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This work has been prepared as seminar notes to for three short seminars to youth leaders within the Christian Church. Please note that as it is only designed for three short seminars, thus many leadership attributes required for the successful leader are omitted (discipline, organizational culture, development of leadership theory, etc). The Local church is considered the most complex of organization for two main reasons. Firstly, a church has two distinct and in some sense opposing views. (1) Serve the world to win them to Christ (to send people), (2) Building up individuals (to grow and develop). Secondly, the church is often largely a collection of volunteers with individual needs and objectives. In spite of these issues people naturally seek, Godly and capable leaders to provide vision, insight, direction, and wisdom for society. The world is crying out for people to follow, and sadly most people lack the wisdom to make choices with eternity in mind, thus the Christian leader bears firstly a great responsibility, and secondly a great challenge.

As Callahan quite correctly argues many of the management and leadership ideas in the 80's and 90's have shown a transition from a philosophy of materialism to one of humanism. The reader needs to distinguish clearly between holding a philosophy of humanism, which celebrates the unique capacity of the human and human discovery through education and science, and theism, which seeks to explore the creative capacity of man given to him as part of God's image. In order to be obedient to God's command to subdue and rule over the earth (Gen 1:28) man must learn and develop to be the best that one can be, using all that God has given him to bring glory to God. It is therefore appropriate to draw from management scholars where their contribution finds support from scripture, and avoid teaching, which does not bring glory to God.

The need for leaders is significant, and thus we must make every effort to develop firstly ourselves, then our brothers and sisters to be all that God intends.

Eph 4:11-13

*1 It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, 12 **to prepare God's people for works of service**, so that the body of Christ may be built up 13 until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.*

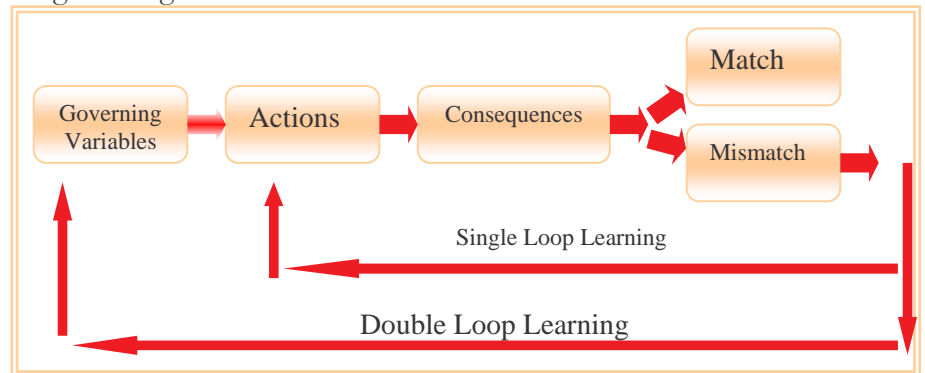
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I. THE SERVANT LEADER

A. A Devotion to Personal Development

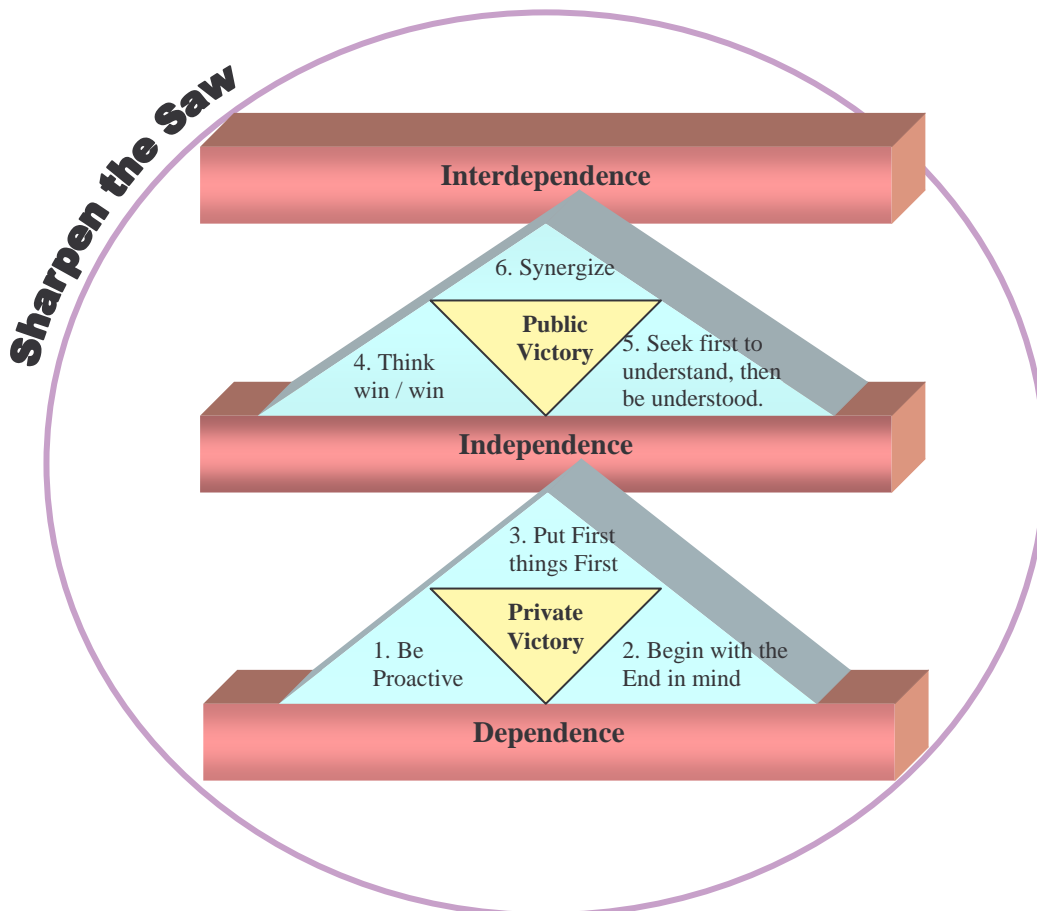
Serenity Prayer
*God, grant me the serenity
 To accept the things I can not change,
 Courage to change the things I can,
 And wisdom to know the difference.*

1. A commitment to life long learning



Argyris, 1992, 68

2. A commitment to life long development

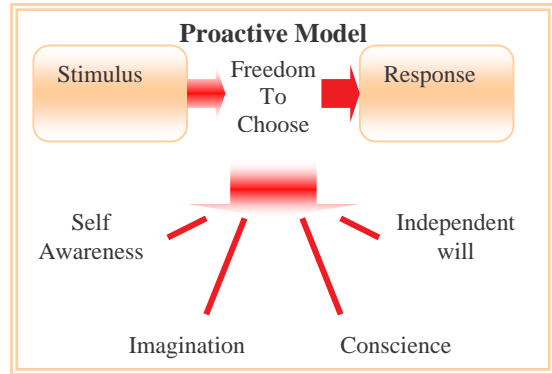


Covey, 1990

The Seven Habits

1. Being proactive vs being reactive

- a. Humans are responsible for our own lives. Our behavior is a function of our decisions, and not to be blamed on our environment.
- b. We have the Freedom to Choose. Stimuli – Freedom to choose – Response
Freedom to choose incorporates Self-awareness, Imagination, Conscience, Independent will.
- c. Recognizes our responsibility to make things happen.
- d. Being proactive concentrates our effort our circle or sphere of influence and not our circle or sphere of concern. If we focus on what we can influence then we will increase our influence. If we focus on our concern we will reduce our influence.



Covey, 1990, 71

Learning Point:

- 1. Choose a problem from your life that is frustrating for you. Determine whether you have direct or indirect control over the problem. What can you choose to do about your behavior that will impact positively on the problem.

- i. _____
- ii. _____
- iii. _____
- iv. _____

2. Begin with the End in Mind

- Purpose (why on earth am I here for)
- Vision (what would Jesus do in my place)
- Core Values

The center or basis of all your decisions will effect all areas, what is the center of our lives, friends, church, children, work, spouse?

Center	Security	Guidence	Wisdom	Power
Spouse Centered	Your feelings of security are based in the way your spuse treats you	Your direction comes from the wants and needs of your spouse	Perspective is based on those things that positively or negatively influence your spouse	Power to act is limited to the weakness of your spouse
What is my center?				

3. Put First things First

	Urgent	Not Urgent
Important	Crises Activities, Problems, Deadlines	Prevention activities, planning, recognizing new opportunities, recreation, building relationships.
Not Important	Interruptions, Some calls, some mail, some meetings, popular activities	Trivia, busy work, some reports, time wasters, pleasant activities

Time Management –(refer Addendum 1)

4. Think Win / Win or No Deal!

Loose / Loose	Loose / Win
Win / Loose	Win / Win

5. Seek First to Understand then be Understood

- Listening is one of the poorest skills of modern management
- Probing, evaluating, advising or interpreting are responses by someone who is not listening
- Effective listening understands the thoughts and feelings behind what is said not just the words that are said
- Build the *Emotional Bank* account – The five love languages

6. Synergise

- Think team
- Understand the gifts and talents within your team
- Utilize strengths

7. Sharpen the Saw

- Balance to life, spiritual, mental, social, and physical
- The upward spiral, Learn, Commit, Do

B. The Top Down Leadership – Hierarchy

Mark 10:42-45

42 Jesus called them together and said, "You know that those who are regarded as rulers of the Gentiles **lord it over them**, and their high officials exercise authority over them. 43 Not so with you. Instead, whoever wants to become great among you **must be your servant**, 44 and **whoever wants to be first must be slave** of all. 45 For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."

NIV

Eph 4:11-13

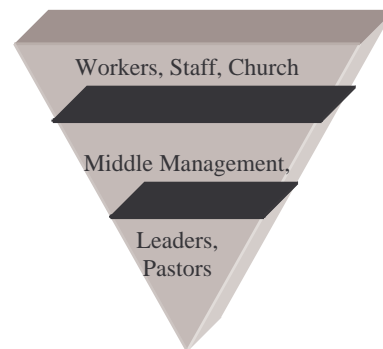
11 It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, 12 to prepare God's people for works of service, so that the body of Christ may be built up 13 until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.

NIV

Gentile View of leadership



Christian View



Ezekiel 34:

- ★ The leader should not exploit those who work under him (vs 2)
- ★ The leader should look for ways to serve those under him (vs 2)
- ★ The Christian leader does not demonstrate a hierarchical position (vs 4)
- ★ The leader should serve willingly and eagerly
- ★ The leader should exhibit such a spirit that people willingly follow

C. People are What Matters to God – Humility

Gen 1:26-27

26 Then God said, "Let us make man in our image, in our likeness, and let them rule over the fish of the sea and the birds of the air, over the livestock, over all the earth, and over all the creatures that move along the ground."

27 So God created man in his own image,
in the image of God he created him;
male and female he created them.

NIV

Phil 2:2-4

3 Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. NIV

Definition of Humility – *Think of God first, others second, and self last.*

D. Individuals are God’s Partners - Security

Abrahamic Covenant Gen 12:1-3 (God will bless you, in order to bless others)

Ezek 22:30-31

30 "I looked for a man among them who would build up the wall and stand before me in the gap on behalf of the land so I would not have to destroy it, but I found none. 31 So I will pour out my wrath on them and consume them with my fiery anger, bringing down on their own heads all they have done, declares the Sovereign LORD."

NIV

II. BUILDING CREDIBILITY WHICH LEADS TO GODLY INFLUENCE

A. Credibility and Influence

1 Thessalonians 5:11

“Therefore encourage one another and build each other up, just as in fact you are doing.”

NIV

Hebrews 6:12

“that you do not become sluggish, but imitate those who through faith and patience inherit the promises.”

NKJV

With all of our energy, we are to pursue God and His will, imitating those strong in the faith that we may obtain the promises that await us.

1 Corinthians 11:1

“Imitate me, just as I also imitate Christ.”

NKJV

We are called to be godly influences on those people around us.

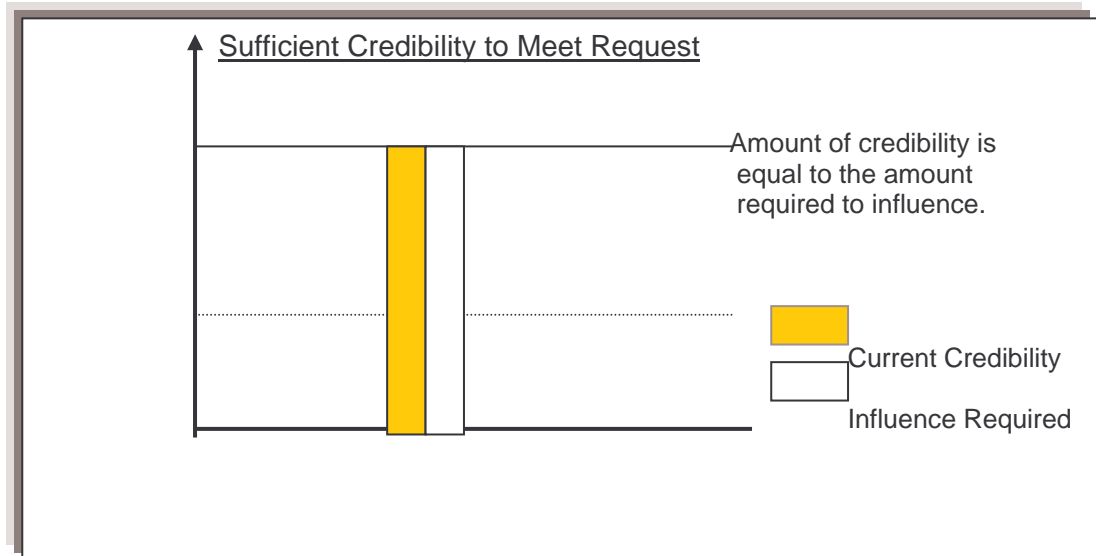
What does it mean to influence someone? *“The power to effect a change on the character, beliefs or actions of a person.”* God’s word tells us in Matt 28:19

“Go ye therefore, and make disciples of all the nations, baptizing them into the name of the Father and of the Son and of the Holy Spirit”.

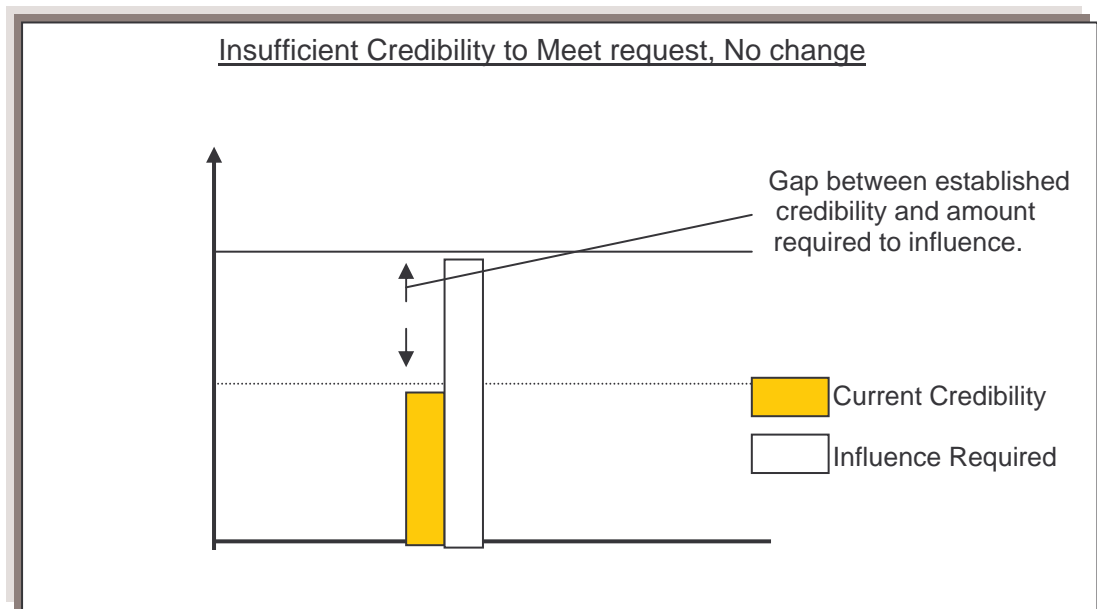
ASV

In order to make disciples of people, we will necessarily have to have a godly influence on people, primarily through our example - their character, their actions, and their beliefs.

Our ability to influence people is directly proportional to the amount of credibility we have. We build credibility; we can store credibility so that at some latter time, we can draw upon. It therefore stands to reason that if we want to be people of influence, we must be people with credibility.



If we are the captain of a sport team and want to influence our team or provide instruction to enable a change of direction we will only be successful to the extent of the credibility we possess. You will find that most people will start off with small decisions, and move to larger ones as credibility builds with correct actions being achieved (you gain small agreements and move to larger agreements).



I have heard it quoted that a pastor on average needs to be in a church for at least 3-4 years before he will have sufficient credibility to influence a congregation to a reasonably major move.

How to build credibility?

Relationship, Personal Power, and Trust; When you have all these things then you have influence, credibility - the ability to influence.

B. Personal Power

Personal Power is something that we need to understand, and at the same time be wary of. Personal Power can be defined as the physical characteristics, skills, and abilities that we ourselves possess which could be used to influence people. However, as you can see, using your own attributes to influence people makes it easy or enticing to cross the line of manipulation. It is also likely that we have often crossed this line unconsciously.

This is why you will get people in business power dressing and being conscious of those with whom they affiliate. Politicians have public relations consultants to protect their image. Before you listen to someone, you always want to know his/her education, skills, and abilities etc. These are aspects of personal power, but the Christian should not use such to manipulate people.

Personal Power is made up of the following:

- ★ Appointment or Job title
- ★ Reputation
- ★ Knowledge
- ★ Skills
- ★ Abilities
- ★ Personal Appearance
- ★ Charm / Charisma
- ★ Association
- ★ Membership (Sports, Churches, Clubs, etc.)
- ★ Education

Jesus had huge personal power, but He didn't use it to manipulate people. The Pharisees were confounded by his wisdom because he was known as the carpenter's son.

Mark 6:2-3

"Where did this man get these things?" they asked. "What's this wisdom that has been given him, that he even does miracles! (3) Isn't this the carpenter? Aren't this Mary's son and the brother of James, Joseph, Judas and Simon? Aren't his sisters here with us?" And they took offense at him.

NIV

My attributes which give me personal power;

To build credibility is not about gaining friends, rather, it is about building bridges with people so they will respect and trust you. You need people to trust you; you don't necessarily need people to like you or be your friend.

Trust

As a leader we must understand that people do not have to like us, but they must trust us. When your yes means yes and your no means no. You will not be impartial, and exercise complete integrity in all dealings.

C. Relationship Values

The word relationship describes the interaction that we have with others. There are many kinds of relationships. As we consider our daily interaction, we, in one form or another draw energy from or supply energy to many different relationships.

Relationships are the most important thing in life. Of utmost importance is our relationship with God, which begins through a revelation of our sinful state, the debt of sin, which we owe him, and our acceptance of the forgiving blood of Jesus Christ. Second in importance, comes our relationship with our spouse and with family members. And thirdly, our relationship with peers and those with whom we work, study, train, etc.

People form relationships because they have needs that can only be met by others.
Rush 1983. 67.

Be Accessible

Being accessible is all about being available to people. This is obviously one of the main reasons behind the popularity of the cellular phone in the business world. It enables people to be readily accessible.

I can recall managing a portfolio of clients for the bank. If my clients couldn't reach me, they would get frustrated and agitated. If they had a genuine need and couldn't contact me within what their expectation of a satisfactory amount of time, they would start to draw from my/the Bank's credibility bank account. If I didn't have any left, they would go elsewhere for what they needed.

This is the same with our personal relationships and family members.

John 7:37

37 “Now on the last day, the great (day) of the feast, Jesus stood and cried, saying, If any man thirst, let him come unto me and drink”.

ASV

Jesus showed that He was accessible. He made himself available. Are we accessible to those people with whom we are building relationships? Are we accessible and are we there when others need us? Do we take the time to ensure that we can be contacted with ease? In the business world the following approaches can be used:

- ★ Ensuring our customers have our business card
- ★ Fridge magnets

- ★ Regular calling program (I am forever surprised when churches do not even have calling programs for their regular attendees.)
- ★ Phone calls

How do we make sure that we are available to those with whom we need or wish to build strong relationships?

Learn to be a good Listener

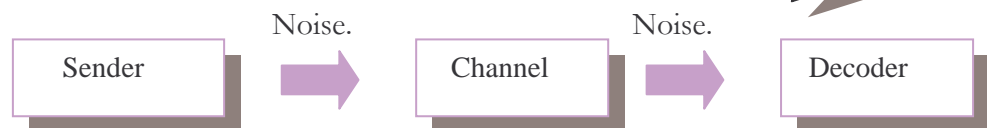
In my opinion, listening is one of the greatest skills that we can learn. There are many facets to this skill. Some people have developed this skill and for others, it is an area calling for considerable improvement. Yes it is a skill. Listening requires development, and I believe that we can all become better listeners.

We need to learn to listen in order to understand, not with a view to reply.

Good listening understands the thoughts and feelings of the other person, not just the words that are said.

Communication Channel:

“MESSAGE”



The Listening Process

- ★ Hearing (Can you repeat what has just been said?)
- ★ Interpretation (This can be different based on varying life experiences / paradigms)
- ★ Our cultural values and set of beliefs are going to inform our paradigms
- ★ Evaluation (What to do with the information – accept or reject)
- ★ Response (Lets the speaker know you have the message)

Listening is a very important skill that we need to learn. Remember that our minds can process language at well over 1000 words per minute and the normal pace of speech is about 125 words per minute. When listening to someone talk our brain expends surplus capacity often by focusing on things other than what the person is saying.

- ★ *How do we improve our ability to absorb the surplus capacity?*
- ★ *How do we overcome distractions, which effuse the listening process?*

Prov 18:13

***“He who answers a matter before he hears it,
It is folly and shame to him.”***

NKJV

Ps 143:8

“Cause me to hear thy loving kindness in the morning; for in thee do I trust: cause me to know the way wherein I should walk; for I lift up my soul unto thee.”

ASV

Prov 1:4-5

“To give prudence to the simple, To the young man knowledge and discretion:

(5) That the wise man may hear, and increase in learning; And that the man of understanding may attain unto sound counsels:”

ASV

James 1:19

“But let everyone be quick to hear, slow to speak and slow to anger.” NASB

Improving our listening skills

Improving your listening is largely just a matter of mental conditioning and control of your will power. We need to be concentrating to control our mental filtering to what is being meant and not just what is being said.

- ★ Stop Talking. Most people prefer talking to listening
- ★ Put the speaker at ease with your body language and the environment. Make them feel welcome
- ★ Show the talker that you want to listen. **Remember we are listening with a view to understand and not with a view to reply.** We are to demonstrate that we are listening to understand, not to oppose (lean forward, keep an open body position, etc)
- ★ Avoid or remove distractions. Turn TV off, put telephone on answer phone, don't be looking at your computer, answering e-mails, etc. A demonstration or an act of removing a distraction will go a long way to building good will and creating an environment for information exchanges
- ★ Be patient anger or impatience impedes a free flow of information
- ★ Do not produce arguments or criticisms until you understand the meaning of what is being said. When we study hermeneutics, we are taught to read the book right through before forming an opinion on what the author has to say. In the same way, when we listen, we need to keep our mind free from forming an opinion until the speaker has finished
- ★ Ask questions. This shows that you are listening, and while putting the other person at ease, can also assist the speaker in developing on your line of thought, or where you are
- ★ Stop talking. The last commandment is like unto the first, for all else depends on it

2 Kings 19:16

“Incline thine ear, O Jehovah, and hear; open thine eyes, O Jehovah, and see; and hear the words of Sennacherib, wherewith he hath sent him to defy the living God.”

ASV

2 Chron 7:14

“If my people, who are called by my name, shall humble themselves, and pray, and seek my face, and turn from their wicked ways; then will I hear from heaven, and will forgive their sin, and will heal their land.”

ASV

Job 13:17

“Hear diligently my speech, And let my declaration be in your ears.”

Manifest Listening

This is where we attempt to understand the dictionary and colloquial definitions of the words being used.

- What is the meaning of words that are used. Have you heard someone say, *“He’s a fat cat!”*, What does s/he actually mean?
- What selection of words are used. Are they intellectual, are they emotional, are they angry?
- The pace and rhythm of speech can give away many secrets. This can indicate emotion as well as truth verses miss-truths. A lie detector uses language pace together with heartbeat to provide detection of lies and truth. This shows that moral indiscretions affect our physical body.
- The tone is also important. It is indicative of emotion. When people use slang language and profanity, keep the same tone throughout the message, then you can safely assume that this type of language is normal behavior. It can be used to point to one’s history. In the same way, when people use slang language or vulgarity, but you detect a distinct change in tone, this likely indicates that this is not a normal pattern. Rather they are trying to impress you.
- People can use words to manipulate as done in advertising, e.g Spin-Doctors.

Latent Listening

Latent listening refers to the process of attempting to understand the emotional involvement of what is being said in order to answer the question. *“Why did the person say what he said?”*

- Why is the person saying what they are saying and why are they saying it now?
- We will gain insight into this as we look at tone, pace, rhythm of speech, and also the selection of words.
- The choice of words can indicate a person’s reasoning ability, prejudices they possess and attempts to impress people with large words, which are inappropriate.
(Often people with precise minds will use precise words, while sensitive people may use poetic words.)
- Rhythm of speech can also indicate personal involvement. If they are not involved in what they are saying, why not? Is it their personality or is what they are saying reliable. People often control their speech to hide their personal involvement.

Observation of Body Language

We are told that in personal communication that 55% of communication occurs through body language 37% vocal intonation, 8% words. This therefore, is a vital part of the listening and understanding process.

- Gestures and words should agree. If they are in conflict, there must be a reason.
- Watch people closely when they are talking to you. Do they believe what they are saying or do they give their thoughts away in body language. Do they flinch when certain subjects surface?
- When we get to know people, we find that they react to situations in differing ways. Some people become fidgety, have physical responses or instinctive reactions.

Common Listening Mistakes

1. We decide that what the other person is saying is unimportant or not interesting and we tune out. *Remember that it is important to them.*
2. Getting ready to speak ourselves – preparing what we are going to say while the other person is talking.
3. Faking attention – pretending to listen when we are not.
4. Becoming emotionally involved in something they have said and our attention is arrested by it. Remain objective. Do not take sides.
5. Paying attention to distractions in our environment.
6. Allowing aspects of the speaker’s appearance, voice, personal presentation, or other attributes, to distract our attention from what they are saying.
7. Failing to ask questions when we lose track or don’t understand something they are saying.
8. Failing to actively listen and build up a good mental image of what they are saying.
9. Failing to anticipate where the speaker is leading. *Think ahead and think in terms of the big picture.*
10. Not taking notes.

Practicing Good Listening Skills

1. Encourage others to speak
2. Build rapport with people
3. Collect information as people give it

What are two ways I will aim to improve my listening?





Be Responsive

- ★ When you have an agreement to do something, tell the person when you will be in contact again or deliver on your agreement. It is always a good idea to give yourself some additional time so you can exceed expectations.
- ★ Learning to be proactive with people rather than being reactive is a great way to build a relationship and simultaneously display leadership characteristics.
- ★ A negative decision is always better than not making a decision. People do not appreciate being left in uncertainty. I learned that there is a positive way to communicate a negative decision. Selling an undesirable decision takes skill and wisdom. Firmly explain the rationale for your decision, which shows that you have fully considered the individual’s position and how he or she might feel. Also give options of what you believe the next course of action should be for the person.
- ★ Always respond with the individual’s best interests in mind. Avoid your own agenda.
- ★ Take an interest in them and find out their interests. For some individuals identifying points of interest will be harder than others, but when we meet people, it is important to discover what interests them. It is likely that they will be influenced by what draws their attention. This is where persuasion comes in. People need to know that you care, so talk about what interests them. This can be a real test of the listening skills, because to listen to information that doesn’t interest you is a real trial. You must be sincere. It is

especially important to take control of your body language. Negative body language can quickly communicate a lack of interest.

- ★ Remember: **“People don’t care what we know until they know we care.”**

Be Prompt

Being prompt in the way we treat our relationships can earn us great respect and is often underestimated. I can recall a reasonably significant deal I picked up off an opposition bank while I was working. I remember going out to visit a customer and once gathering the necessary information, I worked for 2-3 days into the early hours of the mornings. I managed to put a deal together in a very short time and picked up \$3.9m of business. Now \$3.9m chunks of business makes the portfolio look pretty good quickly. We sit back and look at the reasons why the customer would want to form a relationship with us as opposed to other financial institutions. This type of self-analysis is crucial. Why was this? We weren’t the cheapest. I know another bank was at least 15 basis points below us. The fact was he trusted us. He was prepared to pay over \$50,000 to bank with us rather than another bank because I had built trust with him. A major way for me to build trust was to be prompt and efficient.

- ★ Lateness in most cultures is impolite and rude. It keeps people waiting on you, when mostly the only excuse for being late is slacking off.
- ★ When you say you are going to do something, do it. A definition of discipline: *“Do what you are supposed to do, when you are supposed to do it, how you are supposed to do it, and do it that way every time.”* (Byrdsong, pg 153) Sometimes we can make many excuses, but it all really boils down to a lack of self-discipline.
- ★ I have an old saying: “I want to hear reasons, not excuses.”
- ★ Aim to exceed people’s expectations. By returning to them with whatever it was before they expect you.
- ★ Promptness can also mean that we are prepared for the situation. Consider the five P rule: - Proper Preparation Prevents Poor Performance. You will note that some people who are gifted with a gift of hospitality are prepared prior to the guests arriving, so that when they arrive they have time to sit down and entertain.

The Five P Rule:
Proper Preparation
Prevents Poor
Performance.

5. Follow Up

There are basically two aspects to the follow up process. First we need to confirm that things we have promised have actually happened, and secondly, one must consider “relationship maintenance”.

This is often the difference between being proactive or reactive. Being proactive is where we initiate contact to build or develop the relationship, and being reactive is when we merely react to a request for information or assistance.

- ★ I am continually amazed at how many churches do not have a calling program to check on the maintenance of the relationship. Just to preach on Sunday and give people a greeting on the way out the door is not sufficient. It is most unfortunate that regular relationship maintenance is left up to a handshake at the door at the conclusion of the service.

- ★ Often many people will not open up until they have some security as to the surroundings, even if they have a problem.
- ★ I recall making routine phone calls to customers many times simply to see how they were doing, if I didn't have time to call in on them. Often people would have a minor complaint about something, I was either able to provide an explanation or a remedy, thereby correcting a little problem before it became a big one.
- ★ They tell me all the marriage books say that you need the regular time of sitting down and reviewing and previewing, highlights and low points to maintain a healthy relationship.
- ★ If you have had to deliver some bad news or a tough decision, always make it a point to contact the person within a day or two afterwards, to review how they are feeling now that the dust has begun to settle. The individual will appreciate your sincerity. They may still not be happy with your decision, but you will have built trust because you are proving that you care. The person might even share insights with you and enable you to learn something new.

Keep People Informed

I believe people have a right to be kept informed about things that affect them. This is a form of respect, and I believe we have an obligation to those around us.

The human race does not like being kept in the dark. Information, they say, is power. Don't use it over people. This kind of behavior is often a reflection of one's own insecurity. Be transparent with people when it comes to their affairs. If they know you are being honest with them, they are more likely to trust you. It is a poor manager who uses the power of information to control those with whom they seek a relationship. This is often called manipulation and while it can be affective it is damaging to relationships.

Wisdom / Knowledge

Within the human race, we are often seeking out those with knowledge, because knowledge is power. Showing knowledge in a particular area is often a good way to build some credibility quickly. If it is an area in which the other person is interested. When we lack knowledge, we must admit it. It is not a weakness, but rather, I see it as a strength. Once we reach this point, we can both move on.

- ★ Know what you know and know what you don't! When you have knowledge, freely share the information to build up the other party not in such a way as to condemn or belittle them. When you do not know the answer or the correct information, say you don't know. Seldom is there behavior that reduces an individual's credibility so much as that of pretending to know something when you do not.
- ★ People don't expect you to know everything, but they do expect you to be a resource and to point them in the right direction.

Prov 7:4

*“Say to wisdom, “You are my sister,
And call understanding your nearest kin”,*

NKJV

Prov 8:11

*“For wisdom is better than rubies,
And all the things one may desire cannot be compared with her.”*
NKJV

Luke 2:51-52

“And Jesus increased in wisdom and stature, and in favor with God and men.”
NKJV

Error Free

Be diligent and get things right. If you are constantly making mistakes or errors, people may interpret this behavior as that of one who doesn't care. I perhaps feel that this applies more to the business relationship, but nevertheless there is a principle of discipline involved in getting things right.

★ Do it right the first time.

When we read the Abrahamic covenant, we understand that through faith we are called to be heirs to the promises of Abraham. We are called to be a blessing to those who we are around and yes that includes the people with whom we work.

2 Chron 15:2

“The LORD is with you while you are with Him.”
NKJV

If we are constantly making mistakes, I believe we need to take it to the Lord, make sure our relationship with Him is right, so that He is able to flow through us to others. Our work and tasks can very often be a means for God to bless others.

No Surprises

While we tend to like nice, pleasant birthday surprises, an unexpected card and the like, people do not like unpleasant surprises.

- ★ Deliver bad news face to face
- ★ Do not be overly optimistic with people. This can lead to false expectations, and unreal hopes which have the potential to be quite hurtful when reality is brought home. I can recall people getting really upset in the bank when they were declined a loan and in some instances, it was because people had led them to believe that their request would be approved.

Keep Promises

This should be very standard in a Christian environment, being that it is the 9th Commandment. *“You shall not bear false witness..”* Exodus 5:20. It is vital to our integrity that we are faithful to that which comes out our mouth.

- ★ Do what you say you are going to do.
- ★ Under-promise and over deliver.
- ★ As keeping promises are a good way to build trust, it is very good to look for a way to make promises to build trust and credibility. In the bank when meeting new customers, I would often look for a way that I could promise to: get back to them with information, send something out etc, which would build their faith in you as a person and the organization.

 **Respect**

Respect everything and everyone, being careful to be sensitive to individual’s feelings.

This rule of humanity is rudimentary to interaction with people, but we so often get it wrong. We fail to show respect to others in simple ways, such as when we don’t take our shoes off in a persons house, we kick the favorite dog or cat. In many examples above we make decisions that involve people and don’t keep them informed regarding situations that will affect them. We take our peers for granted and do not afford the pleasantries and courtesousness of life to those whom we supervise. If we stopped to ask the question how would I want to be treated or how would I want to receive this information or experience this situation, most times we would get it right.

- ★ Respect those whom you supervise as if they were peers. Sometimes you need to maintain a healthy or professional distance in the relationship. Don’t confuse this with respect.
- ★ Remember names, and try to remember one thing about a person or their interests. This will go a long way in showing that you care.
- ★ Establish expectations in many areas where appropriate. Even in professional relationships it is very important to ask the question, “What do you expect of me?”

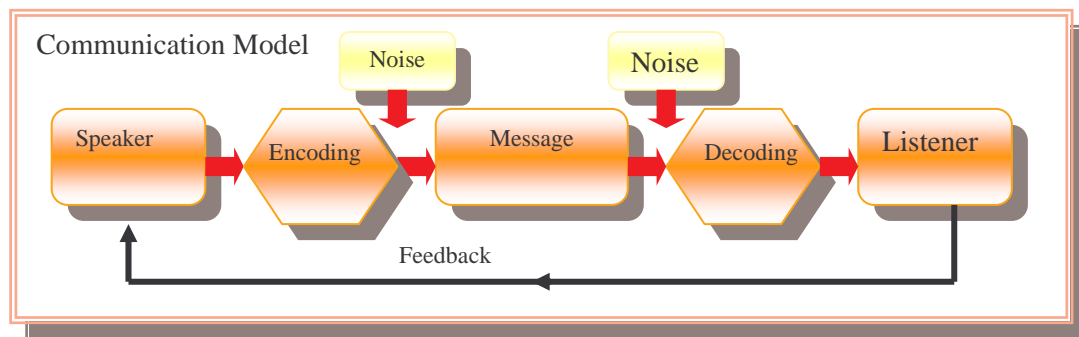
What are two most important relationship values I need to work on?



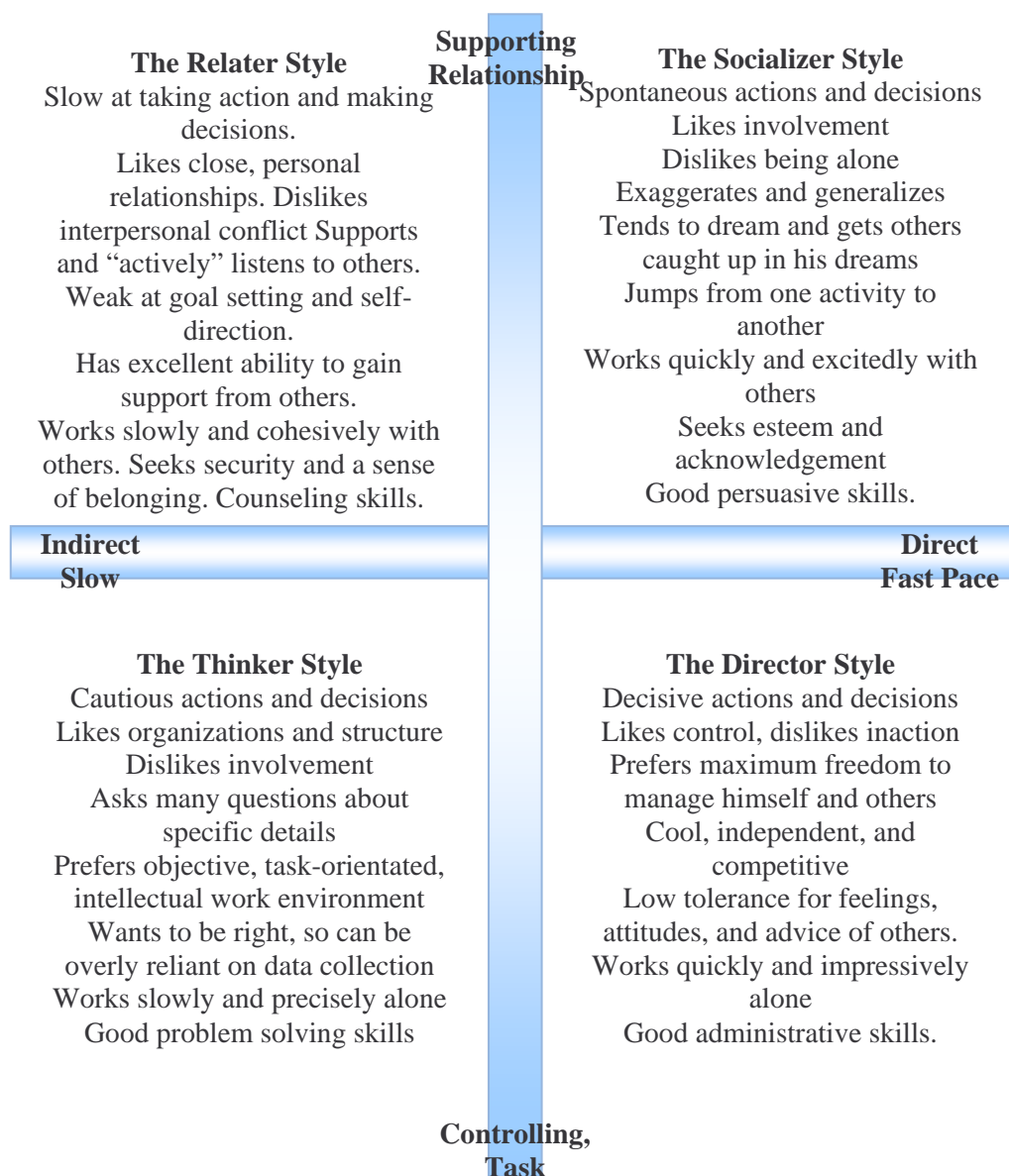


III. COMMUNICATION

It has been said that nothing in this world happens without communication. Almost every conflict, every mistake and every misunderstanding at its most basic level is a communication problem. The Bible indicates the importance that communication has on unity. For God said, “nothing which they purpose to do will be impossible” (Gen 11:6).



Summary of behavioral characteristics
Good communicators understand people



Communication does not occur in a vacuum!

- (1) What the source intended to say
- (2) What the source said
- (3) What the source has said in the past
- (4) What the receiver wants to hear
- (5) What the receiver actually heard
- (6) What the receiver thinks he heard

**Average verbal communication
Rule**

8% the words used
37% the vocal intonation
55% the body language

Good Communication

- ★ People are not mind readers
- ★ Do not assume that people are mind readers
- ★ Listening is often the most significant part in successful communication
- ★ Understand the communication systems in your organization
- ★ Keep people informed of what you expect from them.
- ★ Keep written correspondence brief and precise.
- ★ MBW (manage by walking around)
- ★ Understand the non formal communication channels (grapevine, gossip and rumor)
- ★ Select: Channel, Message, Timing, Minimize Noise

Bad Communication

- ★ People seek to hide insecurities
- ★ Failure of people who have concerns (hurts) to discuss them with the people involved.
- ★ Unresolved conflict
(Matt 18:15-17)

Some things to specifically avoid in communication

- ★ Minimization – Make a person feel undervalued and belittled
- ★ Blame – Most problems are more complex than just a single issue
- ★ Unloading – Bring problems up as they occur, do not save them all up for one big session
- ★ Low-blows- Intending to touch sensitive areas
- ★ Manipulation – Using manipulation to get what you want or think is best
- ★ Force – I don’t care what you want, I want it done this way

Behavior to assist in good communication

- ★ Openness – State your thoughts and feelings openly
- ★ Empathy – Listen to understand the thoughts and feelings of the other
- ★ Supportiveness – Be willing to support the other persons position
- ★ Possessiveness – Try to identify areas of agreement
- ★ Equality – Treat other people as equals

Personal Study Questions

Analyze Jesus’ conversation with the women at the well John 4:1-43, what can we learn about Jesus communication, *style*.

What are two communication techniques that I will use from now on?





IV. ATTITUDES

A. Definition

“A set of feelings, values and beliefs which cause us to respond positively or negatively to certain persons, objects, ideas or situations.” *David Foreman*

Attitudes determine your emotional direction. They determine your picture, or view of the world, and as they shape your picture, they help define your position within the world, in which you live and operate.

It therefore follows that people with positive attitudes see the world as a place of opportunity. This allows you to think optimistically about yourself, what you are doing and with whom you are doing it.

What is it we like about ourselves, skills and attributes? Answer _____

What is it that you like about the situation you are in? Answer _____

What is it about the people you relate with that you like? Answer _____

We need to have a positive disposition of ourselves and our situation. We are not stupid, ugly or unable to maintain relationships. No! We are children of the living God, who have been given all authority to carry out his purposes and we have been chosen by him to rule with him.

Gen 1:27

“So God created man in His own image; in the image of God He created him; male and female He created them.”

NKJV

Gen 1:31

“Then God saw everything that He had made, and indeed it was very good.”

NKJV

Phil 2:13

“for it is God who works in you both to will and to do for His good pleasure.”

NKJV

Eph 2:10

“For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand that we should walk in them.”

NKJV

Luke 4:18-19 (Is 61)

*“The Spirit of the LORD is upon Me,
Because He has anointed Me
To preach the gospel to the poor;
He has sent Me to heal the brokenhearted,
To proclaim liberty to the captives
And recovery of sight to the blind,*

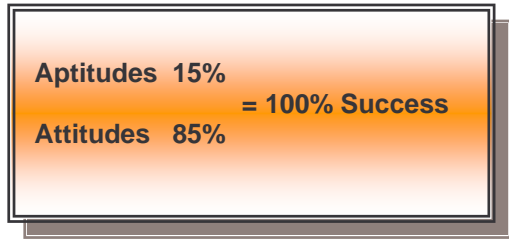
To set at liberty those who are oppressed;
(19) *To proclaim the acceptable year of the LORD.”*
NKJV

Strong positive attitudes are very important to keep you going, maintain effort, direction and enable you to be the best that you can possibly be or the best that you are capable of being. One must not fail to forget that attitudes on their own are not sufficient; while they are a vital ingredient to success these attitudes need to be put to work in conjunction with specific knowledge and skills.

When facing rejection do you use your positive attitude to absorb and see this as an opportunity? Or do you allow this to eat away at you and affect you?

Attitudes do not only affect the way we see things but they also influence our behavior. Success is said to be determined by our skills and attitude. There will be differences relative to individuals but success results from:

“It’s your attitude, not your aptitude which determines your altitude in life.” Anonymous



The link between attitudes and behavior is very important. Any feelings, value or belief is an attitude and will usually reveal itself; perhaps through behavior, or even more subtly, as in body language or tone of voice.

Consequently it can be difficult to hide our attitudes, and Foreman says, **“they can bring about a self-fulfilling prophecy.”**

B. The Mind

Controlling the mind is the most important part of developing a healthy and positive attitude about ourselves and others. Let us look at the following scriptures and see how they affect us.

Phil 4:8

“Finally, brethren, whatsoever things are true, whatsoever things are honorable, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are of good report; if there be any virtue, and if there be any praise, think on these things”.

ASV

Eph 4:22-24

“You were taught, with regard to your former way of life, to put off your old self, which is being corrupted by its deceitful desires; (23) to be made new in the attitude of your minds; (24) and to put on the new self, created to be like God in true righteousness and holiness.”

NIV

Eph 4:23

“to be made new in the attitude of your minds;”

Col 3:7-11

“But now you yourselves are to put off all these: anger, wrath, malice, blasphemy, filthy language out of your mouth. (9) Do not lie to one another, since you have put off the old man with his deeds, (10) and have put on the new man who is renewed in knowledge according to the image of Him who created him,”

NKJV

Rom 12:2

“And do not be conformed to this world, but be transformed by the renewing of your mind, that you may prove what is that good and acceptable and perfect will of God.”

NKJV

1 Cor 9:24

“Know ye not that they that run in a race run all, but one receiveth the prize? Even so run; that ye may attain.”

ASV

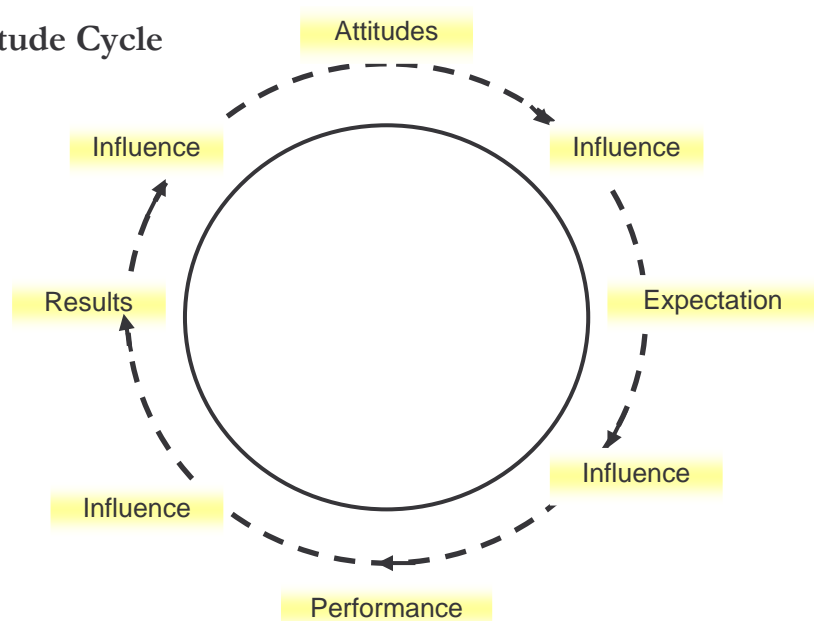
“Obviously there have been times when I’ve failed, but there have never been times when I thought I would fail.” – Michael Jordan (Byrdsong, pg 31)

The things that lead people to being successful fall into two different categories. It is useful to think of these as **Can Do**, and **Will Do** factors (attitudes/feeling and abilities). Can do factors are skills and knowledge that we possess that allows us to complete a certain task. They are the things that make it possible to do a job.

The **Will Do** factors are attitudes, values and positive feelings that enable you to put your skills and attributes into action to perform the task. These factors provide the motivation, enthusiasm and positive energy for you to give your best.

The Will Do factors enable us to visualize putting the skills that you learn into practice. A person that is in Bible school visualizes preaching to the masses, an evangelist visualizes themselves providing people with not just a gospel message but a door key to the kingdom of heaven. When you are playing rugby you visualize scoring tries, but more than that you visualize scoring behind the try line. We need to dream dreams, meditating on those things that are worthy.

C. The Attitude Cycle



Self image is made up of the attitude you hold toward:

★ **Your Self Worth**

Rom 8:16

“The Spirit Himself bears witness with our spirit that we are children of God,”

NKJV

Ps 107:1-2

“Oh, give thanks to the LORD, for He is good!

For His mercy endures forever.

2 Let the redeemed of the LORD say so,

Whom He has redeemed from the hand of the enemy,”

NKJV

Gal 3:13

“Christ has redeemed us from the curse of the law, having become a curse for us (for it is written, “Cursed is everyone who hangs on a tree”),”

NKJV

Rom 5:1

“Therefore, having been justified by faith, we have peace with God through our Lord Jesus Christ,”

NKJV

Rom 8:17

“and if children, then heirs--heirs of God and joint heirs with Christ, if indeed we suffer with Him, that we may also be glorified together.”

NKJV

Phil 4:13

“I can do all things through Christ who strengthens me.”

NKJV

Rom 8:37-38

“Yet in all these things we are more than conquerors through Him who loved us.”

NKJV

★ **Your ability to succeed**

★ **Your talents and potential**

★ **How likeable you are**

★ **Your ability to learn**

★ **Other positive or negative feelings we have about ourselves.**

(Do you have more negative than positive feelings about yourself?)

Maxwell Maltz said when he was talking about sales *“The most important sale in life is to sell yourself to yourself.”* Isn't this so true. If we don't believe in ourselves and our sense of self worth, how can we possibly share our faith with another and expect them to receive it. I realize that it is God's word and His revelation that brings people to the knowledge of him. However, we are also called to be his witness and a testimony of his grace and power.

Rom 12:1-2

“Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is-his good, pleasing and perfect will.”

NIV

I believe the Bible, I believe I am what it says I am and I can do what it says I can do! From now on I will choose to believe differently about myself, two things?





V. THE VISIONARY LEADER

Visions have been a phenomenon included in society since the beginning of time itself. Establishing a vision and goals is not limited to the intention of motivating people, but for leaders it is connected with the responsibility of being “seers” for the people. Leaders who are enabled by God are responsible to point the direction ahead.

Jesus, was clear about his vision and goal for his ministry, at the start of his ministry he outlined his purpose for the next three years.

***“Where there is no vision,
the people perish”
(Prov. 29:18.KJV).***

Luke 4:18-19

18 "The Spirit of the Lord is on me,
because he has anointed me
to preach good news to the poor.

(deal with man's spiritual
problem)

He has sent me to proclaim freedom for the prisoners (year of jubilee, social
order)

and recovery of sight for the blind,

(deal with man's physical
problem)

to release the oppressed,

(deal with man's emotional
problem)

19 to proclaim the year of the Lord's favor."

NIV

Establishing a vision is about understanding what God's will is for you and your people. You are a Spiritual being, that is to say God lives inside of you. Therefore we must develop our “spiritual eyes” to the extent where we are able we ask, “what would Jesus do in my position, with my talents and skills? Or in effect the fleshly man asks the spiritual man for direction.

Nehemiah.

1. Nehemiah beseeched the Lord with prayer and fasting

2. Nehemiah placed himself in the situation, by understanding the needs of the people, he wept. We do not weep for people until we care for them.
3. Many people just stop there, but one must act.
4. He understood the needs of Jerusalem
5. He planned what needed to be done (He was ready with his plan when God opened the door with the king).
6. Nehemiah’s plan involved himself, although he was the cupbearer, it was unlikely that he was the best person for the job, but he was the willing man.
7. Despite many, many attempts to put Nehemiah off, he was not discouraged, nor would he give up until the wall was complete.

Set Smart Goals

S	Smart
M	Measurable
A	Achievable
R	Reviewable
T	Timetable defined
E	Extending people
R	Rewards

MBO – Management by Objectives (Drucker),
MBR – Management by Results

This is the management strategy by focusing on the end means to direct the people. It is as the Bibles points out the function of the leader to identify the Strategy, and direction, which will take people toward the vision.

People **must know** why they come to a church, why they come to this church, and what they will do today to take them to where they want to be tomorrow.
This is belonging!

God communicates His will by giving us a desire to do what He wants done. “For it is God who works in you to will and to act according to His good purpose” (Phil 2:13). God promises to put His will in us and then gives us the power or resources to achieve it.

There are four key questions to ask in order to determine God’s will in a decision-making situation.

- ★ Am I committed to doing God’s will in this situation? (Rom 12:2)
- ★ Are the desires of my heart to pursue this particular course? (Ps 37:4)
- ★ Does God provide the power and resources to accomplish the desire? (Phil 2:13)
- ★ Does God give me peace to continue working on the project and to make the necessary decisions to achieve it? (Is 26:3)

My Goals for the next year?

- ☞ Spiritual _____
- ☞ Physical _____
- ☞ Emotional _____

VI. CONFLICT RESOLUTION

A. Problem solving

Conflicts are a natural part of relationships, they are part of society, one should not be discouraged when conflict arises, because it will. The issue is how one handles conflict.

A simple problem solving method is vital, for the inability to act promptly and securely robs many people of valuable time and can cause frustrations. A method of problem solving

SOLVE

- S Situation, Understand and research the complete situation
 - O Options – Identify **all** the possible alternatives.
 - L Locate – Choose the best option, which meets all needs
 - V Venture – Take the action and implement the solution
 - E Examine – Examine and review the results of the actions
-
- L Locate – Choosing alternatives
 - a. Does it agree with scripture
 - b. Does it meet the needs of the problem, does it correct the problem
 - c. Does it have peoples support
 - d. Will it create other problems
 - e. Will this action be effective to solve the problem in the future
 - f. Why should this be chosen over others

B. Conflict

Conflicts come from our own selfish desires and pride to satisfy the lusts of our flesh (James 4:1; Galatians 5:15). Conflict can be considered as an open and defined hostility, this differs from a disagreement in that hostility is present.

- ★ Conflict creates division
- ★ Conflict if not resolved destroys relationships
- ★ Conflict expends energy on non productive activity
- ★ Conflict consumes a great deal of time
- ★ Conflict involves hostility, even if it is not apparent, it may be underneath.

Sources of conflict

1. *Intrapersonal* – A person has a conflict within himself or herself, or within the one individual. In a Christian organization this is the type of person who is struggling to reconcile one aspect of faith. This can be important because it can be the root cause, which then causes the person to have other problems.
2. *Interpersonal* – Two individuals disagree. This is the most common occurrence, as people tend to disagree over all types of things.
3. *Inter-group* – Groups of people disagree. Within a church this may be conflicts between the youth and the seniors, as both groups learn differently and enjoy different aspects of the church.

Forms of conflict

1. *Goal conflict* – When one person or group has different objectives than the others.
2. *Cognitive conflict* – When one person or group holds ideas incompatible with others. These ideas in the church are generally ones understanding of scripture and the way the organization is run.
3. *Affective conflict* – Feelings attitudes which are incompatible, racism, etc.
4. *Behavioral* – When something that is done by one person or group, which is unacceptable to another person or group.

Levels of Conflict

1. *Goal incompatibility* – a lack of agreement about direction of group activity and disagreement for evaluating task accomplishment. Two Problems (1) Time, short term verse long term accomplishment. (2) Barriers - people place barriers for others successfully accomplishing goals.
2. *Decision making requirements* – The requirements for decision making used by each of the interacting groups. Two problems (1) Degree of task uncertainty, one group may require more information prior to making a decision, the greater the task uncertainty the greater the need for more information. (2) Availability of resources, resources must be divided in an attempt to provide an efficient use of resources, groups may disagree. An organization must divide resources in ways that groups feel are appropriate.
3. *Performance expectations* – When activity or performance of one group effects the performance of another group, (hospital, assembly lines functions etc). Interdependence creates expectations, which need to be achieved in order to function.

Conflict handling modes

1. *Competing* – Assertive and uncooperative, overpowering the other party with ones own concerns at the expense of the other party. (When to use: when quick decisive action, unpopular action, vital issues to the companies welfare, against people who take advantage of none competitive behaviors)
2. *Accommodating* - Unassertive and highly cooperative, allows the other party to satisfy their needs at your expense (When you find you are wrong, to satisfy others, to build social credit, to minimize loss, to allow subordinates to develop)
3. *Avoiding* - Unassertive and uncooperative, neglecting your own and other concerns, when you perceive no opportunity for agreement, to let people cool down, when others can resolve the conflict more reasonably.
4. *Collaborating* – Assertive and cooperative, an attempt to satisfy the needs of both parties, to find integrative solutions when both parties ideas are important, objective is to learn, to gain commitment by learning - move to a problem solving strategy.
5. *Compromising* – Mid range on assertiveness and co-operativeness, goals are important but not worth the disruption or power, use when opponents with equal power, to arrive at quick solutions

C. Conflict Resolution Strategies

The ability to minimize

1. *Avoidance* – disregarding causes of the conflict allowing it to continue under controlled conditions. (1) *Non attention*, disregarding the other and hope the

situation will be resolved. (2) *Physical separation*, moving conflicting people apart, if the people will not interact the conflict will disappear. (3) *Limited interaction*, this is not an all-inclusive strategy. Interactions are permitted under certain circumstances.

Avoidance is only a stopgap measure, as the source of conflict is not addressed, the source not resolved.

2. *Defusion* – Attempts to buy time until the conflict becomes less in importance in time, solve minor problems, leave major problems. (1) Smoothing involves playing down the differences, while accentuating their common interest, the sources of conflict are not fully confronted, and remain under the surface. (2) *Compromise* – a give and take exchange, this can be used when the object goal can be divided between the competing groups, e.g. yield on one issue if they can get agreement on another point. This is good when both groups are relative in strength, each group gives up something.

Because each group gives up a position no one group is completely satisfied

3. *Power intervention* – The use of power to end conflict, they may not identify the source of the conflict. Resolve the situation as soon as possible. Hierarchical intervention, removing parties, politics.
4. *Confrontation* – All the sources of conflict are identified and discussed. Three forms of confrontation.
 - (a) *Mutual personnel exchange* involves increasing the communication exchange personal between groups for a time in order to report back an appreciation for the others job. This approach is limited as it is only temporary, on return they may be seen as an outsider.
 - (b) *Super-ordinate goal*, the conflicting parties are asked to concentrate on more important goals, which they need to concentrate on to attain, i) mutual dependency is required, ii) the goal must be sought, iii) there needs to be a reward.
 - (c) *Problem solving*, bring together conflicting groups in a formal meeting, to work through the difference in attitude, only the problem is discussed, this requires time and commitment and is usually ineffective when it comes from value laden issues.

The objective of conflict is always to impose our ideas on others, it causes us to fabricate and falsify others. As we seek to prove our case we seek to discredit others. We are convinced our position is correct, therefore the other must be wrong.

Confrontation

Confrontation is a necessary part of a leaders role, a failure to confront is a failure to lead.

Matt 18:15-17

15 If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over. 16 But if he will not listen, take one or two others along, so that 'every matter may be established by the testimony of two or three

witnesses.’ 17 If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, treat him as you would a pagan or a tax collector.

NIV

Forgive Grievances (Col 3:12-13)

12 Therefore, as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience. 13 Bear with each other and forgive whatever grievances you may have against one another. Forgive as the Lord forgave you.

NIV

Be patient and kind with your rebuke (2 Tim 4:2)

Be prepared in season and out of season; correct, rebuke and encourage-with great patience and careful instruction.

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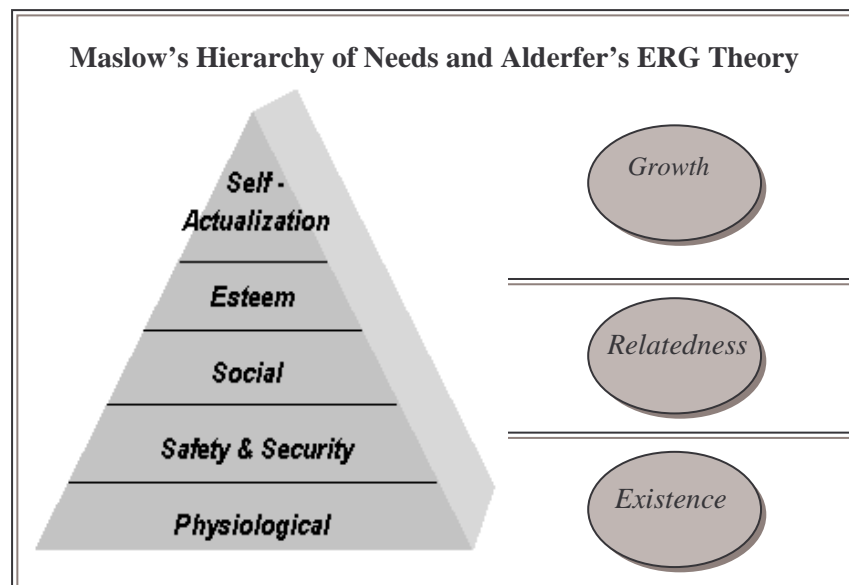
Do not rebuke harshly (1 Tim 5:1)

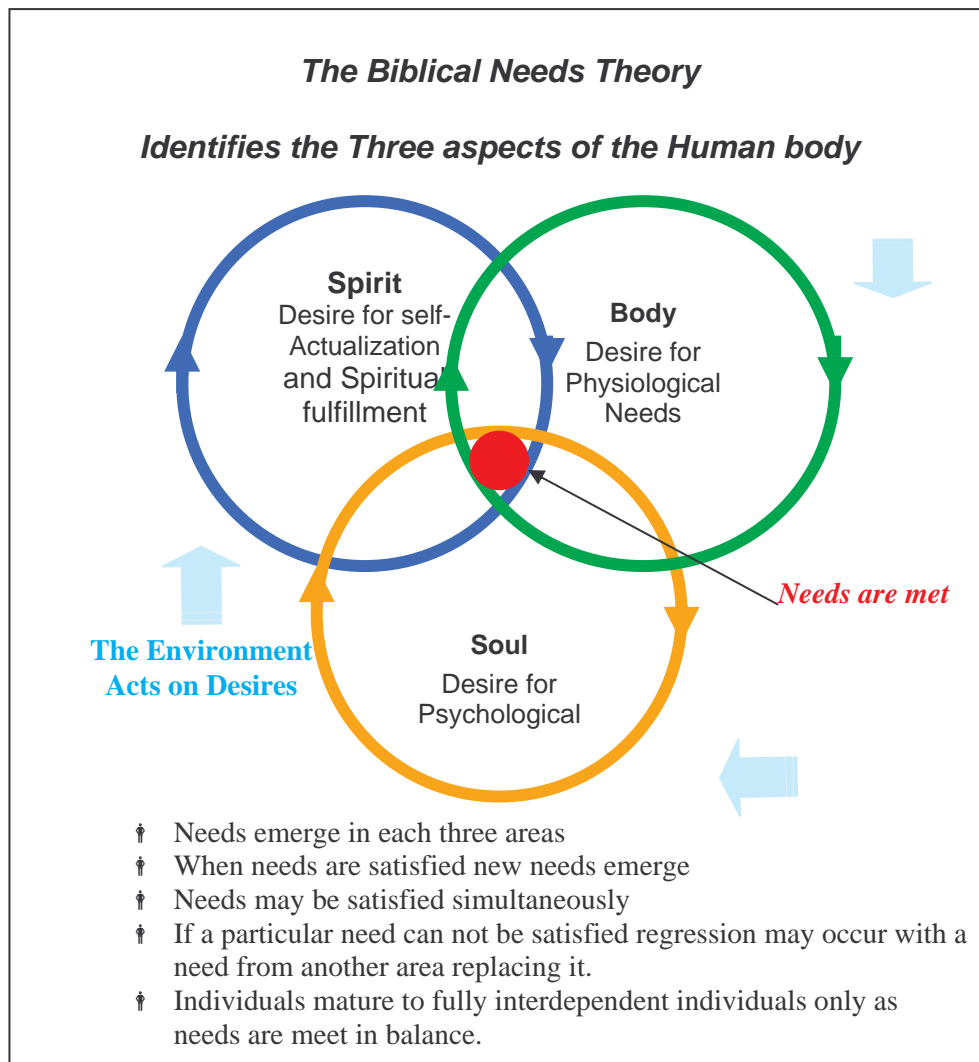
5:1 Do not rebuke an older man harshly, but exhort him as if he were your father. Treat younger men as brothers,

NIV

VII. EFFECTIVE MOTIVATION

A. Need Based Motivation





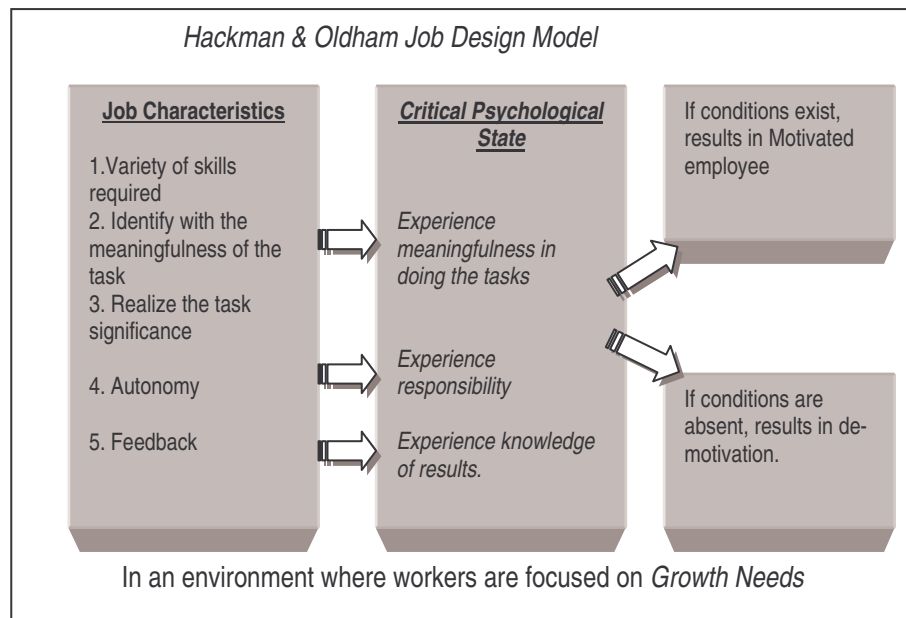
B. Goal Theory

Measurement of Successful Goal Setting, Setting SMARTER Goals

- S** Specific (Goal must be quantifiable)
- M** Measurable (Goal must be able to be measured)
- A** Achievable (While stretching the goal must be within the abilities of those involved)
- R** Review-able (Progress and achievement must be able to be assessed and monitored)
- T** Time (Goal must be over a defined time period)
- E** Extend (Goal should extend the individual capacity of a Person or organization)
- R** Reward (There must be a Non-contingent or Contingent Reward)

C. Job Design

Job design theory suggests that the leader takes care of and shows concern for subordinate’s physical and psychological conditions within a work environment. According to this theory workers are motivated by experiencing psychological rewards from their work.



D. Reinforcement

Reinforcement as a motivational theory made popular by Bandura and then Skinner is the idea that individual’s behavior responds to the stimuli within the environment. Scientific studies by Skinner lead to his conclusions that individuals respond to *positive reinforcement, punishment, negative or avoidance, and extinction* behavior. The Bible condemns manipulative practices, punishment is intended as a payment for the offence, not for motivational purposes, thus the only reinforcement behavior acceptable is that of positive reinforcement.

Positive reinforcement is providing stimuli that rewards desired behavior and encourages individuals to continue or even inspiring them to excel.

- ★ God reinforces Jesus Publically, (Matthew 3:17; Mark 1:1; Luke 2:22)
- ★ Paul uses encouragement in the opening chapters of all his letters excluding two. (Romans 1:8; 1 Corinthians 1:4; Ephesians 1:15; Philippians 1:3; Colossians 1:3; 1 Thessalonians 1:2-3; 2 Thessalonians 1:2-3; 2 Timothy 1:3; Philemon 4)

Encouragement.

- ★ Good encouragement understands the goals, needs, and ambitions of the individual and encourages people towards their aspirations.
- ★ Good encouragement listens to people and notes things that are important to them.
- ★ Good encouragement is specific, what it was that you liked and why.
- ★ Leaders take note of individual needs (physical, psychological, and spiritual) and takes time to be concerned about them.
- ★ Reinforcement may require more than words, actions.

I have never seen a leader or manager properly recognize his people in private and public and still lack help and assistance. Such workers have a ready reserve of workers to assist in accomplishing the group’s tasks. Giving recognition stimulates people to use their creativity to achieve the group’s or organization’s goals and objectives. However, the leader who ignores opportunities to provide proper recognition will have a difficult time getting people to use their skills, gifts, and abilities fully in achieving the group’s goals. (Rush 1983, 45-46)

VIII. EMPOWERING THROUGH DELEGATION

Leaders understand that God has given each person a manifestation of the Spirit, or a gift (1 Corinthians 7:7, 12:7). As each person will be asked to give account for their talents it is the responsibility of the leader to call the gifts out (Ephesians 4:11).

Ex 18:17-23 (Study this section and identify all the things in Jethro’s advice to Moses.

1.	5.
2.	6.
3.	7.
4.	8.

Steps in good delegation

- ☛ Choose carefully, people should have the necessary qualifications, ability and resources. Aim to provide people with challenges in their area of giftings.
- ☛ Exhibit confidence in the person, let them know that you believe that they are capable.
- ☛ Make directions clear, what outcome do you want, at the end, what is to be achieved and how will it be measured? State what you expect and let the person know what they have to do to perform the task well.
- ☛ Do not mislead workers about a task you want them to do. If a job will take 2 hours tell them it will take 2 hours, not a few minutes or a while.
- ☛ Provide training if necessary
- ☛ Do not give method; leave the details of methodology up to the person, unless they ask. Often leaders tell a person to do a task and then come back and tell them, in detail how to do the job. Give freedom to the person to do the task their way, so long as the end result is achieved.
- ☛ Set up controls. If this is a larger task, you should gain agreement that aspects will be reviewed at certain times. For example, you might say, “Once you have being going for two months, come and see me and report progress. Or you might suggest that monthly finance reports are furnished etc.
- ☛ Give praise and credit for work done where credit is due. Never take the credit for work done by someone else, but look for opportunities to give credit to your workers.

Responsibility – this is the person who must give an answer for something. Failure to delegate the responsibility for the task along with the task is a major factor in poor delegating.

The major inhibitors to good delegation is fear:

- 1) The fear of loosing authority
- 2) Fear of work being done poorly
- 3) Fear or work being done better
- 4) Unwillingness to take the necessary time
- 5) Fear of depending on others
- 6) Lack of training and positive experience
(Finzel 100-101)

If a person can do 80% of your job, let them do it and move on to other things

If a person can do 80% of a job, then they are ready for the responsibility for the entire task.

What are some of the Needs of the people in my team?

- ☞ Physical _____
- ☞ Emotional _____
- ☞ Spiritual _____

IX. THE PRINCIPLE OF LEVERAGE

A. The Body

- † Each person is gifted (1 Cor 7:7; 12:7)
- † Desire gifts (1 Cor 14:1, 39)
- † God gives people the desires of their heart (Psalm 37:4)
- † Christ is the head (Eph 1:10; 5:23; Col 1:18)
- † Leaders are only stewards of God’s resources for a short time (1 Peter 5:1-4)
- † View the Body as a functioning unit, a production, not a product
- † Identify the bottleneck in the operation. All people have limiting behaviors
- † Remove the bottleneck by managing behaviors that cause the bottleneck
- † Manage behavior by feedback which amplify or stabilize behaviors

B. Prepare Yourself to Focus on the Future

To lead someone implies by that you are taking people into uncharted waters. The future is coming and as we all know change is with us daily. It is fundamental that leaders take time to dream and develop fresh visions and that they are keeping pace of changes. In order to create a compelling and challenging vision we must be able to anticipate where the future is going to be and take the people there. We need to remember that vision casting is not only just for new and emerging organizations but it is also vital for the mature organizations. We remember the lifecycles of organizations (bell shaped curve) and recognize the need for fresh visions to rejuvenate and motivate people into growth phases.

X. SUCCESS MUST HAVE A SUCCESSOR

A. Success without Successor

In order to have effective leadership transitions one must necessarily train the next generation. Several barriers are mentioned and it is worth mentioning several that are predominant in the Balkans.

- (1) Resistance to change
- (2) Insecurity of leaders
- (3) Fear of retirement
- (4) Lack of confidence in successor

Leaders can be helped in the respect of raising successors by taking a careful look at Moses, Jesus and the Apostle Paul. These Bible leaders portray some insights into equipping the next generation. Moses trained and equipped Joshua to lead the people of Israel into the Promise Land. Jesus in just three years trained twelve disciples who through them have taken the Gospel to the Four Corners of the earth. Paul took disciples aside in Tarsus for two years (Acts 19:9), during his time he had several travelling companions whom he spent significant effort in developing and training. As we study these leadership approaches it is especially important to note the leaders attention to encouragement, delegation, training and the creation of opportunities.

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