1 – SETTING PERSONAL STANDARDS

INTRODUCTION

In the course entitled Christian Character (first semester), we examined the character required for Christian leadership. There is no sidestepping character on the path to godly leadership. Although it is possible to achieve a great deal through individual skill and abilities, a lack of character will ultimately undermine any success.

Without godly character, we will not become the leaders God desires. Sometimes, individual skills and abilities will allow us to achieve a certain measure of success. When this happens, it is easy to take the praise and think that we can do it on our own.

DEUTERONOMY 8:11-14,17,18 (NIV '84)
[11]*"Be careful that you do not forget the Lord your God, failing to observe his commands, his laws and his decrees that I am giving you this day. [12]Otherwise, when you eat and are satisfied, when you build fine houses and settle down, [13]and when your herds and flocks grow large and your silver and gold increase and all you have is multiplied, [14]then your heart will become proud and you will forget the Lord your God, who brought you out of Egypt, out of the land of slavery. . . . [17]You may say to yourself, 'My power and the strength of my hands have produced this wealth for me.' [18]But remember the Lord your God, for it is he who gives you the ability to produce wealth, and so confirms his covenant, which he swore to your forefathers, as it is today."*

We must never think that our own power and strength have produced our success. We must be willing to develop and improve our skills and abilities so that we can become effective leaders in God's kingdom.

The Importance of Core Values

1. Values are the core <u>convictions</u>[(1)] that make up the heart of a leader or organization. They motivate our behavior.

EXPLANATION

"A church should not be vision driven. It should be values driven and vision focused."[1]

Values are derived from God's Word. When the Bible says, *"all the believers were one in heart and mind,"* it was referring to their shared values (Acts 4:32, NIV '84).

"Values help us determine what to do and what not to do. They are the deep-

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[1] Aubrey Malphurs, *Ministry Nuts and Bolts*, p. 18

seated, pervasive standards that influence every aspect of our lives: our moral judgments, our responses to others, our commitments to personal and organizational goals. Values set the parameters for the hundreds of decisions we make every day." [2]

—Kouzes & Posner

EXPLANATION
A person's level of commitment to their principles and convictions will be evident in their behavior. Leaders are called to go beyond simple observance to a demonstration of self-sacrifice and courageous commitment to uphold these values.

2. Leaders set the standard for the organization by <u>adhering</u> [2] to its values.

EXPLANATION
Before we can lead others, we need to set an example that others will want to follow.

Leaders who are not clear about what they believe are likely to alter their position with every changing fad. The Bible warns against being tossed back and forth by the waves, and blown here and there by every wind of teaching (Ephesians 4:14, NIV '84).

3. Leaders set the standard for the organization by <u>consistently</u> [3] communicating its values.

EXPLANATION
A leader must ensure that everyone on the team and in the organization embraces its values. Without shared values, people will tend to drift and do what seems right in their own eyes. The result of this competing agenda is disunity and strife.

Moses inculcated shared values in the lives of his followers. This was an essential component of binding them together as a nation prior to their entrance to the Promised Land.

In Exodus 20:2-17, Moses received the Ten Commandments from God. Through the Ten Commandments, God expounded the moral law or values by which He required the Israelites to model their lives. These values defined them as a holy nation under God, and were essential to the fulfillment of His destiny on them as a group of people.

EXODUS 24:3,4

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[2] The Leadership Challenge (2nd Ed.), p. 212

[3]Moses came and told the people all the words of the Lord and all the rules. And all the *people answered with one voice and said, "All the words that the Lord has spoken we will do."* [4]And Moses wrote down all the words of the Lord. . . .

Moses first communicated the Lord's words and laws orally and the people affirmed their willingness to do everything the Lord said. Next, Moses wrote down these laws, built an altar, made sacrifices, and read the Book of the Covenant to the people (see verses 5-7). There was no room for confusion amongst the people. Their reaffirmation of obedience in verse 7 confirms their understanding: "We will do everything the Lord *has said; we will obey."*

Like Moses, leaders today need to take the time to ensure that their followers have understood the values that define them as a group of people under God. Just as Moses wrote down these laws, built an altar, made sacrifices, and read the Book of the Covenant, leaders need to communicate their values in verbal and written form, and then allow them to permeate the cultural artifacts that will help define their group, church, or organization.

> "For values to be truly shared, they must be more than advertising slogans: they must be deeply supported and broadly endorsed beliefs about what's important to us. Constituents must be able to enumerate the values and must have common interpretations of how those values will be put into practice."
>
> —Kouzes & Posner

EXPLANATION

Shared values do not result from laminated wallet cards, televised broadcasts, posters embellished with calligraphy, auditorium speeches, or executive roundtables. Shared values are instead the result of listening, appreciating, building consensus, and practicing conflict resolution.

> The Core Value of Trust

EXPLANATION

People want to follow those whom they can trust—leaders who live according to their own personal standards.

> 1. The foundation[4] of effective leadership is trust; it is the basis for every healthy relationship. It begins with the leader, and then radiates to every area of the organization.

EXPLANATION

Patrick Lencioni, in his book Overcoming the Five Dysfunctions of a Team, said that trust is the first quality needed to build an effective team. If that is true, then how does a leader build trust within his team? Lencioni and his team suggested several ways, but they may have missed the most important component of all. For a leader to cultivate trust in his team, he first must be trustworthy.

1 CORINTHIANS 4:2 (NASB)
In this case, moreover, it is required of stewards that one be found trustworthy.

Leaders must be trustworthy before they ask their followers to trust them. A leader's character must be such that people can trust him. Leading and following works right when leaders are trustworthy and followers trust.

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2. People trust leaders who listen to <u>God</u> [5] and who listen to them.

EXPLANATION

EXODUS 19:9 (NIV '84)
The Lord said to Moses, "I am going to come to you in a dense cloud, so that the people will hear me speaking with you and will always put their trust in you."

The traditional view of a leader who listens to God is one that has a special place where God speaks to him in a different way than He speaks to others. This elevates the leader to an unhealthy place of prominence. The current view of a leader who listens to God is one that listens to God talking to him through other people.

You develop trust in those you lead when you listen carefully to what they have to say. And listening to what they have to say does not mean waiting for them to talk, but soliciting their input on every important decision.

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3. People trust leaders who keep their <u>commitments</u> [6].

EXPLANATION

In his book Lessons from a Father to His Sons, Senator John Ashcroft writes: Until 1997, Michael Jordan, indisputably the leading player in the NBA for over a decade, was never the highest paid player. When asked why he did not do what so many other players do—hold out on their contracts until they get more money—Michael replied, "I have always honored my word. I went for security. I had six-year contracts, and I always honored them. People said I was underpaid, but when I signed on the dotted

line, I gave my word." Three years later, after several highly visible players reneged on their contracts, a reporter asked Michael once again about being underpaid, and he explained that if his kids saw their dad breaking a promise, how could he continue training them to keep their word? By not asking for a contract renegotiation, Michael Jordan spoke volumes to his children. He told them, "You stand by your word, even when that might go against you." His silence became a roar.

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4. Trust requires <u>vulnerability</u>[7], courage, and emotional energy. Trust produces security, tolerance, and creativity.

EXPLANATION
Team members who trust one another learn to be comfortable exposing their weaknesses and failures. People who trust one another do not engage in politicking.

There is always a risk as we become vulnerable, which is why vulnerability-based trust is difficult due to our inclination to self-preservation.

When people in a team trust one another, there is a greater chance that empathy and understanding will trump judgment and accusation in light of questionable behavior.

The Core Value of Authority

EXPLANATION
It is important to be aware that the enemy will do his utmost to erode these values at every opportunity.

1 PETER 5:8
Be sober-minded; be watchful. Your adversary the devil prowls around like a roaring lion, seeking someone to devour.

The way the enemy will erode core values is by undermining the foundation upon which they are built. In society today, it is evident that there is an erosion of traditional Judeo-Christian values taking place. Respect for authority is a particularly noticeable target of this erosion. Terms like dedication, commitment, submission, loyalty, and respect have almost become anathema to many, particularly among the youth.

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1. A leader's authority is derived from his or her <u>submission</u>[8] to delegated authority (Luke 7:8). Therefore, leaders should be under authority (Hebrews 13:17; 1 Thessalonians 5:12,13; 1 Peter 2:13,14,17; Romans 13:1).

EXPLANATION
LUKE 7:8
For I too am a man set under authority, with soldiers under me: and I say to one, 'Go,' and he goes; and to another, 'Come,' and he comes; and to my servant, 'Do this,' and he does it."

HEBREWS 13:17
Obey your leaders and submit to them, for they are keeping watch over your souls, as those who will have to give an account. Let them do this with joy and not with groaning, for that would be of no advantage to you.

1 THESSALONIANS 5:12,13
[12]We ask you, brothers, to respect those who labor among you and are over you in the Lord and admonish you, [13]and to esteem them very highly in love because of their work. Be at peace among yourselves.

1 PETER 2:13,14,17
[13]Be subject for the Lord's sake to every human institution, whether it be to the emperor as supreme, [14]or to governors as sent by him to punish those who do evil and to praise those who do good. . . . [17]Honor everyone. Love the brotherhood. Fear God. Honor the emperor.

ROMANS 13:1
Let every person be subject to the governing authorities. For there is no authority except from God, and those that exist have been instituted by God.

Leaders who are not under authority are a prime target of spiritual attack.

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2. Leaders must not <u>misuse</u>[9] the authority granted to them.

3. Disloyalty to godly authority develops in <u>stages</u>[10].

EXPLANATION
There are some key strategies that the enemy will use against leaders to breed disloyalty towards those in authority over them. Even Jesus faced disloyalty from those who had walked closely with Him. Judas did not just wake up one morning with an attitude of disloyalty towards Jesus. Instead, this unfaithful attitude developed through various stages before it fully manifested itself in betrayal (John 12:4). If he had checked this attitude during the early stages, it might never have become a problem.

The importance of sharing some of these principles of developing disloyalty is not to focus on the negative, but to provide a reference to keep a check on the attitudes of individual hearts.

The following attitudes can be indicators that a disloyal spirit is beginning to form.

• The desire for personal <u>recognition</u>[11] (3 John 9).

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3 JOHN 9
I have written something to the church, but Diotrephes, who likes to put himself first, does not acknowledge our authority.

• Holding on to and <u>gossiping</u>[12] about offenses (Hebrews 12:15).

HEBREWS 12:15
See to it that no one fails to obtain the grace of God; that no *"root of bitterness" springs* up and causes trouble, and by it many become defiled . . .

PROVERBS 16:28 (NIV '84)
A perverse person stirs up dissension, and a gossip separates close friends.

• Gathering <u>others</u>[13] who are discontent (2 Samuel 15:2-6).

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2 SAMUEL 15:2-6
²And Absalom used to rise early and stand beside the way of the gate. And when any man had a dispute to come before the king for judgment, Absalom would call to him *and say, "From what city are you?" And when he said, "Your servant is of such and* such a tri*be in Israel,"* ³*Absalom would say to him, "See, your claims are good and right, but there is no man designated by the king to hear you."* ⁴Then Absalom would *say, "Oh that I were judge in the land! Then every man with a dispute or cause might come to me, and I would give him justice."* ⁵And whenever a man came near to pay homage to him, he would put out his hand and take hold of him and kiss him. ⁶Thus Absalom did to all of Israel who came to the king for judgment. So Absalom stole the hearts of the men of Israel.

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4. There are times when disloyalty to delegated authority is <u>necessary</u>[14]. When a leader expects you to do something that violates God's Word or your conscience, you should disobey him or her.

EXPLANATION

Leadership requires personal preparation. Leaders cannot effectively lead others before the foundations of character and diligence have been laid in their lives.

In addition, leaders need to consider prayerfully the values on which they will base their personal and organizational vision and goals. These values are not only foundational to an ability to lead, but need to be embraced and shared by those who will follow leadership.

Finally, leaders need to maintain a right attitude towards those in authority over them and respect and honor them so that the enemy's plans to bring discord and strife can be resisted. A desire to lead cannot be driven by selfish motivation. It is necessary to check each heart against ungodly motives.

EPHESIANS 4:3 (NIV '84)
Make every effort to keep the unity of the Spirit through the bond of peace.

ACTIVITY

1. What are values? How do they affect the behavior of a leader? Give a specific example of how your values have shaped your behavior.
2. What are the core values of Every Nation? Which value is the easiest for you to embrace? Why?
3. What does it mean for a leader to be "under authority"? What are the biblical boundaries of this concept?

SESSION 2 – RELATIONAL SKILLS

INTRODUCTION

Leadership is ultimately a relational matter. Therefore, the greatest investment that leaders can make is in the lives of people.

Leaders need to learn to relate effectively with those they lead and acquire skills that will help the relationships last. An old Chinese proverb says, "If you are planning for a year, grow rice. If you are planning for twenty years, grow trees. If you are planning for centuries, grow men."

People do not follow programs; they follow leaders who inspire them. "People don't at first follow worthy causes. They follow worthy leaders who promote worthy causes." [3]

The emphasis in this session is on the leader-follower relationship, not the management skills of vision and organization. While these aspects of leadership are important, they ultimately depend on the strength of the leader's relationship with his followers.

Communicating

1. Communication is the <u>process</u>[(1)] of conveying understanding from one person to another. It is essential for unity.

EXPLANATION

"Nothing in life is more important than the ability to communicate effectively."[4]

Jesus communicated often and effectively with His team of disciples. For example, He realized that His coming crucifixion would leave His disciples feeling distressed and confused. Therefore, He prepared them for the coming test of their faith. He encouraged them to take heart and believe in His resurrection.

The following are some examples of this communication:

LUKE 9:44
"Let these words sink into your ears: The Son of Man is about to be delivered into the *hands of men."*
LUKE 18:31-33
[31]And taking the twelve, he said to them, *"See,* we are going up to Jerusalem, and everything that is written about the Son of Man by the prophets will be accomplished. [32]For he will be delivered over to the Gentiles and will be mocked and shamefully treated and spit upon. [33]And after flogging him, they will kill him, and on the *third day he will rise."*

Jesus also foretold His death using the Parable of the Tenants in Luke 20:9-16. Even after His death and resurrection, when His disciples were still confused, He took the time to communicate the necessity of His death in God's perfect plan. This is demonstrated on the conversation with two disciples on the Road to Emmaus:

LUKE 24:25,26

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[3] John Maxwell, The 21 Irrefutable Laws of Leadership p. 146

[4] Gerald Ford, Quoted in, John Maxwell, Developing the Leaders Around You, p. 57

[25]And he said to them, *"O foolish ones, and slow of heart to believe all that the* prophets have spoken! [26]Was it not necessary that the Christ should suffer these things and enter into *his glory?"*

Jesus took the time to communicate to His disciples because He cared about them. To alleviate their confusion and insecurity, He kept reminding them of the bigger picture—what they needed to understand and what they needed to do. Similarly, leaders will need to come alongside people and communicate to them within the framework of their world. It is important to identify with their ambitions, concerns, and needs, and to speak in a manner that makes sense to them.

In the example of the Tower of Babel (Genesis 11), the ability of people to communicate with one another unified them behind a common goal and motivated them to action. Once the Babylonian communication system was disrupted, the unity broke down and the project came to a standstill.

Communication is the lifeblood of an organization. If the flow of blood is cut off to the hand, the hand will become numb. If the flow is not restored, the hand will eventually be affected with gangrene and spread poison to the whole body.

Many organizations report that their number one problem is communication. When people complain about poor communication, they are usually referring to a lack of understanding, not a lack of memos, correspondence, or emails. Do not confuse the tools of communication with communication. For example, just because you send an email does not mean that understanding has occurred. After teaching some parables, Jesus asked His disciples, *"Have you understood all these things?"* (Matthew 13:51) Communication has not happened until understanding has occurred.

Without effective communication from the leader, followers will not have a sense of their individual roles and will often feel disconnected from the vision.

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2. Good communication requires good <u>listening</u> [2]. We improve our listening skills by asking open and searching questions, and listening for the feelings behind the words.

EXPLANATION
PROVERBS 12:15
The way of a fool is right in his own eyes, but a wise man listens to advice.

Communication involves speaking, and it involves listening. Leaders usually know they need to improve their speaking skills, but they rarely know they need to improve their listening skills.

Listening to what others have to say and appreciating their particular viewpoints demonstrate respect for others and for their ideas. This is particularly important before decisions are made.

"Each time you use their ideas and give them credit, they will feel valued, and they will be encouraged to keep contributing. This is one of the best ways to get them to start thinking creatively. They will also develop judgment and begin to understand the reasons why you use some of their ideas and choose not to use others . . . The critical aspect of this process is that you genuinely seek their advice and then listen to their views actively and positively. If you are simply going through the motions, your people will know it." [5]

Motivating

1. Motivation is inspiring followers from <u>within</u> [3].

EXPLANATION

A cliché within many organizational settings is "What gets rewarded gets done." As a result, many organizations try to motivate people to perform by means of extrinsic rewards—i.e. money, benefits, prestige, and position. However, there is another way of looking at motivation—"What is rewarding gets done." [6] This concept acknowledges that people need to be motivated intrinsically in order to be fulfilled and effective in their particular tasks. While this does not deny the necessity of providing equitable benefits and rewards for work well done, it does encourage leaders to learn why people want to excel.

In a research at the University of Chicago, intensive studies were conducted to explore the nature of activities that contain rewards within themselves. Jim Kouzes and Barry Posner reported their findings.

"They first analyzed such activities as rock climbing, dance, chess, and high school basketball. But since none of these is a so-called productive pursuit, they bridged the gap between leisure and work by also studying the work activities of people from all occupations—composers of music, scientists, surgeons, teachers, and others. They wanted to know what made an activity or a job enjoyable. What they discovered was that people enjoyed their chosen activity because of the pleasure they derived from the experience, and the pleasure they derived from using their skills. These reasons are purely intrinsic: we enjoy doing something because the doing of it is enjoyable. In contrast, the reasons that were most extrinsic—power, prestige, glamor—ranked last in the study." [7]

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[5] John Maxwell, Developing the Leaders Around You, p.115
[6] J.M. Kouzes and B.Z. Posner, The Leadership Challenge (2nd Ed.)
[7] Ibid., p. 41, 42

> People are motivated from within when they get to do the things they do best.

EXPLANATION

In 2003, Dr. Jim Harter (Gallup Organization) and Dr. Frank Schmidt (Iowa State University) asked 200,000 employees from 8,000 teams in 36 different organizations 12 questions. Some of the questions were: "Do you know what is expected of you at work?" "Do you feel your opinions count?" "Do you feel that someone cares about you at work?" "Do you feel a connection with the mission of the company?" After recording all the responses, they calculated which of the twelve questions showed the highest correlation between the five outcomes of: productivity, profitability, customer satisfaction, employee turnover, and safety records. The winner was: "At work do you have the opportunity to do what you do best every day?"

> 2. When confronted with motivational <u>roadblocks</u>[4], leaders must appraise the situation and communicate clear action steps.

EXPLANATION

A good example of how to overcome motivational roadblocks is found in Nehemiah's labor to rebuild the walls of Jerusalem. Nehemiah appraised the situation: *"You see the trouble we are in, how Jerusalem lies in ruins with its gates burned."*

Then he provided action appropriate steps: *"*Come, let us (Nehemiah involved himself in the solution to the problem) build the wall of Jerusalem, that we may no longer suffer derision.' And I told them of the hand of my God that had been upon me for good, and also of the words that the king had spoken to me.*"* (He encouraged the people through the inclusion of a personal testimony. Followers will be inspired by the personal commitment of a leader to be involved in the project.) The result was: *they said, "Let us rise up and build." So they strengthened* their hands for the good work. (Nehemiah 2:17,18)

"No good comes of minimizing the difficulties of the task. Difficulties must be faced fully. Leaders who fail to reveal to their followers the dangers and difficulties that lie ahead are not only foolish but also unethical. Followers deserve to know. More importantly, they need to know that the leader knows. It is not seeing the difficulties that prevents action but failing to see the resources. And the most immediate resource is a leader willing to go ahead in spite of the difficulties." [8]

Winston Churchill adopted this attitude during World War II. When Britain was at its lowest point in the war against Germany, he promised his nation nothing but "blood, toil, tears, and sweat." Yet this act of realism united the nation more than ever before.

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[8] J. White, Excellence in Leadership: The Pattern of Nehemiah, p. 43

Empowering

"Leaders have a choice: they can give their own power away to others, or they can hold onto it for themselves. Credible leaders choose to give it away in service of others and for a purpose larger than themselves." [9]

—Kouzes & Posner

EXPLANATION
CONTINUATION OF QUOTE: "They take the power that flows to them and connect it to others, becoming power generators from which their constituents draw energy."

"Leadership is not so much the exercise of power itself as the empowerment of others. Leaders are able to translate intentions into reality by aligning the energies of the organization behind an attractive goal." [10]

The following principles will help leaders to empower others.

1. Empowering leaders create <u>assignments</u>[5] that match talents with responsibilities.

EXPLANATION
1 PETER 4:10
As each has received a gift, use it to serve one another, as good stewards of God's varied grace . . .

God has given each person unique abilities. Leaders need to provide individuals with the opportunity to use these gifts in service of God without imposing unnecessary restrictions on their creativity (Numbers 4:47-49).

2. Empowering leaders delegate <u>responsibility</u>[6] and the opportunity to make decisions.

EXPLANATION
It is important that leaders train their followers to take on a greater degree of responsibility and provide them with enough leeway to make their own decisions.

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[9] Kouzes & Posner, The Leadership Challenge (2nd Ed.), p. 185
[10] Bennis & Nanus, Leaders: Strategies for Taking Charge (2nd Ed.), p. 224, 225

General George Patton Jr. (1885 –1945) was a senior officer of the United States Army who commanded the U.S. Seventh Army in the Mediterranean and European theaters of World War II, but is best known for his leadership of the U.S. Third Army in France and Germany following the Allied invasion of Normandy in June 1944. He said, "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity." [11]

People need to be given discretion and choice to take non-routine action in the accomplishment of their tasks and to exercise independent judgment. It should not always be necessary to check decisions with someone else as this can stifle creativity and flexibility.

For example, God allowed Solomon to make a choice. While God knew that Solomon would need wisdom from Him in order to lead the people of Israel effectively, He did not dictate the terms, but instead came to Solomon, "Ask what I shall give you" (2 Chronicles 1:7). God did not specify what he should ask for—despite the risk that he could succumb to the desire for riches or prestige instead. Leaders need to acknowledge that once they have nurtured younger leaders in the godly values that will help frame their choices in life, they need the freedom to act on their own initiative, unrestricted by petty rules and control.

Empowering others also involves the delegation of particular tasks and responsibilities. The Webster's 1828 Dictionary defines delegation in the following way: "to entrust (authority, power, responsibility) to a person acting as one's agent or representative." Delegation involves transferring work (along with the responsibility and authority necessary to do it) to someone else. Delegation has always been God's way of seeing that the work of the Kingdom was accomplished. In Genesis 2, God placed Adam in the Garden of Eden to tend and to keep it. The very first thing God did after creating man was to delegate authority and responsibility to him.

At the same time, people need to learn to be accountable in the areas of responsibility entrusted to them. Adam and Eve misused their delegated authority, and were ultimately disobedient to God. While there is always risk in assigning people authority and responsibility, it is a necessary aspect of their growth and development.

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3. Empowering leaders supply the __resources__ [7] so that others may develop their skills.

EXPLANATION

Leaders know that if people are to feel strong, they must develop their capacities. They also supply the resources and create the conditions that allow people to develop the power they need to do their jobs. In John 16, Jesus informed His disciples that He

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[11] George Patton, Quoted in John Maxwell, Developing the Leaders Around You, p. 101

would be leaving them. Although they were initially distressed at this news, Jesus assured them that it was to their advantage for Him to leave; only in His absence could the Holy Spirit empower them.

JOHN 16:5-7,15

[5]*"But now I am going to him who sent me, and none of you asks me, 'Where are you going?'* [6]But because I have said these things to you, sorrow has filled your heart. [7]Nevertheless, I tell you the truth: it is to your advantage that I go away, for if I do not go away, the Helper will not come to you. But if I go, I will send him to you. . . . [15]All that the Father has is mine; therefore I said that he will take what is mine and declare it to you."*

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4. Empowering leaders offer visible support[8].

EXPLANATION

Followers will need to be encouraged and given visible support as they take on new challenges and are stretched by their leaders. This support can take various forms. At times, it might entail providing people with the necessary resources to get their work done, or perhaps connecting them to other individuals who can help them accomplish their tasks. Alternatively, it might entail words of instruction and encouragement that will help the person to grow in their competencies.

The Apostle Paul's relationship to Timothy provides a unique picture of visible support from the leader. In Paul's letters, he encouraged Timothy in areas of insecurity (1 Timothy 4:12) and challenging him in areas of responsibility (1 Timothy 4:13-16). These letters empowered Timothy to grow in his calling as a leader in the early church and assured him of Paul's support and encouragement.

CONCLUSION

The book of Kings tells the story of King Rehoboam, son of Solomon. At the beginning of his leadership, the people of Israel asked him to lighten the heavy yoke that was upon them. When he consulted his father's elders, they advised him:

1 KINGS 12:7

And they said to him, "If you will be a servant to this people today and serve them, and speak good words to them when you answer them, then they will be your servants *forever."*

However, Rehoboam did not follow their advice but instead oppressed his people. His refusal to serve the people split the kingdom in two—the kingdom that his father and grandfather had worked so hard to build.

Christian leaders must serve people so that the people can develop and grow. "If you train a man, he will become what you are. But if you serve a man, the sky is the limit to

what he can become." The desire of a leader should be to help people become who God created them to be.

ACTIVITY

1. Why is it critical for leaders to have great relational skills?
2. What makes communication significant to relationships in the life of a leader?
3. How can listening be developed as a skill?
4. Describe a specific, practical way that leaders can motivate those they lead. Then explain what you personally plan to do to become a better motivator and how you hope it will make you a better leader.
5. What does it mean to empower others? What do you think prevents this from happening more often?

ASSIGNMENT

Set aside a day this week to focus on listening to people. Do not be a passive listener. Do not rest and wait for your turn to talk in conversations. Take time to listen and focus intently. Be intentional about asking great questions throughout the day. At the end of the day, evaluate how well you listened. In which area are you strong? Which area do you need to improve on? What kind of effort will this require from you moving forward?

SESSION 3 – TEAM BUILDING

INTRODUCTION

A successful leader is one who is able to mobilize a team around the fulfillment of an inspired vision.

Leadership is creating power from united effort by unleashing the power of teamwork.

DEUTERONOMY 32:30
How could one have chased a thousand, and two have put ten thousand to flight . . .

1. A team is a relatively <u>small</u>[^(1)] group of people who share common goals and the responsibility for achieving them.[^12]

Patrick Lencioni defines the term 'relatively small group of people' as between three and twelve.

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[^12]: Adapted from Patrick Lencioni, *Overcoming the Five Dysfunctions of a Team*

> The five foundations of a productive team are (according to Patrick Lencioni):
> • Trust
> • Conflict
> • Commitment
> • Accountability
> • Results

EXPLANATION

Productive teams trust one another, and are comfortable being vulnerable about their weaknesses and mistakes.

Productive teams engage in constructive conflict about issues that are critical to the organization.

Productive teams achieve commitment from everyone, even when various individuals initially disagree.

Productive teams hold one another accountable to the tasks and standards they commit to.

Productive teams place results above personal aspirations and status.

ECCLESIASTES 4:9-12
[9]Two are better than one, because they have a good reward for their toil. [10]For if they fall, one will lift up his fellow. But woe to him who is alone when he falls and has not another to lift him up! [11]Again, if two lie together, they keep warm, but how can one keep warm alone? [12]And though a man might prevail against one who is alone, two will withstand him—a threefold cord is not quickly broken.

"This Scripture provides key insights into the power of teamwork."[13]

> 2. Teamwork multiplies effectiveness[(2)] through the dynamics of synergy.

PROVERBS 27:17
Iron sharpens iron, and one man sharpens another.

EXPLANATION

Aristotle once said, "The whole is greater than the sum of the parts." This principle of synergy is especially true in the case of teamwork. An effective team can achieve more

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[13] Phillip Greenslade, *Leadership, Greatness, and Servanthood,* Baker Book House

than a similar number of individuals working independently. This is the power of synergy—the added energy that is released through people interacting effectively with each other.

DL Moody remarked that, "I would rather set ten men to work than to attempt to do the work of ten men, as some often do!"[14]

Teamwork is effective because God honors and blesses unity (Psalm 133:1,3).

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3. Teamwork ensures that members can cover each other's <u>weaknesses</u>[3] and failings.

EXPLANATION
"If they fall, one will lift up his companion."

PROVERBS 24:6
. . . for by wise guidance you can wage your war, and in abundance of counselors there is victory.

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4. Teamwork makes <u>decision-making</u>[4] more effective because of the combined wisdom of the team.

PROVERBS 11:14
For lack of guidance a nation falls, but many advisers make victory sure.

Teamwork from Genesis 11

The first mention of teamwork in the Bible provides the basic ingredients for a good team.

NOTE TO TEACHER
You can have your class turn their Bibles to this passage or just read it yourself. In the interest of time, you might not read it at all but just refer to it.

GENESIS 11:1-9
[1]Now the whole earth had one language and the same words. [2]And as people migrated from the east, they found a plain in the land of Shinar and settled there. [3]And they said *to one another, "Come, let us make bricks, and burn them thoroughly." And they had*

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[14] Andrew LePeau, *Paths of Leadership* (Downers Grove: IVP, 1983), 49.

brick for stone, and bitumen for mortar. ⁴*Then they said, "C*ome, let us build ourselves a city and a tower with its top in the heavens, and let us make a name for ourselves, *lest we be dispersed over the face of the whole earth."* ⁵And the Lord came down to see the city and the tower, which the children of man had built. ⁶And the Lord said, *"Behold, they are one people, and they have all one language, and this is only the* beginning of what they will do. And nothing that they propose to do will now be impossible for them. ⁷Come, let us go down and there confuse their language, so that *they may not understand one another's speech."* ⁸So the Lord dispersed them from there over the face of all the earth, and they left off building the city. ⁹Therefore its name was called Babel, because there the Lord confused the language of all the earth. And from there the Lord dispersed them over the face of all the earth.

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1. The first ingredient for effective teamwork is <u>communication</u>[5].

EXPLANATION
GENESIS 11:1
Now the whole earth had one language and the same words.

Good teams have effective, honest, clear, and regular communication. The leader should communicate with all team members, regularly reinforcing the vision, dealing with organizational issues, and receiving feedback from the team. Team members should communicate with each other to ensure that their efforts are streamlined. Problem issues should not be allowed to fester the minds of the members but should be addressed through open communication.

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2. The second ingredient for effective teamwork is a <u>common goal</u>[6].

EXPLANATION
GENESIS 11:3
Then they said, *"C*ome, let us build ourselves a city, with a tower that reaches to the heavens, so that we may make a name for ourselves and not be scattered over the *face of the whole earth."*

Teams are united by their common goal, which is why it is critical for the leader to have a clear vision and to communicate it effectively. Unless this occurs, people could have different visions of what should be achieved, leading to "division" in the team. In Philippians 2, Paul urges the Christians to come to a like-minded common purpose in order to be effective.

PHILIPPIANS 2:2

. . . complete my joy by being of the same mind, having the same love, being in full accord and of one mind.

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3.   The third ingredient for effective teamwork is <u>unity</u>[7].

EXPLANATION
GENESIS 11:6
And the Lord said, "Behold, they are one people, and they have all one language, and this is only the beginning of what they will do. And nothing that they propose to do will now be impossible for them.*"*

Unity is the glue that binds the team together and produces synergy. As mentioned earlier, God's blessing is on unity in the purposes of Christ's kingdom.
MATTHEW 18:19
"Again I say to you, if two of you agree on earth about anything they ask, it will be done for them by my Father in heaven."

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4.   The fourth ingredient for effective teamwork is the <u>will</u>[8] of God.

EXPLANATION
Because the builders in Babylon were not following God's will, the Lord resisted their work (Genesis 11:7-9).

The leader's spiritual enemies will try to destroy unity within a team by restricting communication, bringing division, and destroying unity. In order to preserve unity, the team must work on open communication and transparency. They must reflect the attitudes that Paul exhorted in Ephesians 4.

EPHESIANS 4:2
. . . with all humility and gentleness, with patience, bearing with one another in love . . .

Principles for Effective Team Building

1.   Choose the right <u>team members</u>[9].

EXPLANATION
Choosing the right team members is a critical skill of leadership. This reality is well supported in a research done by Jim Collins on building great organizations.

"If we get the right people on the bus, the right people in the right seats, and the wrong people off the bus, then we'll figure out how to take it someplace great."[15]

If you begin with "who" rather than "what," you can more easily adapt to a changing world.

If you have the right people, the problem of how to motivate and manage them largely evaporates.

If you have the wrong people, it does not matter whether you discover the right direction—you still will not have a great organization. Great vision without great people is irrelevant.
While this approach seems relatively simple, Collins found that very few organizations actually followed this approach. In contrast, many organizations followed what Collins called the "genius with a thousand helpers" model—i.e., a genius leader sets a vision and then enlists a crew of highly capable "helpers" to make the vision happen. However, because this strategy involved no real teamwork, when the genius left, the model fell apart.

Jesus' selection of the twelve illustrates this principle at work. From a large pool of disciples who were following Him, Jesus designated only twelve men who would become His apostles. This was such a significant decision that the Lord prayed all night to prepare for it. He did not choose His followers haphazardly. He made certain that He had "the right people on the bus" who would not fall apart after He had left.

LUKE 6:12,13
[12]In these days he went out to the mountain to pray, and all night he continued in prayer to God. [13]And when day came, he called his disciples and chose from them twelve, whom he named apostles . . .

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2. Align gifts and <u>roles</u>[(10)] in the team.

EXPLANATION
Each team member is uniquely gifted with certain abilities.

ROMANS 12:4-6
[4]For as in one body we have many members, and the members do not all have the same function, [5]so we, though many, are one body in Christ, and individually members one of another. [6]Having gifts that differ according to the grace given to us, let us use them: if prophecy, in proportion to our faith . . .

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[15] Jim Collins, Good to Great, p. 41

Each person on a team will be most content and productive when put into work situations suited to their ability and personality disposition. It is the leader's role to place each person in tasks most suited to them by matching key responsibilities to what intrinsically motivates them.

At the same time, each team member needs to see how their individual gifts contribute to the greater whole, so that their focus is not exclusively on personal fulfillment, but rather on how their contributions can further the success of the team. This will result in increased satisfaction and productivity and enhance interpersonal relationships between the leader and individual team members.

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3. Honor[12] individuals and treat them appropriately.

EXPLANATION
What a leader does will affect those he leads more than what he says. A person may forget ninety percent of what a leader says, but he or she will be significantly impacted by the behavior of the leader. It is important to treat team members with dignity and, thereby win their loyalty and commitment.

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4. Celebrate[13] team victories, both big and small.

EXPLANATION
As teams press through barriers, leaders should record signposts of success along the way to encourage the team to perseverance.

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5. Be wise in delegating responsibility[14].

EXPLANATION
In 1 Timothy 5:22, Paul cautions Timothy in "hastily laying-on hands" (i.e. entrusting responsibility to people). Paul cautioned Timothy to let a man prove himself before he can be appointed in ministry. Appointing leaders should not be done in a rush; time must season a man and his ministry.

There is a risk in giving people responsibility before they are ready, and in surrendering authority before it is appropriate.

Four Stages of Team Building

EXPLANATION

Groups of individuals typically progress through stages to form a team. The following are four generally recognized stages.

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1. The first stage is <u>forming</u>[15]. During this stage, there is limited understanding of individual roles, so the group relies on the leader for direction.

EXPLANATION

The leader's primary role during this stage is to orient members to the vision, mission, and goals of the organization, and to provide as much structure as possible.

Team building is important here—so things such as games and clarification exercises are useful. Do not assume that people know each other or are comfortable with each other.

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2. The second stage is <u>storming</u>[16]. During this stage, conflict develops as the group attempts to clarify roles.

EXPLANATION

The leader's primary role during this stage is to help members move constructively from conflict to a commitment.

Leaders may need to provide clarification or support to individual members if they are unsure or insecure about their own role within the group. Leaders need to ensure at this stage that nobody is being treated too harshly or unfairly.

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3. The third stage is <u>norming</u>[17]. During this stage, the group increasingly shares ideas, feelings, and feedback.

EXPLANATION

At this time, team members are generally happy to be a part of the group. They would be happy to do more work, or whatever it would take to get more involved.

The leader's primary role during this stage is to assign a lot of work to members of the group.

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4. The fourth stage is <u>performing</u>[18]. During this stage, group members achieve

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interdependence.

EXPLANATION

This means that they work well together, achieving more together than they would as individuals. In this stage, individuals are both task and maintenance orientated—this means that they get things done but also make sure that other individuals in the group are doing fine. By this point, the team has set itself clear goals and a lot is achieved.

The leader's primary role during this stage is to take a less active role and allow the group considerable autonomy.

In general, a leader will not need to do much in the performing stage but close attention needs to be paid to make sure that the group avoids the 'imploding' stage where people get irritated with each other and things start to go wrong. This involves talking to group members and solving small problems when they escalate.

Recommended Books on Teamwork by John C. Maxwell
- Teamwork Makes the Dream Work: Together We Can Do the Impossible
- The 17 Indisputable Laws of Teamwork: Embrace Them and Empower Your Team
- The 17 Essential Qualities of a Team Player: Becoming the Kind of Person Every Team Wants

ACTIVITY

1. Choose one of the principles of effective team building that you have experienced personally. What was the result of being on this kind of team? How can you improve in this area?

2. Choose one of the principles that you have never experienced and describe how the lack of this affected you. How did it make life more difficult or discouraging? What will you do differently next time?

3. Which of the stages of team building do you think is the most critical? What happens when this stage does not take place? How does it affect the other stages?

SESSION 4 – ORGANIZATIONAL SKILLS

INTRODUCTION
1 CORINTHIANS 14:33
For God is not a God of confusion but of peace. . . .

Vision, delegation of tasks, and decision-making help eliminate confusion within an organization.

While leaders should not allow organization to usurp the place of the Holy Spirit, they should neither allow disorganization to prevail because of "spiritual" excuses. Leaders must also be careful of taking on a worldly orientation in their approach to organization and results. "Christians can learn from the business world, but we must learn with our eyes open. Our goals differ and our resources are greater. So while we must share with business the quest for efficiency, we shall measure it by a different yardstick." [1]

1. Vision is the capacity to be <u>forward-looking</u> [(1)].

EXPLANATION
Leadership researchers Jim Kouzes and Barry Posner noted the following characteristics of vision. [2]

A vision is a picture of what could be.
Vision connotes a standard of excellence, an ideal. It implies a choice of values.
Vision expresses what makes something unique.

2. Vision comes from the future God has for us. God's ultimate <u>plan</u> [(2)] is the framework for all individual vision.

EXPLANATION
2 CORINTHIANS 4:18

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[1] John White, Excellence in Leadership: The Pattern of Nehemiah, p.31

[2] Kouzes, J.M. and Posner, B.Z., The Leadership Challenge, (2nd Ed.)

. . . as we look not to the things that are seen but to the things that are unseen. For the things that are seen are transient, but the things that are unseen are eternal.

Vision is preplanned.

EPHESIANS 2:10
For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them.

We must consider our past, the preparation we have received, the people we have known, and the things we have learned. These may give us insight in to the future that God has prepared for us.

Ed Sawy from the University of Southern California said, "We make sense of our world retrospectively, and all understanding originates in reflection and looking backward . . . We construct the future by some kind of extrapolation, in which the past is prologue, and the approach to the future is backward-looking."[3]

It was the vision of the eternal city and God's ultimate plan that inspired Abraham to pursue God's vision for his life.

HEBREWS 11:8-10
[8]By faith Abraham obeyed when he was called to go out to a place that he was to receive as an inheritance. And he went out, not knowing where he was going. [9]By faith he went to live in the land of promise, as in a foreign land, living in tents with Isaac and Jacob, heirs with him of the same promise. [10]For he was looking forward to the city that has foundations, whose designer and builder is God.

God has called each of us to participate in the greater purposes of His kingdom, and it is this vision that inspires us and gives meaning to individual vision.

> 3. Vision empowers us to overcome opposition.

HEBREWS 12:2
. . . looking to Jesus, the founder and perfecter of our faith, who for the joy that was set before him endured the cross, despising the shame, and is seated at the right hand of the throne of God.

> 4. Vision enables us to be single-minded.

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[3] ibid. p. 106

EXPLANATION
HEBREWS 11:25,26 (NIV '84)
[25]He chose to be mistreated along with the people of God rather than to enjoy the fleeting pleasures of sin for a short time. [26]He regarded disgrace for the sake of Christ as of greater value than the treasures of Egypt, because he was looking ahead to his reward.

Even though Moses understood that he would not receive what had been promised in this world, he was sufficiently grounded in the eternal plan of God to remain passionately in pursuit of God's greater purposes. His vision was given stability and focus by the Person and promises of God, and as a result he was not easily swayed by uncertainty and changing circumstances.

Vision directs us toward positive achievement. It builds on core purpose and provides a picture of what leaders want to achieve. It therefore provides the momentum to fulfill their purpose, and ensures that they are good stewards of the time God has given them on the earth.

PHILIPPIANS 3:12-14
[12]Not that I have already obtained this or am already perfect, but I press on to make it my own, because Christ Jesus has made me his own. [13]Brothers, I do not consider that I have made it my own. But one thing I do: forgetting what lies behind and straining forward to what lies ahead, [14]I press on toward the goal for the prize of the upward call of God in Christ Jesus.

Delegation

1. When we do not delegate, we limit[3] the vision to the amount of time we personally have available, and we hinder the development of others.

EXPLANATION
Moses was exhausted through serving the Israelites single-handedly. His father-in-law, Jethro, articulated the problem.

EXODUS 18:17,18
[17]*Moses' father*-in-law said to him, *"What you are doing is not good.* [18]You and the people with you will certainly wear yourselves out, for the thing is too heavy for you. You are not able to do *it alone."*

Jethro proposed that Moses select leaders, delegate his tasks, and share the load with them. This made Moses more effective; he could minister to the leaders and deal only with the people's most important issues.

Other people in the organization are not given the opportunities they need to grow and develop. This causes followers to become frustrated, and eventually reduce their commitment to the vision.

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2. The following attitudes and actions hinder effective delegation:

   • Clinging to control

EXPLANATION
Leaders often feel that there is too much risk involved in delegating work to others. People then feel useless and bored, while the leader is overworked.

   • Delegating responsibility before people are properly equipped for the task

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EXPLANATION
People must be taught properly and equipped to perform the task required. The leader must be convinced that people demonstrate the appropriate character.

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3. There are four criteria for successful delegation:

   • Clarity[4]: The person must have a clear description of the task and how it fits in the overall plan.

   • Responsibility[5]: The person must have genuine ownership of the task.

   • Authority[6]: The person must have the authority to fulfill the task.

   • Accountability[7]: The person must be accountable to the one who delegated the task.

Decision-Making

1. Good decisions require awareness[8] and decisiveness.

EXPLANATION

Leaders must collect adequate information and conduct careful analysis of all pertinent facts (awareness). Although, there is a place for spontaneity, important decisions generally should not be rushed, since they require adequate time for consideration.

Decisions should be communicated and implemented (decisiveness). There are few things worse than an indecisive leader who is afraid of making decisions because of the risks involved. Alternatively, do not make a decision and then only partially implement it. Once people's expectations have been raised and a particular line of action has been advocated, it is important to deliver on these promises. The leader's word should be trustworthy.

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2. Good decisions require <u>counsel</u>[9] from others (Proverbs 15:22).

PROVERBS 15:22
Without counsel plans fail, but with many advisers they succeed.

PROVERBS 24:6
. . . for by wise guidance you can wage your war, and in abundance of counselors there is victory.

PROVERBS 12:15
The way of a fool is right in his own eyes, but a wise man listens to advice.

PROVERBS 13:10
By insolence comes nothing but strife, but with those who take advice is wisdom.

PROVERBS 19:20
Listen to advice and accept instruction, that you may gain wisdom in the future.

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3. Good decisions usually result from:

    • Determining the <u>exact</u> [10] decision that must be made, and then setting a deadline for making it.

    • Obtaining the best <u>information</u> [11] you can within a reasonable time limit.

EXPLANATION

Ask questions. "Should I be the one making this decision?" "Who will be affected by this decision and should their advice be asked of?" "What will the impact of the decision be when they hear about it?" "Are there certain people who should not be consulted?"

• Accumulating multiple <u>alternatives</u> [12] through brainstorming, and evaluating the pros and cons of each alternative.

EXPLANATION

Think through the various options. Do not to be locked into one option early on. Be open, and come up with as many alternatives as possible.

• Involving others in the process.

EXPLANATION

Making the best decision will do little good if it is not accepted and carried out by the people involved. Most of the time, group decisions are best. Taking the time to have those affected help make decisions can be worthwhile, especially if their acceptance is needed for the decisions to be carried out. If leaders think an idea is theirs, they will support it better than if it is forced on them.

The involvement of others in key decisions is evident in the life of King David. When he wanted to bring the ark of the Lord back to Jerusalem, he first asked his leaders whether they agreed with this decision and then submitted it to the will of God.

1 CHRONICLES 13:1-3
[1]David consulted with the commanders of thousands and of hundreds, with every leader. [2]*And David said to all the assembly of Israel, "If it seems good to you and from* the Lord our God, let us send abroad to our brothers who remain in all the lands of Israel, as well as to the priests and Levites in the cities that have pasturelands, that they may be gathered to us. [3]Then let us bring again the ark of our God to us, for we did no*t seek it in the days of Saul."* All the assembly agreed to do so, for the thing was right in the eyes of all the people.

> • Deciding and then doing. Conditions always degenerate when needed action is delayed.

ACTIVITY

1. Why is planning critical for an organization? How do vision and planning work together? What happens when there is an abundance of one and a lack of the other?

2. Think of an important decision where you made a great choice. How did it meet the criteria in the lesson on good decision-making?

3. Think of a poor decision that you have made. What were the biggest differences between the bad decision and the good one? What did you learn from that experience? How has that changed the way you make decisions?

SESSION 5 – CONFLICT AND OPPOSITION

INTRODUCTION

In any leadership position, there will be opposition. This opposition can be internal, external, circumstantial, relational, personal, or organizational. But whatever the form, the goal is to derail the ministry from pursuing God's plans.

Effective leaders do not ignore conflict and difficulties. Instead, they learn to manage them by creating an environment that enables people to work through relational friction and tackle problems head-on.

Conflict Management

1. Although the word "conflict" usually carries a <u>negative</u>[1] connotation, conflict itself does not have to be negative.

Some disagreements are the result of sin (James 4:1,2), but others are simply the result of differences of perspective.

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2. Responses to conflict generally come under the categories of <u>escape</u>[2] and attack. People use escape responses when they are more interested in avoiding a conflict than in resolving it. Two escape responses are denial and flight.

EXPLANATION

Denial is pretending the conflict does not exist. This response brings only temporary relief and usually makes matters worse. For example, when Eli failed to discipline his own sons (1 Samuel 2:12-17, 22-25) they grew increasingly rebellious. Eli's failure led to a loss of credibility and ultimately to his own downfall.

Flight is running away. Although this approach is necessary in extreme circumstances, it usually postpones a proper solution. For example, Moses fled Pharaoh after killing a man, but he had to return eventually and face him.

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3. People use attack responses when they are more interested in <u>winning</u>[3] a conflict than in preserving a relationship. Two attack responses are intimidation and manipulation.

EXPLANATION

People with this mindset want to get their own way and win at all costs.

This may take the form of verbal attacks, gossip, or slander. It may progress to efforts that damage a person financially or professionally. Nehemiah experienced this when he tried to rebuild the walls of Jerusalem.

NEHEMIAH 4:1-3
[1]Now when Sanballat heard that we were building the wall, he was angry and greatly enraged, and he jeered at the Jews. [2]And he said in the presence of his brothers and *of the army of Samaria, "What are these feeble Jews doing? Will they restore it for* themselves? Will they sacrifice? Will they finish up in a day? Will they revive the stones out of the heaps of rubbish, and *burned ones at that?"* [3]Tobiah the Ammonite was *beside him, and he said, "Yes, what they are building*—if a fox goes up on it he will *break down their stone wall!"*

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4. The Bible commands us to display a <u>conciliatory</u>[4] response to opposition (Ephesians 4:2,3). Two conciliatory responses are confrontation and mediation.

EXPLANATION
EPHESIANS 4:2,3
[2]. . .with all humility and gentleness, with patience, bearing with one another in love, [3]eager to maintain the unity of the Spirit in the bond of peace.

Many disputes are so insignificant that they should be resolved by overlooking the offense and forgiving the person who has wronged the other.

PROVERBS 19:11
Good sense makes one slow to anger, and it is his glory to overlook an offense.

If a personal offense is too serious to overlook, it should be resolved through gracious confrontation. This can remove the root cause of the conflict and open the way for genuine peace.

Before confrontation, each party should thoroughly examine his own heart. Premature confrontation occurs when people see 'the speck that is in their friend's eye, but do not notice the log that is in their own eye' (Matthew 7:3-4). It is necessary to first "take the log out of your own eye, and then you will see clearly to take the speck out of your brother's eye." (7:5)

Begin a confrontation by first asking questions. Seek to understand the issues from their point of view before giving input. The motive must always be to better the relationship and the excellence of the project, not simply to express annoyance with another's behavior.

If two Christians cannot reach an agreement in private, they should ask one or more people to help them communicate more effectively and explore possible solutions. If they cannot come to a voluntary agreement on a substantive issue, they should appoint one or more arbitrators to listen to their arguments and render a binding decision to settle the matter.

Problem-Solving

EXPLANATION
Problem solving skills are needed to deal with outside opposition and circumstantial difficulties. The ability to solve problems was one of the distinguishing factors of Daniel's leadership.

DANIEL 5:12
. . . because an excellent spirit, knowledge, and understanding to interpret dreams, explain riddles, and solve problems were found in this Daniel . . .

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1. Define[5] the problem.

EXPLANATION
First, admit there is a problem. Researchers of organizational effectiveness have shown that the ability to "confront the brutal facts" is a key step in the process of building a great organization.

Example:
At a local retail store, customers have complained about cash register operators, claiming that the cashiers were "not very helpful," and "they weren't paying attention to what I asked for." Several complaints noted that cashiers were "more interested in chatting amongst themselves than answering my questions."
After being directed to "do something about this," by her manager, Mary, the supervisor developed a rule that stated, "cashiers on-duty may not talk to one another when customers are present." She informed her boss of the new policy, circulated it to her cashiers, and felt that the issue had been adequately resolved. The following week, Mary was called into her boss's office to explain why customer complaints about unhelpful cashiers were still "rolling in."

This unfortunate situation existed because Mary had misidentified the problem (cashiers talking amongst themselves in front of the customers) and then applied an ineffective solution (no-talking policy). If the supervisor had done some additional exploration regarding the problem and asked the question "Why are the cashiers perceived as unhelpful and chatting amongst themselves rather than helping the

customer?", her research would have determined that the cashiers had not been adequately trained in customer service standards and expectations. They weren't aware of how they should greet the customers or how they should deal with customer requests.

If the supervisor had correctly identified the problem – a lack of customer service training for the cashiers was resulting in poor customer service at the point of checkout, she would have implemented a different (and more appropriate) solution.[16]

Make sure "symptoms" do not get confused with the real problem. Many problems are never solved because they are poorly defined.

NOTE TO TEACHER
The five-fold process is illustrated by the following event in the life of the early church.

As the early church grew, the disciples were faced with various problems that required their attention and leadership.

ACTS 6:1,3,4
[1]Now in these days when the disciples were increasing in number, a complaint by the Hellenists arose against the Hebrews because their widows were being neglected in the daily distribution. [2]And the twelve summoned the full number of the disciples and said, "It is not right that we should give up preaching the word of God to serve tables. [3]Therefore, brothers, pick out from among you seven men of good repute, full of the Spirit and of wisdom, whom we will appoint to this duty. [4]But we will devote ourselves to prayer and to the ministry of the word."

The apostles defined the problem. The apostles recognized the need to curtail strife and distribute the food fairly. Yet they would not neglect the ministry of the Word to wait on tables.

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2. Articulate the cause[(6)] of the problem.

EXPLANATION
If you do not identify the cause of the problem, it will recur.

The apostles articulated the cause of the problem: they could not fulfill every ministry responsibility—they needed to delegate some of the work to emerging leaders.

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3. List possible solutions[(7)] and choose the best alternative.

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[16] http://www.mwftr.com/SD1415/B1221_Widdel_Problem%20Identification_EXAMPLE.pdf

EXPLANATION

Involve those affected by the problem in this step. They will be able to help with possible solutions.

PROVERBS 11:14 (NASB)
Where there is no guidance the people fall, but in abundance of counselors there is victory.

Ask questions about this alternative. Does this solution violate a biblical truth or principle? Does the solution meet the needs of those affected? Will the people support this solution? Will other problems be created by this solution?

The apostles listed possible solutions. The apostles consulted people who were a part of the solution to this problem. They gathered all the disciples together. They then proposed that other potential leaders be selected. This proposal pleased the whole group.

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4. Delegate <u>action</u>[8] and begin implementation.

EXPLANATION

A decision does not solve the problem, action does. Delay worsens the problem.

The apostles delegated action and began implementation. The selection process of these new leaders was delegated to the other disciples who had been a part of this problem-solving process.

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5. Evaluate <u>progress</u>[9].

EXPLANATION

Monitor each step of implementation to make sure it is solving the problem. Solution on paper does not always work in practice.

The apostles evaluated the progress. After the disciples had selected the new workers, they submitted their decision to the twelve apostles. The problem was solved so effectively *"the word of God continued to increase and the number of the disciples multiplied greatly."*

Handling Opposition

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1. We must be aware of the opposition of the <u>enemy</u>[10], who will use various means to undermine and destroy us.

1 PETER 5:8,9

[8]Be sober-minded; be watchful. Your adversary the devil prowls around like a roaring lion, seeking someone to devour. [9]Resist him, firm in your faith, knowing that the same kinds of suffering are being experienced by your brotherhood throughout the world.

2. To ensure that we are not drawn off-course, we need to build three types of walls of protection.

   • A <u>spiritual</u>[11] wall is built through God's presence, created through praise, prayer, and reading the Word.

EXODUS 14:19, 20

[19]Then the angel of God who was going before the host of Israel moved and went behind them, and the pillar of cloud moved from before them and stood behind them, [20]coming between the host of Egypt and the host of Israel. And there was the cloud and the darkness. And it lit up the night without one coming near the other all night.

2 CHRONICLES 20:21-24

[21]And when he had taken counsel with the people, he appointed those who were to sing to the Lord and praise him in holy attire, as they went before the army, and say, *"Give thanks to the Lord, for his steadfast love endures forever."* [22]And when they began to sing and praise, the Lord set an ambush against the men of Ammon, Moab, and Mount Seir, who had come against Judah, so that they were routed. [23]For the men of Ammon and Moab rose against the inhabitants of Mount Seir, devoting them to destruction, and when they had made an end of the inhabitants of Seir, they all helped to destroy one another. [24]When Judah came to the watchtower of the wilderness, they looked toward the horde, and behold, there were dead bodies lying on the ground; none had escaped.

Passion, faith, and intimacy with God build a formidable wall to stop the incursions of the enemy into our lives. When a leader confesses, meditates on, and reads the Word of God, his faith is built up and his conscience is sensitized to the Holy Spirit's conviction. Through prayer and waiting on God, burdens are lifted and strength is renewed. At the very foundation of a dynamic relationship with God is the discipline of spending time in prayer and the Word every day.

> • <u>Relational</u>[(12)] walls are built through open and genuine relationships with people we trust.

EPHESIANS 6:14
Stand therefore, having fastened on the belt of truth, and having put on the breastplate of righteousness . . .

> • <u>Personal</u>[(13)] walls are built through ongoing character development.

2 PETER 1:5-9
[5]For this very reason, make every effort to supplement your faith with virtue, and virtue with knowledge, [6]and knowledge with self-control, and self-control with steadfastness, and steadfastness with godliness, [7]and godliness with brotherly affection, and brotherly affection with love. [8]For if these qualities are yours and are increasing, they keep you from being ineffective or unfruitful in the knowledge of our Lord Jesus Christ. [9]For whoever lacks these qualities is so nearsighted that he is blind, having forgotten that he was cleansed from his former sins.

ACTIVITY

1. Which of the escape or attack responses have you employed at least once in your life? Why? What have you done or what are you doing in order to change this?

2. What are the conciliatory responses that we recognize from Scripture? If you have employed one of these, how did it affect the conflict or crisis that you were in?

3. Choose one of the steps for problem-solving and describe how the early church modeled the solution. Then give a specific example of how you plan to improve your own problem-solving abilities through this step.

SESSION 6 – LEADERSHIP DEVELOPMENT

INTRODUCTION

One of the goals of godly leadership is to make other people great.

Leaders must be able to develop future leaders. If leadership development is not a primary aspect of a leader's responsibilities, their ministry's growth will be limited by

their time and abilities. They will not be able to leave a legacy for the future generations.

Jesus developed leaders so that they would continue the work that He had begun. Paul passed his leadership skills on to Timothy (2 Timothy 2:2). Even business leaders stress the need to develop leaders.

Peter Drucker wrote: "An organization that is not capable of perpetuating itself will fail. It has to provide the men today who can run it tomorrow. It has to renew its human capital."[17]

Sam Palmisano (IBM's CEO) said, "I talk to CEO's all over the world and I can't name anyone who doesn't think leadership development is core and essential."

Steven Reinemund (PepsiCo's CEO) said, "If people don't grow, the company doesn't grow."

Rudolph Giuliani wrote, "Leadership does not simply happen. It can be taught, learned, developed."[18]

"If we assume that leadership is learnable, we can discover how many good leaders there really are, and new leadership can be exhibited on behalf of the school, the church, the community, the agency, the company, the union, or the family. Somewhere, sometime, the leader within each of us may get the call to step forward."[19]

THREE IMPORTANT CATEGORIES OF TRAINING

There are three categories of skills that need to be inculcated in future leaders.

Training

1. <u>Character</u>⁽¹⁾

EXPLANATION

Leaders will lead based on who they are, what they have learned from God, and what their experiences have been.

• Good character is essential for leadership (Titus 2:7,8).

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[17] Peter Drucker. *The Effective Executive,* p. 56
[18] R.W. Giuliani, Leadership, p. xii
[19] Kouzes & Posner, The Leadership Challenge, p. 323

EXPLANATION

TITUS 2:7,8

[7]Show yourself in all respects to be a model of good works, and in your teaching show integrity, dignity, [8]and sound speech that cannot be condemned, so that an opponent may be put to shame, having nothing evil to say about us.

Ask yourself the following questions. Do you have integrity? Do you follow through with commitments? Are you consistent in what you say and do?

• Good character produces confidence (2 Timothy 1:7,8).

EXPLANATION

2 TIMOTHY 1:7,8 (NIV '84)

[7]For God did not give us a spirit of timidity, but a spirit of power, of love and of self-discipline. [8]So do not be ashamed to testify about our Lord, or ashamed of me his prisoner. But join with me in suffering for the gospel, by the power of God . . .

The future success of a leader depends largely on his ability to win the respect of others. Confidence in a leader helps the leader influence his organization to gain support for initiatives, to admit it when a mistake is made, to concede to better ideas of others, and to stand strong even for an unpopular decision.

The following are suggestions for developing confidence:
- Take calculated risks.
- Do not fear highly competent colleagues.
- Volunteer for challenging work.

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2. Intellectual[2] skills

EXPLANATION

Here's Solomon's prayer to God in 2 CHRONICLES 1:10:

"Give me now wisdom and knowledge to go out and come in before this people, for *who can govern this people of yours, which is so great?"*

• Problem-solving is an intellectual skill.

The following are techniques that can help a leader develop his problem-solving skills.
1. Deal with simple problems quickly.
2. Solve multiple problems with a single solution.
3. Seek simple solutions.

- Creativity is an intellectual skill.

The following may be used for increasing a leader's creativity.
1. Encourage constructive criticism.
2. Continually learn and explore.
3. Regularly work in different environments, and experience new people and different ways of doing things.

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3. Relational [3] skills

   Communication is one of the most difficult leadership skills to master.

EXPLANATION

Communication is a leadership competency that has received a great deal of attention, as it is a vital component of leadership success. Leaders must be able to communicate on a one-to-one basis, but must also be able to deliver presentations, lead meetings, address groups, and face the public. Several tips for effective communication include:
1. Organize your thoughts in advance.
2. Adapt to your audience.
3. Listen carefully to what others are saying—do not just air personal views.

The Leader as Mentor

1. Mentorship is a process in which an individual with greater experience [4] imparts his or her expertise to another person through relationship and active coaching.

2. Mentoring is concerned with long-term [5] development of increased performance in the life of the person being mentored.

3. The mentoring relationship is a partnership [6] founded on trust and mutual respect.

EXPLANATION

The mentoring relationship is open and honest, with the mentor free to speak to the protégé as an advisor, coach, and counselor.

The most effective mentors are themselves mentored. In leaders' lives they should seek to have an apostle Paul (one who mentors them), a Timothy, (one who they mentor), and a Barnabas (one who is a covenant friend at the same place as they are who will keep them accountable in all they do).

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4. The following are some of the skills that mentors need to develop.

   • The mentor needs to <u>listen</u>[7] to what a potential leader is saying.

   • The mentor needs to give constructive <u>feedback</u>[8] to a potential leader about his or her progress or mistakes.

   • The mentor needs to <u>confront</u>[9] an issue and challenge a potential leader regarding attitudes and actions.

   • The mentor needs to <u>influence</u>[10] by being a good example.

Biblical Examples of Mentorship

1. The example of the Apostle Paul

   Paul understood the crucial role of mentoring in leadership development (1 Thessalonians 1:5,6).

EXPLANATION

He stayed in close enough relationship with others to enable them to follow his example and eventually become leaders in their own right.

1 THESSALONIANS 1:5,6
[5]. . . because our gospel came to you not only in word, but also in power and in the Holy Spirit and with full conviction. You know what kind of men we proved to be among you for your sake. [6]And you became imitators of us and of the Lord, for you received the word in much affliction, with the joy of the Holy Spirit . . .

Paul did not just preach the gospel message and leave the early believers to fend for themselves—he lived with them so that he could develop their character to become more like Christ.

The true testimony to Paul's mentorship abilities is seen in the leadership abilities that emerged in this young group of believers. Later in this passage, he acknowledged that those he had mentored had in turn become leaders.

1 THESSALONIANS 1:7,8
[7]. . . so that you became an example to all the believers in Macedonia and in Achaia. [8]For not only has the word of the Lord sounded forth from you in Macedonia and Achaia, but your faith in God has gone forth everywhere, so that we need not say anything.

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2. The example of Moses and Joshua

    Moses taught Joshua and gave him specific leadership assignments (Deuteronomy 31:7,8).

EXPLANATION

Joshua was one of the spies Moses trusted to explore the land that God had promised the Israelites. Only he and Caleb finished the assignment with a good report. Joshua continued to learn from Moses' training and leadership throughout the years of wandering in the desert. Moses mentored Joshua through the example of his life and prepared him for the role God had destined for him. As the time drew near for Joshua to succeed Moses' leadership, Moses ended this mentoring relationship through some final words of exhortation and instruction. These words demonstrate the responsibility that Moses felt in handing over leadership to his protégé.

DEUTERONOMY 31:7,8
[7]Then Moses summoned Joshua and said to him in the sight of all Israel, "Be strong and courageous, for you shall go with this people into the land that the Lord has sworn to their fathers to give them, and you shall put them in possession of it. [8]It is the Lord who goes before you. He will be with you; he will not leave you or forsake you. Do not fear or be dismayed."

ACTIVITY

1. Why is ongoing leadership development so critical? What happens to an organization when this is not happening?
2. What are the three categories of skills that need to be inculcated in leaders? Which of these categories is your strongest? Which category is your weakest?
3. What can mentors do to develop these skills in leaders? How have you developed these as a mentor? How have your mentors developed these skills in you?

4. Which biblical mentor is the most helpful in your own development? Why?

ASSIGNMENT

If you do not already have one, pray and ask God to bring a mentor in your life. Talk to pastors or leaders and ask them to help you find a mentor to develop you. Also pray about becoming a mentor to a younger person in your church, and again, ask your church leadership team to lead you in this process.