

Spiritual Leadership

(Moving People On To God's Agenda)

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Preface:

Some leaders are successful no matter what challenge they take on, while others suffer chronic failure and mediocrity.

All organizations have potential for growth and success; the key is effective leadership.

The world is disoriented to what makes a truly successful leader. The Bible has much to say to leaders. We have scrutinized the lives of effective leaders in light of God's Word. In doing so, we identified several clear, biblical principles that lead to effective leadership.

Those who apply God's methods of leadership have profound results.

Bookstore shelves overflow with leadership theories. We believe crucial leadership truths are being overlooked. Many Christian leaders are reading secular books and accepting their teachings uncritically. Much secular leadership theory is based on presuppositions that may appear sound yet promote ideas contrary to Scripture. They leave God out!

Spiritual leaders who simply follow secular methods may experience some degree of success, but they will not rise to the higher level of leadership possible for true spiritual leaders.

This book will distinguish between general leadership principles and spiritual leadership principles.

The guidelines we present are for *all* Christians who seek to be spiritual leaders. Holding a leadership position in a Christian organization does not make one a spiritual leader. Spiritual leadership is not an occupation... it is a calling.

More and more people in "secular" occupations are taking their calling as spiritual leaders seriously, and they are impacting the world and extending God's kingdom.

Only when we understand leadership in light of God's calling on our lives will we be equipped to lead effectively.

God is not necessarily looking for leaders, He is looking for servants. (Isa. 59:16; Ezek. 22:30)

When God finds men and women willing to be molded into His servants, the possibilities are limitless.

People are looking for someone to lead them into God's purposes God's way.

People will follow spiritual leaders who understand God's agenda & who know how to move them on to it.

Accept the challenge to be that man or woman God is seeking to use. Experience the incredible joy and satisfaction of knowing God is using your life as His instrument to build His kingdom and to change the world.

Ch. 1: The Leader's Challenge

- A. *Leadership: The Challenge*
- a. Those called to lead can find doing so a daunting task. Those expected to follow can experience frustration when their leader is unable to lead and their organization seems to be going nowhere.
 - b. If anything can revolutionize today's Christian leaders, it is when Christians understand God's design for spiritual leaders.
 - c. Past leaders had certain times in their day when they were inaccessible to people. During such times they could reflect on their situation and make decisions about their next course of action. Technology has made today's leaders constantly and instantly accessible. With such access, people often expect immediate responses.
 - d. The "information age" has inundated leaders with new information that must be processed as rapidly as possible.
 - e. Leaders wanting to improve their skills and expand their knowledge base have virtually limitless opportunities to enhance their leadership skills.
 - f. However, such a bombardment of information, much of which is contradictory, can cause leaders to become cynical.
 - g. No wonder so many leaders express the frustration of always feeling hopelessly behind.
 - h. The realities noted above put enormous pressures on today's leaders.
 - i. *"At the heart of America is a vacuum into which self-anointed saviors have rushed."* - Warren Bennis
 - j. **Our world craves good leaders. The problem is not a shortage of willing leaders. The problem is an increasingly skeptical view among followers as to whether these people can truly lead. People are warily looking for leaders they can trust.**
- B. *Leadership: In Politics*
- a. The political scene is perhaps the most public arena where people have expressed their distrust in those who lead them.
 - b. **Nothing shocks us anymore. Social norms, previously taken for granted, are publicly ridiculed.**
 - c. Society has deteriorated to the point that, like those in the prophet Jeremiah's time, we have *"forgotten how to blush"* (Jer. 6:15; 8:12)
 - d. People are weary of politicians who make promises they are either unwilling or unable to keep. Society longs for statesmen but it gets politicians. Statesmen are leaders who uphold what is right regardless of the popularity of the position.
- C. *Leadership: In Business*
- a. The business world cries out for leaders as fervently as the political world.
 - b. *"The challenge for tomorrow's leaders is to manage an organization that is not there in any sense in which we used to"* – Charles Handy
 - c. Leading such organizations requires a Herculean effort to create a culture in which every employee feels a part of the community of the company.
 - d. **Given the opportunity, people gravitate to what gives them meaning, to what engages to the fullest their commitment, talent, energy, and skill.**
 - e. The complex and critical issues facing today's marketplace only exacerbate the need for effective leaders.
 - f. **Today's leaders must mold productive, cohesive teams out of the most diverse workforce in history.**
 - g. Leaders are expected to gain new skills continuously and to adjust to dizzying daily changes.

- D. *Leadership: In the Church*
- a. **Sadly, the religious community has not escaped the leadership drought.**
 - b. People are desperate for leaders who can make positive changes in their lives!
 - c. Society at large is displaying widespread and growing interest in spiritual issues.
Amazingly, at a time of renewed social interest in spiritual things, many churches and denominations are declining.
 - d. **“The American Church is dying due to a lack of strong leadership. Nothing is more important than leadership”** - George Barna
 - e. Immorality is an epidemic in the Church. Pastors face issues today far more complex and divisive than ministers faced only a generation ago.
 - f. Churches are seeking leaders who can not only overcome the voluminous challenges churches are facing, but also attract new members and resources in order to finance an increasingly expensive organization.
 - g. Seminaries are graduating so few “leaders,” in part because there is little consensus on how to discover and develop leaders.
- E. *Leadership: Secular or Spiritual?*
- a. Is Christian leadership the same thing as secular leadership?
 - b. The question many Christian leaders face is whether the principles that make people successful leaders in sports or business are equally valid when applied to leadership issues in the kingdom of God.
 - c. A significant issue: Do leadership principles found in secular writing and seminars apply to work done in God’s kingdom? Many Christian leaders assume/think the answer is “yes.”
 - d. The traditional nomenclature of the pastor having a “study” to now having an “office” is one consequence.
 - e. Pastors are beginning to act more like CEO’s than shepherds.
 - f. Is this adoption of secular leadership methodology a violation of biblical principles?
 - g. The trend toward a CEO model of ministry has changed the churches’ evaluation of effective leadership. The pastor’s ability is measured in terms of numbers of people, dollars, and buildings. The more of each, the more successful the pastor.
 - h. **The godliness of a minister may not be enough to satisfy a congregation looking to keep up with the church down the street. Likewise, Christians seem willing to overlook significant character flaws, and even moral lapses, as long as their leader continues to “produce.”**
 - i. The trend among many Christian leaders has been for an almost indiscriminate and uncritical acceptance of secular leadership theory without measuring it against the timeless precepts of Scripture.
 - j. Many of the “modern” leadership principles currently being espoused are, in fact, biblical principles. For example: integrity as an essential characteristic for modern leaders – this is nothing new for Christians.
 - k. Leadership experts are discovering that doing business in a Christian manner, regardless of whether one is a practicing Christian, is, quite simply, good for business.
 - l. **Today’s leadership gurus are writing books that appear almost Christian.**
 - m. It is common to read in secular books that companies should make covenants with their people, that business leaders should love their people, that managers should be servant leaders, that leaders should show their feelings to their employees, that business leaders must have integrity, that leaders must tell the truth, and interestingly, that leaders must strive for a higher purpose than merely profit. These principles appear to have more in keeping with the Sermon on the Mount than Harvard Business School.
- F. *God or King?*
- a. The world measured a kingdom’s success by its grand palaces and magnificent armies. The glittering trappings of such monarchies dazzled the Israelites...
 - b. **God could not have been more clear about the consequences of choosing worldly leadership over divine leadership.** Yet the Israelites stubbornly persisted so God granted them a perfect specimen of a worldly leader – Saul.

- c. The Israelites clamored for a leader who would lead them by worldly principles. God gave them one, and the results were disastrous.
 - d. **The problem was the Israelite's assumption that spiritual concerns, such as righteous living and obedience to God, belonged in the religious realm, while the practical issues of doing battle with enemies, strengthening the economy, and unifying the country were secular matters... They forgot that God was as active on the battlefield as in the worship service!**
 - e. When Israel separated spiritual concerns from political and economic issues, their nation was brought to its knees.
 - f. **Scripture indicates that it is a mistake to separate the spiritual world from the secular world.**
 - g. Society's problem is more than just a lack of leaders.
 - h. **Society's great deficit is that it does not have enough leaders who understand and practice Christian leadership. Effective leaders are not enough. Hitler was an effective leader. The world needs people who know how to apply their faith!**
 - i. Jesus summed up this truth: *"But seek first His kingdom and His righteousness, and all these things will be given to you as well."* - Matthew 6:33
 - j. **The truth is that one's calling as a Christian not only takes precedence over his or her career; it actually gives direction to that career. Moreover, a Christian's calling will give meaning to every area of life.**
 - k. The world needs leaders who seek their guidance from the Holy Spirit and not from public opinion.
 - l. The world needs religious leaders who are on God's agenda and not on their own.
 - m. The world needs husbands and wives, mothers and fathers who know how to apply biblical promises in their homes rather than merely implementing advice from the latest self-help books.
- G. *Conclusion:*
- a. Christian leaders who know God and who know how to lead in a Christian manner will be phenomenally more effective in their world.
 - b. Spiritual leadership is not restricted to pastors and missionaries.
 - c. Spiritual leadership is the responsibility of every true, biblical Christian.
 - d. The challenge for today's leaders is to discern the difference between the latest leadership fads and God's timeless truths
 - e. Be the Christian God is calling you to be!
 - f. The following Scripture applies to every Christian: *"The eyes of the Lord move to and fro throughout the earth that He may strongly support those whose heart is completely His."* - 2 Chronicles 16:9a

Ch. 2: The Leader's Role (What Leaders Do)

"Leadership is one of the most observed and least understood phenomena on earth"
- James MacGregor Burns

There seems to be no simple, universally accepted understanding of what leaders do. Without clearly understanding their role, leaders are destined for failure.

It is those leaders who feel that somehow God wants there to be more to their leadership than there currently is that this book is written.

- A. *What Is Leadership?*
 - a. One person discovered over 850 definitions...
 - b. There are too many standards... here are a few:
 - i. Leadership is the process of persuasion or example by which an individual induces a group to pursue objectives held by a leader or shared by the leader and his or her followers. - John Gardner

- ii. Leadership is exercised when persons with certain motives and purposes mobilize, in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage, and satisfy the votives of followers. – J.M. Burns
 - iii. Leadership is influence, the ability of one person to influence others. – Oswald Chambers
 - iv. A Christian leader is someone who is called by God to lead; leads with and through Christ-like character; and demonstrates the functional competencies that permit effective leadership to take place. – George Barna
 - v. The central task of leadership is influencing God’s people toward God’s purposes. - Robert Clinton
- c. We will use the term “spiritual leader” to identify those leaders who seek to lead God’s way.
- d. Spiritual leaders would do well to heed Gardner’s emphasis on persuasion and example as leadership tools.**
- e. Spiritual leadership involves more than merely achieving goals. People can accomplish all their goals and still not be successful in God’s kingdom
- f. While it is true that leaders have motives, spiritual leaders are directed by the Holy Spirit, not by their own agendas.**
- g. At times, embracing the status quo is the greatest enemy to advancing in Christian maturity, and it is the leader’s task to keep people from becoming complacent.**
- h. Spiritual leaders do not try to satisfy the goals and ambitions of the people they lead but those of the God they serve.**
- i. Spiritual leaders must be spiritual statesmen and not merely spiritual politicians.**
- j. Leaders must exert influence if they are to lead. “Influence,” however, may be too broad a term to describe adequately the act of leadership.
- k. There are well meaning people in leadership positions who believe that creating a stir or making things happen is exercising leadership. In reality, however, all they are doing is exerting a negative influence.
- l. Rather than choosing to become true leaders, too many settle for being critics and experts.**
- m. Barna presents a thorough definition of leadership. Barna’s 3C’s of “Call,” “Character,” and “Competencies” are crucial to effective leadership. If anything were to be added to this definition, it might be the aspect of “Consequences,” or “results.” Leadership is ultimately measured on the leader’s results.
- n. “Popularity is not leadership, results are.” - Peter Drucker**
- o. One wonders if a person has truly led until God’s purposes are advanced.
- p. All the “functional competencies” may be for naught if the people who are to follow remain where they are.
- q. It is also hazardous to quantify and qualify specific abilities of leaders. Although there are obviously certain skills common to most leaders, the biblical record suggests that God used people who didn’t look or act like leaders in the traditional sense.**
- r. God chose to use the weak of this world to demonstrate His strength. (1 Cor. 1:26-27; 2 Cor. 12:9-10)
- s. Clinton’s definition wisely observes that God’s purposes are the key to spiritual leadership... the dreams and visions of leaders are not!
- t. We would like to add two dimensions to Clinton’s definition:
 - i. Spiritual leaders can lead those who are not God’s people as well as those who are
 - ii. Simply leading people toward an objective may not be adequate to qualify for spiritual leadership. Many pastors have left their churches after serving for less than two years. They may argue that they moved their church forward, yet nothing of lasting significance was accomplished.

1. Just as Moses was not released from his followers when they disobeyed God and began a 40 year hiatus in the wilderness, so true leaders stay with their people until they have successfully achieved God's purposes.
 2. To abandon followers because they refuse to follow is to forsake the sacred calling of a leader.
 3. Spiritual leaders know they must give an account of their leadership to God.
 4. Spiritual leaders want to see God achieve His purposes through them for their generation (2 Cor. 5:10-11)
- B. *A New Definition:*
- a. True spiritual leadership can be defined in one concise statement...
 - b. **“Spiritual leadership is moving people on to God's agenda.”**
 - c. While not as technically precise a definition as some others, this definition describes what is at the heart of being a spiritual leader.
 - d. There are 5 truths inherent in our definition of spiritual leadership.
- C. *The Spiritual Leader's Task:*
- a. Spiritual leadership is not identical to leadership in general
 - b. **Spiritual leadership has certain distinctive qualities that must be understood and practiced if spiritual leaders are to be successful.**
 - c. The 5 truths/tasks inherent to spiritual leadership:
 - i. *The spiritual leader's task is to move people from where they are to where God wants them to be.*
 1. Once spiritual leaders understand God's will, they make every effort to move their followers from following their own agendas to pursuing God's purposes.
 2. **People who fail to move people on to God's agenda have not led.**
 3. It is a process of “persuasion and example” by which leaders cause their people to change their attitudes and behaviors and to move forward to achieve God's purposes.
 4. Spiritual leaders use spiritual means to move or influence people, vs. methods devoid of God.
 5. **When spiritual leaders have done their jobs, the people around them have encountered God and obeyed His will.**
 - ii. *Spiritual leaders depend on the Holy Spirit.*
 1. God calls them to do something that only God can do.
 2. **Spiritual leaders cannot produce spiritual change in people.**
 3. Yet, the Holy Spirit often uses people to bring about spiritual growth in others.
 4. Exodus 3:10 is contains the crux of spiritual leadership.
 - iii. *Spiritual leaders are accountable to God.*
 1. Spiritual leadership necessitates an acute sense of accountability.
 2. **Leaders don't blame their followers when they don't do what they should do.**
 3. **Leaders don't make excuses.**
 4. **Leaders assume their responsibility is to move people to do God's will.**
 5. True spiritual leadership is taking people from where they are to where God wants them to be.
 - iv. *Spiritual leaders can influence all people, not just God's people.*
 1. **God is on mission at the local factory as well as at the local church.**
 2. The biblical account of Joseph is a case in point.
 3. History is replete with examples of men and women exerting spiritual leadership upon secular society.
 4. **Spiritual leadership occurs down the middle of everyday life.**

- v. *Spiritual leaders work from God's agenda.*
 1. **The greatest obstacle to effective spiritual leadership is people pursuing their own agendas.**
 2. God's concern is NOT to advance leader's dreams and goals or to build *their* kingdoms. God's purpose is to turn His people away from their self-centeredness and their sinful desires and to draw them into a relationship with Himself.
 3. Too often, people assume that along with the role of leader comes the responsibility of determining what should be done. They develop aggressive goals. They dream grandiose dreams. They cast grand visions. Then they pray and ask God to join them in their agenda and to bless their efforts. That's not what spiritual leaders do!
 4. **Spiritual leaders seek God's will!** Then they marshal their people to pursue God's plan.
 5. **The key to spiritual leadership is for spiritual leaders to understand God's will for them and for their organizations.** Leaders then move people off of their own agendas and onto God's agenda.
 6. It sounds simple but too many Christian leaders fail to put this basic truth into practice.

- D. *Spiritual Leadership: Jesus as the Model*
 - a. Scholars have developed complete leadership systems and leadership training models based on Jesus' methods of leadership
 - b. Jesus did not develop a plan, nor did He cast a vision.
 - c. Jesus sought His Father's will.
 - d. Jesus' vision for Himself and His disciples came from His Father.
 - e. Some leadership development proponents observe that Jesus concentrated primarily on training 12 followers; they conclude this model of leadership must be the pattern for all spiritual leaders...
 - f. However, **leaders would be remiss to infer that the methodology Jesus adopted is the key to spiritual leadership... It is not!**
 - g. **The key to Jesus' leadership was the relationship He had with His Father!**
 - h. **Because He knew His Father's will, Jesus did not allow people's opinions to sidetrack Him from His mission (Mark 1:37-38)**
 - i. Jesus refused to take any shortcuts in carrying out His Father's will.
 - j. Jesus dealt with Satan's temptations:
 - i. There was an easier way with a lower personal cost.
 - ii. God's way is not necessarily the only option in achieving the desired goals.
 - k. Even choosing the 12 disciples was not Jesus' idea but His Father's. Scripture says Jesus spent an entire night praying before he chose His disciples.
 - l. According to Jesus, even the teaching He gave his disciples came from the Father (John 6:49-50; 14:10; 15:15; 17:8).
 - m. Jesus trained His disciples to watch for God's activity rather than to set their own agendas.
 - n. Even in the most difficult assignments, including the cross, Jesus accepted His Father's will unwaveringly.
- E. *Conclusion:*
 - a. Jesus has established the model for Christian leaders!
 - b. **Jesus' model is not found in His methodology, but rather in His absolute obedience to the Father's will.**
 - c. Current leadership theory suggests good leaders are also good followers, this is particularly true of spiritual leaders.
 - d. **The key for spiritual leaders is NOT the development of vision and the setting of direction. Rather, the key for spiritual leadership is to obey everything the Father reveals... the Father is the leader!**

- e. God does not ask leaders to dream big dreams or to solve the problems that confront them. Instead, He asks leaders to walk with Him so intimately that, when He reveals what is on His agenda, they will immediately adjust their lives to His will. The results will bring glory to God.
- f. **This model is not popular, even in churches, but it encompasses what biblical leadership is all about.**
- g. Our prayers should be: “Your kingdom come, Your will be done, on earth as it is in heaven” (Matthew 6:10)
- h. **If Christians around the world were to suddenly renounce their personal agendas, their life goals and their aspirations, and begin responding in radical obedience to everything God showed them, the world would be turn upside down... that’s what the 1st century Christians did, and the world is still talking about it!**

Ch. 3: The Leader’s Preparation (How God Develops Leaders)

The greatness of an organization will be directly proportional to the greatness of its leader(s).

It is rare for organizations to rise above their leaders.

Giant organizations do not emerge under pygmy leaders.

The key to growing an organization is to grow its leaders.

Ultimately, leadership is more about “being” than “doing.”

As leaders grow personally, they increase their capacity to lead.

As leaders grow their capacity to lead, they enlarge the capacity of their organization to grow. Therefore, the best thing a leader can do for the organization is grow personally.

George Barna research revealed that only 6% of pastors claim to sense the gift of leadership in their life/ministry. This may explain the sense of desperation many church leaders express as they examine their ministry and personal effectiveness.

A. *The Making Of A Leader*

a. Innate Qualities:

- i. Research shows the early lives of famous leaders usually reveals signs that they were oriented to be leaders.
- ii. **If churches are concerned about future leaders, they would do well to nurture their children, for any strategy for developing spiritual leaders must take into account those emerging leaders currently in their preteens.**
- iii. Wise churches will explore leadership opportunities for their teenagers rather than wait until they are adults to begin finding avenues for them to lead.
- iv. The media often portray leaders as unusually gifted, charismatic, physically imposing, and attractive people.
- v. This skewed image of leadership can lead to self-doubt on the part of many would-be leaders.
- vi. Most people can exercise leadership in some arena of life if they are willing to grow as people and to develop leadership skills.
- vii. Leaders are both born and made...
- viii. Most of history’s famous leaders have been decidedly ordinary...
- ix. **What distinguishes most leaders is their clarity and persuasiveness of their ideas, the depth of their commitment, and their openness to continually learning more.**

b. Life Experiences:

- i. People's life experiences can greatly affect the kind of leaders they become. Something as basic as birth-order can have a profound impact on one's development as a leader.
- ii. Home Life.
 1. The influence of a leader's childhood home cannot be underrated as a major factor in leadership development.
 2. Whether for good or for bad, there's no escaping the influence of the childhood home in the shaping of a leader.
 3. **One of the greatest limitations for today's spiritual leaders is their inability to understand and acknowledge how their past cripples their current effectiveness.**
 4. Some Christian leaders are motivated more by anger than love.
 5. Others are so insecure they cannot tolerate disagreement
 6. Others are so desperate for approval, they lead by surrounding themselves with people who love and admire them.
 7. **It is common for people to seek positions of spiritual authority as a means of personal edification rather than as an avenue to serve God and build His kingdom.**
 8. Many leaders today are driven by the scars of their past.
- iii. Failures.
 1. **Failure is a powerful force in the making of a leader.**
 2. Failure itself is not the issue; it's what failure leads to that is so determinative in leadership development.
 3. For true leaders, failure does not destroy them, rather it further develops their character.
 4. Winston Churchill defined success as: *"going from failure to failure without the loss of enthusiasm."*
- iv. Crisis.
 1. Events beyond a person's control can have the same effect (for good or bad) as failures.
 2. Crisis can either crush an aspiring leader or develop the character and resolve of an emerging leader, thereby enabling him/her to reach greater heights in the future.
- v. Personal Struggles.
 1. Winston Churchill, famous for his eloquence, had a speech impediment as a boy.
 2. It is common to see how early disappointments gave aspiring leaders both a sense of humble reality and a renewed zeal to achieve something significant in their lives.
- vi. Success Through Hardship.
 1. Many of history's greatest leaders suffered major failures, crises, and disappointments in their development as leaders.
 2. One could almost assume that "traumas" are prerequisites to leadership success.
 3. **No great leader has every enjoyed an easy path to greatness.**
 4. Those who avoid hardship forgo their opportunity for greatness.
 5. **The key to leadership development lies not in the experiences, whether good or bad, but in people's responses to those experiences.**
 6. **The distinguishing characteristic of leaders is that they use their experiences as learning tools and they gain renewed motivation from their failures.**
 7. **Leaders are not people who escape failure, but people who overcome adversity.**

8. A mistake is an event, the full benefit of which has not yet been turned to your advantage.
9. God can (and often does) use adversity to build certain qualities deep within one's character that could not be fully developed in any other way.

B. *God's Work In Leader's Lives*

a. God gives His Holy Spirit:

- i. The Holy Spirit is uniquely active in the development of a truly "spiritual" leader.
- ii. "There is no such thing as a self-made spiritual leader." - Oswald Chambers
- iii. **Spiritual ends require spiritual means, and spiritual means come only by the Holy Spirit.**
- iv. This truth is evident in God's message to Zerubbabel (Zech. 4:6)
- v. Without the Spirit's presence, people may be leaders, but they are not spiritual leaders.

b. God sets the leader's agenda:

- i. **God is sovereign over every life, but those who yield their will to Him will be shaped according to His purposes.**
- ii. When God directs a life for His purposes, all of life is a school.
- iii. **No experience is ever wasted by God.** (Romans 8:28)
- iv. God can and often does bring both healing and growth out of even the worst experiences.
- v. **Unless God sets the agenda for a leader's life, that person will not be an effective spiritual leader.**
- vi. 6-stage Model of leader development (R.Clinton/Fuller Seminary)
 1. *Sovereign Foundations*
 - a. God's activity during life's formative years
 2. *Inner Life Growth*
 - a. When one's character and spiritual life are being developed
 - b. Conversion happens at this stage
 - c. As believers, empowered by the Holy Spirit, people now begin to be transformed into ones who think and act like Christ
 - d. Note: People without the Holy Spirit will often have major areas of their character that remain under-developed. (Lost people act like lost people.)
 3. *Ministry Maturing*
 - a. Spiritual leadership is first attempted at this stage
 - b. People begin to understand their own strengths and weaknesses
 - c. Failures and set backs are common here...
 - d. What leaders learn from these early experiences will largely determine how they advance in leadership ability.
 4. *Life Maturing*
 - a. Spiritual leaders begin to focus on their strengths
 - b. God shifts His primary focus...
 - i. Old focus = God working "in" you
 - ii. New focus = God working "thru" you
 - c. An experiential understanding of God matures at this time.
 - d. Through life experiences, God teaches people about life and relationships.
 5. *Convergence*
 - a. When one's ministry experience and their life experience converge, a specific job or responsibility is undertaken.
 - b. The individual is forced to draw on all they have learned.
 - c. This will be the job or role for which leaders are best known and in which they experience their greatest success.

- d.* Unfortunately, many people never reach convergence.
- e.* **When leaders neglect the Holy Spirit's role in their lives they never reach their full potential as spiritual leaders.**

6. Afterglow/Celebration

- a.* Few people ever reach this level of spiritual leadership
- b.* This stage comes only after one has successfully led others for a significant period of time.
- c.* This is the time for teaching the next generation.
- d.* There will be unmistakable evidence that leaders in this stage have walked intimately and powerfully for many years.

C. God gives the assignment:

- a.* People will not become spiritual leaders unless God calls them to this role and equips them for it.
- b.* **Secular leadership can be accomplished via a sheer force of will. By contrast, spiritual leadership is an assignment from God.**
- c.* Historically, God has chosen ordinary people, most of whom were not looking a divine assignment.
- d.* **The greatest area of concern for spiritual leaders is their hearts.**
- e.* Study the life of Abraham to see this truth come alive!
 - i.* Abe was n ordinary person
 - ii.* Abe built on his heritage
 - iii.* Abe grew through failures
 - iv.* Abe built spiritual landmarks
 - v.* Abe experienced God's redemption
 - vi.* Abe learned by experience
 - vii.* Abe was not allowed (by God) to take short cuts
 - viii.* Abe demonstrated his faith
 - ix.* Abe obeyed God
 - x.* Abe became a "friend" of God

D. Conclusion:

- a.* **God appoints leaders.**
- b.* **Leadership development comes through character development, because leadership is a character issue.**
- c.* The first truth in leadership development is this: "God's assignments are always based on character – the greater the character, the greater the assignment (Luke 16:10).
- d.* Character building can be a slow and often painful process.
- e.* **The person who allows God to complete the process within themselves will know the joy of being used by God.**
- f.* Character building takes time. There are no shortcuts!
- g.* Two factors determine how long it will take:
 - i.* Trust in God
 - ii.* Obedience to God
- h.* God builds character through the ordinary experiences and crises of life.
- i.* God uses everyday events that require people to place their trust in Him to shape them into spiritual leaders.
- j.* Significant character development occurs as God redeems leaders from their mistakes.
- k.* The redemption process teaches leaders more about themselves and more about God
- l.* The best leaders know themselves well.
- m.* Wise leaders allow God to make the most of their mistakes.

Ch. 4: The Leader's Vision (Where Do Leaders Get It and How Do They Communicate It?)

“Where there is no vision, the people perish.” Proverbs 29:18

Vision can serve as the North Star for organizations, helping leaders keep their bearings as they move their people forward. Any organization that does not have a clear vision of where it is going is in danger of becoming sidetracked and failing to accomplish its purpose.

Vision is critical... so it stands to reason that leaders must be visionaries.

Visionary leaders understand at least three fundamental issues: A). Where does vision come from? B). How does vision inspire people? C). How do leaders communicate vision?

A. Where Do Leaders Obtain Their Vision?

a. *“Because It’s There”*

- i. While it is one thing for people to risk their lives in pursuit of a dream, it is quite another for leaders to take their organizations on a misguided and unnecessary quest just because the opportunity lies before them.
- ii. Some leaders hardly consider their alternatives.
- iii. Some leaders value action over reflection... or reaction over reflection.**
- iv. Some leaders assume moving forward is always better than standing still.
- v. When a challenge presents itself, they impulsively charge forward; many such leaders eventually collapse on the slopes of their mountains.
- vi. Assuming every “open door” represents God’s will to move forward is an undiscerning approach to leadership.**

b. *Duplicating Success*

- i. Some leaders borrow their vision...
- ii. A bountiful source of vision for some is the past. They do things the way they do because that’s the way they’ve always done it.
- iii. Sometimes success becomes the leader’s greatest enemy. “Success can close a mind faster than prejudice” – Max Dupree**
- iv. **“Yesterday’s successes always linger on long beyond their productive life.”** – Peter Drucker
- v. Take careful note that, throughout Scripture, God rarely worked in the same way twice.
- vi. God’s activity cannot be reduced to a formula.**
- vii. Mimicking the successful strategies of others is enticing to some leaders because it eliminates the need to think reflectively.
- viii. “There is an almost universal quest for easy answers and half-baked solutions. Nothing pains some people more than having to think.” – Dr. Martin Luther King**
- ix. Sadly, some church leaders think that all they need to “lead a church” is the latest seminar or popular book. Pity the people who follow such thoughtless leadership.

c. *Vanity*

- i. Egocentric leadership is generally cloaked in statements of loyalty to the organization or in pious proclamations about the kingdom of God...
- ii. In truth, the growth of the organization merely feeds the leader’s pride.
- iii. Countless organizations have crumbled under leaders who were motivated by vanity rather than vision.**

d. *Need*

- i. A popular basis for setting vision is “perceived needs.”
- ii. Need-based visions are established by surveying target groups to determine their desires.

- iii. The advantage of the need-based approach is obvious; those churches most in touch with their community's expressed needs will be viewed as a more relevant, viable, option by those whose needs they address.
- iv. **While churches must be sensitive to needs in their community, a need expressed is not the same thing as a call by God.**
- v. **People who are not born again cannot fully understand their own spiritual needs.**
- vi. Non-Christians may recognize the symptoms of evil in society, but they probably do not understand the root cause.
- vii. **Need-based vision not only allows unregenerate people to set the agenda for churches, but they also tempt churches to focus on symptoms rather than causes (and solutions).**
- viii. God's assignment for a church may not include meeting every need being expressed. God equips each church for particular assignments (1 Cor. 12:12-31).
- ix. **The church must discover its vision not by seeking the opinions of people but by seeking God's will.**
- x. A relationship with Jesus is always a higher priority than meeting people's physical needs.
- xi. **Jesus did not conduct His ministry based on what people wanted (Mark 1:23-29; Luke 19:1-10; John 5:17, 19-20)**
- e. *Available Resources*
 - i. The availability of resources sometimes induces vision.
 - ii. Wise leaders do not allow the availability of resources to determine the direction of their organizations.
- f. *Leader-Driven*
 - i. **Many people assume that being a visionary leader involves personally developing a vision for one's organization.**
 - ii. "Just as no great painting has ever been created by a committee, no great vision has ever emerged from the herd." - Warren Bennis
 - iii. "God never gave a vision to a committee." - George Barna
 - iv. Understanding how to achieve that vision is not a simple endeavor.
 - v. Leaders generate vision by envisioning a desirable future and then develop a plan to achieve the results. This venture can put enormous pressure on leaders as they assume responsibilities.
 - vi. Once leaders develop a vision, they have the onerous task of selling it to their constituents.
 - vii. Often, leaders put their reputations and credibility on the line as they seek to win support for their vision.
 - viii. **When people reject leaders' visions they are expressing a lack of trust in their leaders.**
 - ix. Many Christian leaders have adopted "big hairy audacious goals" with gusto. They say, "We need to dream big dreams for God," or "We must set goals that are worthy of the mighty God we serve." This all sounds exciting... but is it biblical?
 - x. Isaiah 55:8-9 cautions: "For My thoughts are not your thoughts, neither are your ways My ways, declares the Lord..."
 - xi. **The message is clear. Leaders' best thinking will not build the kingdom of God. Why? Because people do not naturally think the way God does.**
 - xii. God's ways are completely different from man's ways (1 Cor 1:20)
 - xiii. **The danger is in believing that human reasoning can build God's kingdom. It cannot.**
 - xiv. Jesus identified many of the world's commonly accepted principles as being contrary to God's ways.
 - I. The world says being first is preferable. Jesus said the last shall be first.

2. The world idolizes strength. Jesus said God demonstrates His strength through people's weakness.
 3. The world values large numbers. Jesus chose a small group to be His disciples and often ignored the crowds to focus on individuals.
 4. The world seeks happiness. Jesus said blessed are they that mourn.
 5. The world is attracted to large, spectacular performances. Jesus said His kingdom would be like a mustard seed.
 6. The world does good deeds in order to win people's praise. Jesus said, do your good deeds in secret, because the Father will see them and give a reward.
 7. The world uses slick marketing campaigns to attract people. Jesus said no one can come to Him unless the Father draws them.
 8. **Over and over again, Jesus rejected human reasoning in favor of God's wisdom.**
- xv. A poignant account of vision casting is found in Luke 9:51-16
- xvi. **Spiritual leaders who develop their own visions, no matter how extensive, rather than understanding God's will, are settling for their best thinking instead of God's plans... thereby shortchanging their followers.**

g. *God's Revelation*

- i. God does not ask His followers to operate by worldly visions. Instead, God's people are to live by God's revelation.
- ii. Proverbs 29:18 is often quoted but it is also misapplied frequently.
- iii. The best translation would change the word "vision" with the word "revelation."
- iv. **There is a significant difference between "vision" and "revelation." Vision is something people produce; whereas revelation is something people receive.**
- v. **Leaders can dream up a vision but they cannot discover God's will... God must reveal it!**
- vi. The secular world ignores God's will... nonbelievers are left to project their own vision.
- vii. Christians are called to a totally different approach.
- viii. **For Christians, God alone sets the agenda!**
- ix. Therefore, the "visions" that drive spiritual leaders must be derived from God.
- x. Proper vision is born out of the revelation of God, not a textbook approach to crisis management.
- xi. Yet, many Christian leaders adopt the world's approach to vision and miss out on God's way. **In seeking to serve God, they inadvertently try to take on the responsibility of God.**
- xii. **Leaders must understand that their role is to seek the Father's will and to adjust their live to Him.**
- xiii. Often times, leaders, who are proactive in their wiring, don't spend enough time seeking to hear clearly from God. Instead, they simply have a cursory moment of prayer and then begin making their plans. They seek a few relevant Scriptures and hurry into the goal-setting phase, falsely confident their plans are "of God."
- xiv. **Asking God to set one's goals and to bless one's dreams does not ensure that they are from God.**
- xv. **Only God can reveal His plans and He does so in His way, on His time schedule, and to whom He wills.**
- xvi. **It is critical for leaders to walk closely with the Father, so they are keenly aware of his revelation and are ready to respond in obedience to His initiatives.**
- xvii. **The role of spiritual leaders is not to dream up dreams for God but to be the vanguard for their people in understanding God's revelation.**
- xviii. The "spiritual leader" is best described as a "servant of God."
- xix. **The real key to God's promises is not people or physical resources, but God.**

- xx. **God does not need man's wisdom to help get the job done.**
 - xxi. **Spiritual leaders must resist the temptation to insert their own best thinking where God has promised a miracle.**
 - xxii. **Attempting to hurry the process or to adjust God's plan to make it more achievable are both signs of immature spiritual leadership.**
 - xxiii. **Spiritual leaders must continually remind themselves that what God has promised, God will accomplish completely in His time and in His way (Phil. 1:6).**
 - xxiv. ***** The leader's job is to communicate God's promise to the people, not to create the vision and then strive to enlist people to buy into it.**
- B. How Does Vision Inspire & Move People?
- a. It is undeniable that great visions move people.
 - b. "There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile, and achievable vision of the future, widely shared." - Burt Nanus
 - c. **The challenge for leaders is to understand how vision can motivate followers to do things they would never attempt otherwise. Vision statements are not enough.**
 - d. Just as God used memorable images to symbolize His promises, so wise spiritual leaders will attempt to put into pictures the promise they believe God has given their organization.
 - e. **Vision must be clear, compelling, and common to all the people.**
 - f. **The problem is that many organizations ask their people to make great sacrifices on behalf of puny visions.**
 - g. Too many visions encourage people to give their best but fail to spell out any clear benefit.
 - h. Leaders often fail to appeal to people's innate need to believe they have made a valuable contribution to society.
 - i. People want their lives to make a difference.
 - j. **The difference between worldly visions and God-given visions is that God-given visions are always impossible to achieve apart from God.**
 - k. People want to be a part of something God is doing. If it is clear that God has made a promise to a group of people, there should be little difficulty in enlisting the support of group members.
- C. How Do Leaders Communicate Vision?
- a. **Sometimes spiritual leaders spend a lot of energy trying to get their people to "buy in" to their vision because their vision is not from God.**
 - b. If a vision must be sold to others, it is not a compelling vision and is probably not from God.
 - c. **Spiritual leaders don't sell vision; they share what God has revealed to them and trust the Holy Spirit will confirm that same vision in the hearts of their people.**
 - d. Spiritual leaders know they cannot change people; only the Holy Spirit can do this.
 - e. **If the Holy Spirit is not convincing people to follow in a new direction, it may be that God is not the author of the new direction.**
 - f. **People may change their behavior in response to a leader's encouragement, but that doesn't mean they have changed their core values and beliefs.**
 - g. People either truly believe something or they don't.
 - h. **Either people have moved on to God's agenda or they haven't.**
 - i. Spiritual leader's role is to bear witness to what God says.
 - j. **Spiritual leaders must bring followers into a face to face encounter with God so they hear from God directly, not indirectly through their leader(s).**
 - k. **Spiritual leaders may never convince their people they have heard from God personally, but once their people hear from God themselves, there will be no stopping them from participating in the work God is doing.**
 - l. The leader cannot convince people that a particular direction is from God... that is the Holy Spirit's task.

- m. As people grow in their relationship with God, they will hear from God themselves and want to follow Him.**
 - n. The key to spiritual leadership, then, is to encourage followers to grow in their relationship with their Lord.**
 - o.** This cannot be done by talking about God. It cannot be accomplished by exhorting people to love God. It can only be achieved when leaders bring their people face to face with God and God convinces them that He is a God of love who can be trusted.
 - p. One of the major challenges today stems from Pastors/Spiritual Leaders asking people to follow a God they do not know very well.**
 - q.** Leaders are encouraged to present “church activities” in terms of what God is doing in their midst, rather than in terms of programs to support or activities to attend.
 - r. Too many leaders urge people to participate in outreach events and mission activities, but they make no connection between the event/activity and the “activity of God.”**
 - s. A church program never changed a life. Only God does that.**
 - t.** As people see God at work around them, they will enthusiastically participate in the things they sense God is doing.
 - u. People make enormous sacrifices in direct response to the activity of God.**
 - v.** For a vision to move people, the people must be convinced the vision is a promise from almighty God, vs. the mere dream of an ambitious leader.
- D. Communicating Vision Through Symbols
- a. “A picture is worth a thousand words...”**
 - b.** Good symbols can be power vehicles for communicating the values and the vision of organizations.
 - c.** A helpful exercise for leaders is to attempt to draw a picture of the promise they believe God has given them of the future... portray it in a symbol.
 - d. Leaders discover symbols that summarize what the organization believes about itself and its future (i.e. “Quilt” & “Life Saving Station”) and use them to communicate their vision to others.**
- E. Communicating Vision Through Stories
- a.** One of the most effective ways for leaders to relate what God is doing is through the telling of stories.
 - b. When leaders neglect to relate what has happened to their people, they rob the people of an exciting opportunity to experience the powerful activity of God.**
 - c.** It also prevents them from making the connection between what God is doing and their own involvement in the organization.
 - d.** The power of stories... they appeal to both head and heart.
 - e. Wise leaders continually help their people see how God is working in their midst... in part, by sharing such stories.**
 - f.** It is said that revival is spread on the wings of the testimonies of those whose lives have been changed in revival...
 - g. The leader is both the messenger and the message!**
 - h.** A story detailing God’s activity in the midst of a secular world can engage people’s hearts and gain their commitment.
 - i.** There are at least 3 types of stories leaders need to share regularly...
 - i. Stories from the past** – Churchill said he wished Hitler would read British history so he would know what his fate would be.
 - ii. Stories from the present** – Never assume people will automatically make the connection between what is happening in their midst and God’s activity. The leader’s role is to help people make that connection.
 - iii. Stories that light the future** – hold before the people images of the future... the “land of milk and honey”
 - j. For spiritual leaders, all past, present, and future stories should come from God and be God-centered.**
- F. Leadership is Communication
- a. You cannot be a poor communicator and a good leader.**

- b. **If you are a leader and you're not sick and tired of communicating, you probably aren't doing a good enough job.**
 - c. People do not have to buy into a vision - they just have to see that God is making a promise.
 - d. Leaders cannot grow weary of bearing witness to God's activity.
 - e. **Churches ought to have stories that all the members know and recite that remind the people of God's ongoing activity in their midst.**
- G. Conclusion
- a. Vision is crucial for an organization.
 - b. The source of true vision is God's revelation of His activity.
 - c. God's revelation can usually be stated as a promise and can be expressed through an image.
 - d. When leaders successfully communicate vision to their people, it will be God who sets the agenda for the organization, not the leader, and the people will know it is God.

Ch.5: The Leader's Character (A Life That Moves Others To Follow)

The predominant challenge for leaders is how to get people to follow them.

Leaders without followers are not leaders.

Many would-be leaders fail because they cannot inspire people to follow them.

The greatest challenge is often becoming the kind of person others want to follow.

Some have resorted to developing the appearance of a leader rather than developing the character of a leader.

It has never been easier to create the "image" of a leader than it is today.

A. Illegitimate Sources of Influence

- a. The catch word for leadership today is "influence"
- b. Personal influence can come from several sources, some legitimate and others illegitimate.
- c. Three illegitimate ways people gain influence:

i. Position

- 1. If any leaders should not rely on their position for their influence, it is spiritual leaders.**
2. Spiritual leadership is based n the work of the Holy Spirit and on spiritual character.
3. Graduating from seminary does not make one a spiritual leader.
- 4. Holding a leadership position in a Christian organization does not automatically come with God's anointing.**
5. Some leaders pursue influence by using force and manipulation. Such insidious bullying carries disastrous consequences.

ii. Power

- 1. To impose authority and submission on people is to risk losing valuable personnel.**
2. Pastors who bully their people into submission will eventually find themselves in one of two positions:
 - a.* Preaching to empty seats
 - b.* Searching the want ads
3. Spiritual dictatorships can be the most oppressive form of tyranny
- 4. Cult groups demand absolute obedience to their leaders. They denounce independent thought... Nothing could be more unbiblical!**

5. Scripture is clear that all people must give an account to Christ for everything they have done, regardless of who told them to do it (2 Cor. 5:10)
 6. **Obedying a leader is not equal to obeying God.**
 7. People who obey leaders as though they were responding to God are in danger of committing idolatry.
 8. **Leaders who begrudge people the opportunity to seek God themselves and who do not actively teach their people how to hear God's voice have disqualified them selves as spiritual leaders.**
- iii. Personality
1. People often follow leaders strictly because of their charisma and winsome personalities.
 2. **Leaders must offer more than charm. Followers need competence and a sense of direction from their leaders.**
 3. Collins says in "Built To Last" that the thought that organizations need charismatic, visionary leaders is a myth.
 4. On the contrary, such leaders can be detrimental to long term health because their departure often creates demise.
 5. **Great leaders build great organizations, not necessarily great reputations.**
 6. Christ said He would build His church (Matthew 16:18)
 7. **Personality without purpose and charm without competence are recipes for ruin.**
 8. Pastors who function more on personality than on true leadership qualities rarely stay in one place for long. They seldom accomplish anything of substance. They make great first impressions but rarely leave lasting results.

B. Legitimate Sources Of Influence

a. *God's Authentication*

- i. The first and most important test of legitimacy for spiritual leaders is God's authentication.
- ii. **Leaders who become preoccupied with defending themselves and their reputations display an acute lack of faith (or a guilty conscience), for they do not trust God to authenticate them as spiritual leaders.**
- iii. **Likewise, true leaders do not despair when people conspire against them. Those who are secure in their relationship with God know that the antagonism of their fiercest foe cannot prevent them from achieving God's purposes for their lives (Rom. 8:31).**
- iv. Leaders do not have to prove God is guiding them. God's presence will be unmistakable.
- v. **Jesus exemplified the unpretentious life.** The only person in history with justification to exalt Himself... Yet He chose to live and die in extreme humility.
- vi. **When spiritual leaders pursue the praise and respect of others, they may achieve their goal, but they also have their reward in full.**
- vii. **Those who seek God's affirmation receive a true and lasting honor... There is no comparison.**
- viii. When God chooses to exalt one of His servants, the world sits up and takes notice (Genesis 21:22; 1 Kings 10:1-10)
- ix. Leaders who continually present new ideas and visions for the future but who never see those dreams come to fruition are clearly presenting their own visions and not Gods.
- x. **It is imperative for spiritual leaders to evaluate their lives to determine whether God is confirming their leadership. There should be ample evidence of God's affirmation.**

- xi. When God affirms a leader, God will vindicate that person's reputation over time.
 - xii. Criticism is not necessarily a sign of poor leadership. It may stem from people resisting God rather than rejecting the leader.
 - xiii. **A sure sign that God's presence is in a leader is "changed lives." When someone leads in the Spirit's power, lives are changed.**
 - xiv. When God-inspired leadership is active, others recognize God as the driving force behind the leader's agenda.
 - xv. Leaders who are led by God will be willing to lead their people to accept God-sized assignments.
 - xvi. **The unmistakable mark of leaders who are authenticated by God is that they are like Christ and those follow them become more like Christ**
 - xvii. A person is truly a spiritual leader when others are moved to be more like Christ.
 - xviii. How does one attain God's authentication?
 1. The key lies not in the leader but in God.
 2. **There is nothing a leader can do that will guarantee God's affirmation.**
 3. All a leader can do is submit to God's call.
 4. **Some spiritual leaders try to be more committed, when what they need to be is more submitted.**
 5. **There is a significant difference between a personal determination to try harder and a complete abandonment of one's self to God's purposes. The former rests on people and their commitment; the latter relies on God and His sufficiency.**
 6. **All spiritual leaders have a point in their lives when they yield to Christ as their Lord & Savior, but the greatest leaders also have subsequent encounters with Christ in which they fervently, unconditionally yield every aspect of their live to Him.**
- b. *Encounters With God*
- i. People do not choose to become (true) spiritual leaders.
 - ii. **Spiritual leadership flows out of a person's vibrant, intimate relationship with God.**
 - iii. **You cannot be a spiritual leader if you are not meeting God in profound, life-changing ways.**
 - iv. A deepened sense of yielding everything to the lordship of Christ has been the turning point for many of history's greatest spiritual leaders.
 - v. The common factor with many great leaders is their total submission to God.
 - vi. **Many would-be spiritual leaders do not need to be more "resolved to seek God's will;" they need to be more "yielded in faith to trust God and to do His will."**
 - vii. With an absolute submission to God's will comes a profound assurance of God's presence.
 - viii. **Great spiritual leaders are determined to hold nothing back from Christ's absolute lordship. Sadly, most spiritual leaders never reach this depth of submission.**
 - ix. **God continues to look for those who are radically yielded to Him so He may reveal His power to a watching world.**
- c. *Character/Integrity*
- i. Most leadership experts agree, character/integrity is foundational to leadership success.
 - ii. **Employees have counted honesty in their leaders as more important than vision, competence, accomplishments, and the ability to inspire.**
 - iii. Integrity is mutually desired by employers and employees
 - iv. **Leadership is ultimately based on trust.**
 - v. Another term to describe integrity in a leader is "credibility."
 - vi. **Credibility is the foundation of leadership – period!**

- vii. **The ultimate test of leaders' credibility is whether they do what they say.**
- viii. Spiritual leaders, of all people, ought to be known for their honesty. Yet many are not. There is a cynical suspicion among much of the public that most prominent spiritual leaders are hypocrites.
- ix. When people see their leaders stretching the truth or strategically glossing over problems, they lose confidence in that leader.
- x. **Followers don't expect their leaders to be perfect, but they do expect them to be honest.**
- xi. "Integrity in all things, precedes all else." - Max Depree
- xii. Followers must be whole-heartedly convinced of their leader's integrity.
- xiii. **Integrity means being consistent in one's behavior under every circumstance, including unguarded moments.**
- xiv. If leaders are honest and moral in public, but discard those standards in private, their lives lack integrity.
- xv. **When leaders have integrity, their followers always know what to expect.**
- xvi. The Bible is filled with promises for the person of integrity... (Proverbs 2:7; 10:9; 20:7; Psalms 26:1-2; 2 Peter 3:14)
- xvii. **Conversely, people who prove themselves deceitful in one area of life are equally capable of being deceitful in other areas!**
- xviii. **People without integrity fail to gain people's loyalty.**
- xix. An unmistakable sense of authority accompanies leaders with integrity.
- d. *A Successful Track Record*
 - i. **Few things bring a leader more credibility than consistent, long-term success.**
 - ii. **Leaders cannot demand respect... they can only earn it.**
 - iii. The problem is that many would-be spiritual leaders want people's respect without first establishing a history of success.
 - iv. People have a right to examine their leader's track record...
 - v. **There are no substitutes for experience. You cannot lead out of someone else's experience.**
 - vi. Be weary of "potential" without supporting track records.
 - vii. New leaders should first tackle smaller projects that can be completed successfully. When people experience a string of small victories, they will be more willing to attempt something larger.
 - viii. **The first place to demonstrate small triumphs is in the leader's self-mastery.**
 - ix. **God is sequential in the way He develops leaders. Those who prove themselves faithful with little will receive more from God. Conversely, those who squander the initial responsibilities God gives them will not be trusted with more.**
 - x. Read the story of the three servants... Matthew 25:23ff
 - xi. **Too many people want to bypass the small assignments and get right to the big jobs – the ones with the influence and prestige.**
 - xii. God doesn't work that way!
 - xiii. **"More" in God's economy may mean that God entrusts them with a more difficult assignment, or greater suffering.**
 - xiv. *God's Son received the highest assignment and it culminated in a cross...*
 - xv. **Followers are much more motivated to support leaders who demonstrate faithful service to God. The evidence that God has honored such leaders serves to solidify their credibility.**
 - xvi. L.R. Scarborough, 2nd President of Southwestern Baptist Theological Seminary issues this challenge to spiritual leaders: *"If your place is not great enough to suit you, make it so. The minister who is unable to make a place great is too weak to hold a great one."*

- xvii. **Leaders who fix their gaze on the horizon, hoping for something better rather than focusing on the tasks at hand, are unworthy to hold their current positions.**
- xviii. **It is crucial for those in spiritual leadership to recognize what “success” means in God’s kingdom.**
- xix. Sometimes a tactical retreat can be a success...
- xx. **God gauges success in terms of faithfulness and obedience, not in terms of dollars or status.**
- xxi. The measure of a leader’s success is whether they moved their people from where they were to where God wanted them to be.
- xxii. **The measure of leaders’ success is whether or not they accomplished God’s will.**
- xxiii. **The accomplishment of God’s will is the only complete and infallible indication of success.**
- xxiv. Leaders who have been faithful can even lose a war successfully! They can rest assured that God will reward them in His own way and in His own time.

e. *Preparation*

- i. **Preparation brings profound confidence to leaders.**
- ii. The most successful leaders have been the ones who did their homework thoroughly.
- iii. **Leaders can make momentous decisions with confidence if they are adequately prepared.**
- iv. Spiritual leaders carefully study their church’s past in order to identify the way God has been leading to date.
- v. **Preparation for leadership also involves training. Good leaders take time to learn.**
- vi. Leaders who make the effort to obtain proper training are not only better prepared for their leadership role; they also have more credibility with those they lead (Proverbs 22:29).
- vii. Those who cannot carry through with their training often prove they cannot stick with assignments and jobs later in their careers.
- viii. **The way people handle their preparation for leadership is a strong indicator of what kind of leader they will eventually be.**
- ix. A good education trains leaders how to think for themselves. The ability to think will hold leaders in good stead regardless of what new or unforeseen challenges they encounter.
- x. While there are some well-documented stories of “drop-outs” who “made it big,” these are the exception, not the rule. Most great leaders have taken time to properly prepare themselves at the outset of their calling.
- xi. **Thinkers lead with their minds. They cut new paths through traditional ways of thinking and solving problems. They envision new paradigms. They offer fresh insights into effectiveness.**
- xii. It has been the thinkers who have exerted the longest-lasting influence on world history.
- xiii. **Significant leadership does not come primarily by “doing,” but by “thinking.” Society-shaking, world-changing, history-making thought is NOT produced by lackadaisical, lazy minds.**
- xiv. Spiritual leaders who have made a lasting difference:
 1. **Diligently studied the Scriptures**
 2. **Persistently sought to know God**
 3. **Relentlessly pursued His will for themselves & others**
 4. **Discipline their minds to think**
 5. **Understand their ways are not God’s ways (Isa. 55:8-9)**

C. Conclusion

- a. *Legitimate Sources of Influence:*
 - i. God's authentication
 - ii. Encounters with God
 - iii. Character/Integrity
 - iv. A Successful Track Record
 - v. Preparation
- b. *Illegitimate Sources of Influence:*
 - i. *Position*
 - ii. *Power*
 - iii. *Personality*
- c. Every leader should periodically take a leadership inventory... ask yourself:
 - i. Why are people following me?
 - ii. Do they see the activity of God in my life?
 - iii. Do they recognize in my character and integrity the mark of God?
 - iv. Do they sense that God is with me?
 - v. Do I have a track record of success?
 - vi. What is it about me, if anything, that causes people to want to follow me?
- d. **Spiritual influence does not come automatically, haphazardly, or easily... It is not something which leaders can insist... It is something God must produce in you.**

Ch. 6: The Leader's Goal (Moving People On To God's Agenda)

Leaders must ask themselves: "Where should this organization be going?"

It is amazing how many leaders become so focused on the journey they lose sight of the destination.

Some leaders confuse the means-to-the-end with the end itself.

If leaders do not clearly understand where their organization is and where it should be going, they will be unable to lead effectively.

- A. 3 Unworthy Organizational Goals
 - a. *"Bottom line mentality"*
 - i. It is human nature to look for tangible measures of success
 - ii. Successful leaders must be people who get things done.
 - iii. Goal setting is a popular way to motivate and lead...
 - iv. The popular trend is to focus entirely on achieving goals...
 - v. When goals are met, leaders consider themselves successful. But what about the price their organizations pay in achieving the goals?
 - vi. **Leadership involves far more than merely reaching goals.**
 - vii. Quotes from "Built To Last" (1) and "The Fifth Discipline" (2)
 1. ***"Great leaders do not focus on achieving their goals. Rather, they concentrate on building great organizations. Leaders can achieve their goals for a time but destroy their organizations in the process. A healthy organization will meet its goals year after year."***
 2. "It is no longer sufficient to have one person learning for the organization. It's just not possible anymore to 'figure it out' from the top, and have everyone else following the orders of the 'grand strategist.' We need to tap into people's commitment and capacity to learn at ALL levels.
 - viii. **Leaders cannot and should not do all the thinking for their organizations**
 - ix. It is critical that leaders develop their people to be thinkers...

- x. Max Depree says: “Leaders are morally obligated to provide certain things for those who work for them. Followers have a right to ask the following of their leaders:
 - 1. What may I expect from you?
 - 2. Can I achieve my own goals by following you?
 - 3. Will I reach my potential by working with you?
 - 4. Can I trust my future to you?
 - 5. Have you bothered to prepare yourself for leadership?
 - 6. Are you ready to be ruthlessly honest?
 - 7. Do you have the self-confidence and trust to let me do my job?
 - 8. What do you believe?
 - xi. People follow leaders whose answers to the 8 questions above best satisfy them
 - xii. How leaders answer the 8 questions above will determine the quality and loyalty of their followers.
 - xiii. **Spiritual leaders do not use people to achieve their goals... people are the goal!**
 - xiv. **Leaders who strive for and even achieve their goals, but whose people suffer and fall by the wayside in the process, have failed as leaders.**
 - xv. **Using people to achieve organizational goals is the antithesis of spiritual leadership.**
 - xvi. If a company/church meets its goals but personnel lose their marriages because of the stress the leadership has failed.
 - xvii. **In God’s eyes, how something is done is as important as what is done.**
 - xviii. **The ends do not justify the means in God’s kingdom.**
 - xix. Getting results can make leaders look good.
 - xx. **By contrast, God’s way magnifies God’s name.**
- b. *Perfectionism*
- i. **There is a subtle danger inherent in the philosophy that everything done in an organization must always be done with excellence.**
 - ii. Leaders must be careful how they use the word “excellence.”
 - iii. **There is a big difference between giving God “your” best and giving God “the” best.**
 - iv. **Churches that concentrate more on their tasks than on their people (in the name of pursuing excellence), are missing what God considers most important.**
 - v. Paul’s focus was on developing people. He sought to take them from spiritual immaturity to spiritual maturity. He brought them from faithlessness to fruitfulness. Paul’s joy was in seeing those he led blossom.
 - vi. **In order to help people develop spiritually, leaders may have to allow them to make mistakes, just as leaders make mistakes on their road to maturity as leaders.**
 - vii. **Developing people to their potential is not tidy work, but good leaders recognize the long-term benefits.**
 - viii. Both the people in training and the organization benefit when their leaders value developing people over doing everything perfectly.
 - ix. **If “excellence” means following God’s will and honoring Him through our best efforts, ANY church can be excellent.**
- c. *“Bigger, Faster, More”*
- i. The western world has been seduced by size...
 - ii. People assume significant size equates to God’s blessing... It may not necessarily be so.
 - iii. **Bigger is not always better.**
 - iv. **There is a significant difference between drawing a crowd and building a church.**
 - v. Marketers can draw a crowd but they cannot grow a church.

- vi. **The seduction is two-fold: those religious leaders who are able to grow megachurches are treated as spiritual heroes; and secondly, many leaders act as if God is as impressed with crowds as people are... He is not.**
 - vii. Leaders must be diligent that they never shift their trust from the Head of the church to the tools of the world.
 - viii. **Jesus was never enamored with crowds... When Jesus began teaching about true discipleship, He knew that even though there were large crowds, many were not believers. They were simply wanting their physical needs met. So Jesus preached to them about the cost of discipleship... (John 6:66-67)**
- B. Three Worthy Goals
- a. *Leading To Spiritual Maturity*
 - i. The ultimate goal of spiritual leadership is to take their people from where they are to where God wants them to be.
 - ii. **God's primary concern for all people is not results, but relationship.**
 - iii. **If spiritual leadership is understood as taking people to a "location" or completing a task, then leaders can lead people to places they have never been. But if the goal of leadership is a relationship, then leaders will never move their people beyond where they have gone themselves.**
 - iv. Followers may grow deeper spiritually in spite of their spiritually immature leaders, but they will not grow deeper because of such people.
 - v. Thus, **spiritual leaders must continually be growing themselves.**
 - vi. It is not enough for leaders to hear from God and then relay the message to the people. **Each believer must learn to recognize God's voice and understand what He is saying.**
 - vii. **"The first responsibility of leaders is to define reality for their organizations." - Max Depre**
 - viii. It is a spiritual leader's responsibility to help people understand God's activity in the midst of the daily challenges they face.
 - ix. **Spiritual leaders need to recognize when the Spirit's still, small voice is speaking.**
 - x. Once the organization has numerous people who know how to recognize God's voice and determine His leading, the church will have an enormous potential for serving God.
 - xi. Note: one's calling comes before vocation (see Exodus 19:4)
 - b. *Leading Others To Lead*
 - i. **Leaders lead followers. Great leaders lead leaders.**
 - ii. One of the most tragic mistakes leaders commit is to make themselves indispensable.
 - iii. Insecurity can drive people to hoard all the leadership opportunities.
 - iv. Some leader get so caught up in their own work that they forget about investing themselves into the development of other leaders.
 - v. **Failing to develop leaders is tantamount to gross failure by the leader, whether by design or by neglect.**
 - vi. One of the most common failures of leaders is that they spend little or no effort preparing their organizations for their departure.
 - vii. **One test of great leaders is how well their organizations do after they leave.**
 - viii. A leader's failure in this area carries with it significant ramifications for everyone in the organization, present members and future members alike.
 - ix. **Developing leaders must be a core value of any leader.**
 - x. Unless leadership development is intentional, it will not happen.
 - xi. **Four habits leaders must regularly practice to produce a corps of leaders:**
 - 1. **Leaders delegate** – "Effective executives do not make a great many decisions. They concentrate on the important ones." - Peter Drucker

2. **Leaders give people freedom to fail** – Leaders must delegate but not interfere. Meddling leaders demoralize staff. If leaders continually second-guess decisions their staff make, staff will stop making decisions. At times, it is better to sacrifice perfection if doing so will develop leaders in the process.
3. **Leaders recognize the success of others** – Good leaders give credit where it is deserved. One of the greatest rewards a leader can give someone is recognition. Leaders ought to be constantly praising their people for their accomplishments and acknowledging their contributions. The fact is, when people are successful, so is the leader. True spiritual leaders assume the best of their volunteers. Never will a leader regret having said “thank you,” but an attitude of ungratefulness will eventually cost the leader dearly. Harry Truman said: “It is remarkable how much could be accomplished when you don’t mind who receives the credit.”
4. **Leaders give encouragement and support** – Delegation is a hazardous but necessary task of leaders. If the people are successful, they receive the credit. If they fail, the leaders shoulder the responsibility. In leadership, this fact goes with the territory. Good leaders don’t make excuses. Great leaders understand and accept that the performance of their organizations will be viewed as equal to their own performance. Weak leaders cast blame upon their subordinates when things go wrong. It is a sign of deficient leadership when a pastor blames his people for the declining condition of his church. Good leaders will support their people even when they fail. Often, they use the failure to help the person grow. People need to know that their leader will stand by them when they fail and back them up if things get difficult. When leaders fail to support their followers, everyone grows anxious because they rightly assume their leader would abandon them as well. When leaders come quickly to the aid of a struggling follower, everyone else can relax in the assurance that their leader would do the same for them. Too many leaders abandon their people once they fail. The only valid reason for leaving one’s leadership position is that God clearly guides a person to do so. Otherwise, leaving one’s leadership position is nothing short of abandoning the people God gave to a leaders.

c. *Bringing Glory To God*

- i. Christian organizations can become so preoccupied with “growing” that they incorrectly assume that everything they are doing honors God.
- ii. Some Christian leaders are more concerned with developing their own name than honoring God’s name.
- iii. **God’s desire is to reveal Himself to the world through people and organizations that believe Him and obey Him.**
- iv. **God is not concerned with bringing glory to people.**
- v. God wants to reveal His glory through people.
- vi. **The goal of bringing glory to God must be the impetus behind the efforts of every Christian.**
- vii. **Spiritual leaders understand they cannot relentlessly pursue their own personal goals and glorify God at the same time.**
 1. Note: Whenever Sunday shoppers walk past a closed Chick-fil-A store, they receive a testimony to the convictions of a Christian CEO and company owner named Truett Cathy
 2. Christian leaders who impact their society understand that their first calling is not to be successful in business, sports, or the like... but to be a success in the kingdom of God.

3. **It is no accident that, when Jesus was seeking twelve disciples, He bypassed the professional religious establishment. He found people who understood how the world operated and who were not afraid of working right in the middle of it. He chose people who spoke the language of the marketplace.**
 - viii. **Bringing glory to God is not complicated... To accurately reflect God's nature to others is to bring Him glory.**
- d. *Spiritual Goals That Should Guide Every Leader*
 - i. **Bringing people to spiritual maturity**
 - ii. **Developing leaders**
 - iii. **Bringing glory to God**

Ch. 7: The Leader's Influence (How Leaders Lead)

The fundamental question for leaders is, "How can I move people to do what needs to be done?"

The ability to influence others is undoubtedly a pivotal requirement for leadership.

Leadership begins with "being" but ultimately turns to "doing."

It is not one's credentials, but one's performance that ultimately confirms a person as a leader.

A spiritual leader has not led unless people have shifted to God's agenda.

- A. **How Do Spiritual Leaders Shift People To God's Agenda?**
 - a. **First, they need to know what God's agenda is.**
 - b. **Spiritual leaders must take very seriously the weighty responsibility of learning to hear from God.**
 - i. **Before leaders can help others learn to hear from God, they must do so**
 - ii. **Sadly, the first thing leaders should do (hear from God), is the last thing many leaders actually do.**
 - c. **The single most important thing leaders should do is pray!**
- B. Leaders Pray
 - a. **The leader's prayer life is critical.**
 - b. **Noting of eternal significance happens apart from God.**
 - c. **It is this simple... Leaders who neglect a close relationship with Christ will be unable to accomplish God's will through their organization.**
 - d. **Leaders are doers... The challenge for many is that they think of prayer as passive.**
 - e. **Taking time to pray can seem like wasting precious time.**
 - f. **Biblical praying can be the most challenging, exhausting, laborious, and yet rewarding thing leaders ever do.**
 - g. **Prayer is essential because to be a spiritual leader, one must be filled with the Holy Spirit... and leaders cannot fill themselves up with the Holy Spirit.**
 - h. **While every believer has the Holy Spirit's presence in their lives, the condition of being filled by the Holy Spirit comes through concentrated, fervent, sanctified prayer.**
 - i. **"You will seek Me and find Me when you search for Me with all your heart." (Jer. 29:13)**
 - ii. **"Draw near to God and He will draw near to you." (James 4:8)**
 - i. **Without the Spirit's activity, people may be leaders, but they are not spiritual leaders.**
 - j. **God's wisdom is the reward for dedicated praying.**
 - i. **Listen to God's invitation...**
 - ii. **"Call to Me and I will answer you, and I will tell you great and mighty things which you do not know." (Jer. 33:3)**

- k. **God is the Leader of spiritual leaders.**
 - i. For leaders to have this kind of relationship available to them and then choose not to communicate with the One who wants to guide them is a gross dereliction of duty.
 - ii. Read Luke 18:1-8
 - l. **Another reason to pray is that God is all-powerful. God can do far more than even the most resourceful leaders.**
 - i. God can melt the hardest hearts
 - ii. God can change people's attitudes overnight.
 - m. **The most powerful position leaders assume is when they kneel.**
 - i. "Those warriors who advance on their knees, never retreat!" – Jim Elliot
 - n. **Prayer is the leader's best remedy for stress.**
 - i. Leadership and pressure go hand and hand (1 Peter 5:7)
 - ii. When leaders allow Christ to carry their emotional and spiritual loads, this takes enormous pressure off them and allows them to face even the most difficult assignments with peace.
 - o. **God reveals His agenda through prayer**
 - i. Consequently, **more than any other single thing leaders do, it is their prayer life that determines their effectiveness.**
 - ii. If leaders spend adequate quality time communing with God, the people they encounter will notice the difference.
 - iii. **When pastors preach, their people can soon tell whether or not they are speaking out of the overflow of their relationship with God or if they are merely preaching a sermon.**
 - iv. **The holiness of leaders' lives is a direct reflection of the time they are spending with holy God.**
 - v. **When spiritual leaders take their task of leading people seriously, they will be driven to their knees in prayer.**
 - 1. Read Ex. 32:31-32 & Deut. 9:4-21...
 - 2. Moses offers an incredible testimony to the integrity of a genuine spiritual leader...
 - a. Moses recognized his people's failure as being his failure, because he was their leader
 - b. Such sacrificial, earnest, heart-wrenching prayer is characteristic of great spiritual leaders.
 - vi. **Some things can only be achieved through prayer (Ps. 50:15)**
 - vii. **Leaders should regularly ask their people how they can pray for them.**
 - 1. The leader's office(s) ought to be a prayer center from which fervent intercession emanates on behalf of each person in the organization.
 - 2. As God in His grace responds to the prayers of leaders, things will happen in the organization that can only be attributed to God
 - p. Summarizing why leaders should pray:
 - i. **Prayer is an essential leadership activity.**
 - ii. **Prayer brings the Spirit's filling.**
 - iii. **Prayer brings God's wisdom.**
 - iv. **Prayer accesses God's power.**
 - v. **Prayer relieves stress.**
 - vi. **Prayer reveals God's agenda.**
- C. Leaders Work Hard
- a. Leaders dramatically influence the culture of their organizations through their own work habits
 - b. **Leaders should set the pace for other.**
 - c. **Few things discourage employees and volunteers more than lazy leaders.**
 - d. **Leaders should not ask their people to undertake tasks they are unwilling to perform themselves.**

- e. **A leadership position does not provide immunity from sacrifice; rather, it often provides occasions for an even greater effort.**
 - f. Jesus was His disciple's leader but no one worked harder or sacrificed as much as He did.
 - g. **Jesus' model = true leadership comes through personal sacrifice**
 - h. A willingness to sacrifice gives leaders much more authority with their people than does their position in the organization.
 - i. **Life offers few shortcuts to greatness.**
 - j. **If leaders want their people to go an extra mile, leaders must go two.**
 - k. **Leaders influence others by example.**
 - l. Conscientious leaders ask themselves: "What do my people see when they watch me at work?"
 - m. Leaders must understand that they are responsible for the model they are giving to their people.
 - n. **Leadership is like parenting... "do as I do" is much more compelling than "do as I say"**
 - o. Contemporary pastors must be particularly concerned about the model they are providing their people. Society is generally skeptical of today's church leaders & their work ethic. As a result, **pastors need to maintain a rigorous work ethic**, and their people need to know that they are doing so.
 - p. **Leaders' work habits are particularly important in organizations that depend on volunteers. When people perceive their leaders are not working as hard as they are, they lose motivation to make sacrifices for the organization.**
 - q. A leader's reputation is developed over time.
 - r. **Destroying a reputation only takes an unguarded moment.**
 - s. People will naturally conclude that whatever their leader talks most about is what they consider to be the most important thing.
 - t. **The bottom line is that leadership is hard work! There are no short cuts. Some people look for easy paths, they want positions of influence, but they don't want to put in their time in the trenches.**
 - u. Oswald Sanders has said: *"If the spiritual leader is not willing to rise earlier and stay up later than others, to work harder and study more diligently than his contemporaries, he will not greatly impress his generation."*
 - v. **The reason there are not more great spiritual leaders in our day is that there are not more men and women willing to pay the price.**
 - w. **Those disqualified from being spiritual leaders are those who:**
 - i. **Seek jobs that require minimum effort but provide maximum pay.**
 - ii. **Revere sacrifice.**
 - iii. **Flee from hard work.**
 - iv. **Dream... but who want others to pay the price for their dreams.**
- D. Leaders Communicate
- a. **The key to successful communication is clarity, not verbosity.**
 - b. *"In saying what I have in mind, will I really improve on the silence?" – R. Greenleaf*
 - c. *"From listening comes wisdom, from speaking comes repentance." – R. Greenleaf*
 - d. Leaders ought to be students of language and communication.
 - e. Leaders should seek ways to expand their vocabulary so they have more words at their disposal when communicating important truths.
 - f. **Pastors ought to beware of falling into verbal ruts lest their sermons become predictable and monotonous.**
 - g. Leaders ought to immerse themselves in the Scriptures and writings of great thinkers.
 - h. **A dynamic and growing mind is better able to germinate fresh insights than a dull, lazy one.**
 - i. Conscientious leaders will also enlist confidantes to evaluate and critique their communication skills.
 - j. Jesus was adept at tailoring His words to His audiences:
 - i. He called James, John, Peter, and Andrew to be "fishers of men"
 - ii. He spoke to rural audiences in terms of "sowing, reaping, and harvest"

- iii. **The important thing is to consider the connotation (and contextualization) of your words/phrases.**
 - k. Spiritual leaders must be sensitive to any unbiblical implications attached to a word.
 - l. Spiritual leaders should take confidence... when God entrusts assignments to leaders, He also equips them to communicate His message (Ex. 3:10-12; Isa. 6:5-7; Jer. 1:9)
 - m. **The key to effective communication is the presence of the Holy Spirit working in the leader's life.**
 - n. Traditionally, the most effective form of communication has been the "story."
 - o. There are 4 types of stories that spiritual leaders need to become adept at sharing:
 - i. Stories about: "Who am I?"
 - ii. Stories about: "The organization"
 - iii. Stories about: "The meaning of life"
 - iv. Stories about: "Culture"
 - p. **Leaders who think they are too busy to be regularly listening to and communicating with their people are doomed to fail.**
- E. Leaders Serve
 - a. Jesus is the standard and the model of "servant leadership"
 - b. Lessons on "servant leadership" from John 13:1-17:
 - i. Servant leadership flows from the love leaders have for their people
 - ii. Leaders cannot truly serve people they do not love (people can tell...)
 - iii. There is both a "right thing to do" AND a "right way to do it"
 - iv. Leaders who equate bottom line results with success are sadly deluded.
 - c. **Leaders who are unable to love their people and who are unwilling to consider their needs, are insecure in their own identity.**
 - d. **Self-knowledge is a requirement for servant leadership. Leaders must know and accept who they are. Insecure people worry about how other people perceive them.**
 - e. People who are secure in their identity are not enslaved by the opinions or affirmation of others. They are free to serve...
 - f. **Christ-like servant leaders must understand whom they serve.**
 - g. **Spiritual leaders are not their people's servant; they are God's.**
 - h. **The disciples did not set the agenda for Jesus' ministry. The Father did.**
 - i. **When Jesus finished washing the disciple's feet, He concluded: "For I gave you an example that you also should do as I did to you." (John 13:15)**
 - j. Servanthood breaks down barriers and eliminates turf wars.
 - k. **Spiritual leaders ought to serve their people. But their acts of service should be motivated and directed by the Holy Spirit.**
- F. Leaders Maintain Positive Attitudes
 - a. A pessimistic leader is a contradiction in terms... an oxy moron.
 - b. **Leaders, by virtue of their role, are obligated to nurture positive attitudes.**
 - c. **Leaders who doubt that success is possible and who fear the worst should immediately change their attitude or resign so a true leader can take their place.**
 - d. **True leaders understand that no matter how difficult the task, a group of people being led by the Holy Spirit can accomplish anything God asks of them (Rom. 8:31).**
 - e. A fundamental role of leaders is to maintain a positive attitude under every circumstance.
 - f. **If leaders cannot manage their own attitudes, they cannot be entrusted with the morale of others.**
 - g. It was said of Winston Churchill that no one left his presence without feeling a braver man...
 - h. **Leaders inspire confidence, not fear or pessimism.**
 - i. **Joy was an inherent part of Jesus' ministry (John 15:11).**
 - j. *"Joy is an essential ingredient of leadership, leaders are obligated to provide it."* Depree
 - k. **A good sense of humor is essential to effective leadership because leaders set the tone for their organizations.**
 - l. Leaders with a healthy sense of humor help others gain a new perspective.
 - m. **It is easier to follow people who know how to laugh and who make working with them enjoyable.**

- n. **Spiritual leaders remain optimistic, not because doing so is a vital leadership practice, but because they are in touch with God.**
 - o. Everyone faces discouraging circumstances at times... but the spiritual leader lives in the peace and truth of Isa. 40:12-31
 - p. Sadly, there are those leaders who choose to live in the valley of despair. Incredibly, these leaders tend to pride themselves in being pessimists! They refer to their pessimism as realism and consider it a sign of superior intelligence.
 - q. **Pessimistic leadership is an abomination to almighty God!**
 - r. **People need leaders who believe that God can do anything He says He can do!**
 - i. Read Daniel 3:17
 - ii. Three boys and furnace tell the story... “our God is able”
 - s. **Great leaders don’t make excuses... they make things better.**
 - t. Great leaders are not unrealistic or blind to the difficulties they face. They simply are not discouraged by them.
 - u. **Great leaders never lose confidence that the problems can be solved. They maintain a positive attitude.**
 - v. **Leaders should pay close attention to their attitudes, as barometers to the condition of their hearts.**
 - w. When leaders become pessimistic, cynical or critical, they need to evaluate the causes. Perhaps they have been focusing on what people are doing rather than on what God has promised.
- G. Stewardship Of Influence
- a. A weighty issue for leaders is their management of influence.
 - b. **Influence used for selfish purposes is manipulation.**
 - c. Leaders need to recognize that even when they say things casually, their people can take it seriously.
 - d. **When leaders experience moral failure, the repercussions are devastating because leaders are symbols of their organization. When spiritual leaders prove untrustworthy, they shatter the faith and confidence of their people.**
 - e. The responsibility of leading people carries with it accountability (2 Cor. 5:9-11).
 - f. Failing to lead well not only affects the leader but it also can cause irreparable harm to many other people, both inside and outside the organization.

Ch. 8: The Leader’s Decision Making

Decision making is a fundamental responsibility of leaders.

People who are unwilling or unable to make decisions are unlikely candidates for leadership.

People need the assurance that their leader is capable of making wise, timely decisions.

The fear of making a wrong decision is the overriding impetus behind some leadership styles.

Such people become immobilized by their fear of making a mistake.

Leaders must be prepared to accept the consequences of their decisions. Those without the fortitude to live with this reality should not take on leadership roles.

In direct contrast, (but equally dysfunctional), are those leaders who make decisions too casually.

Decision making is a cornerstone of an organization’s effectiveness. Decisions must be reached carefully because, as Peter Drucker observes: “Every decision is like surgery. It is an intervention into a system and therefore carries with it the risk of shock.”

- A. Principles Leaders Should Follow When Making A Decision
- a. *Leaders Make Decisions By Seeking The Holy Spirit's Guidance*
 - i. People don't naturally do things God's way, because people don't think the way God does (Psalms 118:8)
 - ii. **The world's way of decision making is to weigh all the evidence, compare pros and cons, and then take the course of action that seems most sensible.**
 - iii. **God doesn't want people to do what they think is best: He wants them to do what He knows is best, and no amount of reasoning will discover that.**
 - iv. God's Holy Spirit reveals His will to those who are seeking His mind & heart.
 - v. God's Spirit will do this through four avenues:
 1. Prayer
 - a. Prayer is the leader's connection to God (Jer. 33:3)
 - b. Spiritual leaders must spend time in prayer daily... not just when they are facing a situation
 - c. God does not distinguish between secular and spiritual matters
 - d. **Prayerless leaders are like ship captains with a compass – they make their best guess, but they have no assurance they are heading the right way.**
 - e. Many fallen leaders neglected their relationship with God. They became so consumed with fulfilling their official responsibilities they inadvertently spent less and less time with the Lord.
 - f. **Leaders often overlook their spiritual life because they are too busy doing their jobs...**
 - g. **Leaders ought to zealously maintain a close relationship with God today so they are prepared to make the necessary decisions of tomorrow.**
 2. Scripture
 - a. God's Word is the "plumb line" for Christian living.
 - b. **The problem for many leaders is that they are unfamiliar with the Bible. They don't know what it says, so it does not guide them. They don't read it regularly so it does not influence their thinking.**
 - c. **When a crucial decision is required, leaders unfamiliar with God's Word have no alternative but to do what makes sense to them... and hope it does not violate the teachings of Scripture.**
 - d. When leader's minds are filled with Scripture, they find themselves thinking according to biblical principles.
 - e. **When leaders are saturated in Scripture, the Spirit will bring to memory a verse that provides relevant guidance.**
 3. Other Believers
 - a. The Holy Spirit uses the confirmation of other believers to guide leader's decision making. (Prov. 11:14; 15:22)
 - b. **Two key truths:**
 - i. **Leaders should recruit a variety of godly counselors**
 - ii. **Leaders should give their advisors the freedom to express their opinions**
 - c. Not all counselors are equal... Good leaders choose their counselors carefully.
 - d. Leaders need counselors who represent many areas of concern
 - e. **The key to effective counselors is not that they agree with their leaders and always support their decisions but that they tell their leaders things they would not know or recognize otherwise.**

- f. **Leaders should seek the best possible people to advise them... people who know how to think for themselves.**
 - g. Counselors should have a consistently successful track record of demonstrating wisdom.
 - h. Counselors should be able to look at situations from a perspective different from the leader's.
 - i. **Good leaders ensure they have varied perspectives available to them before they make important decisions.**
 - j. Spiritual leaders need counselors who walk closely with God and who take their counsel from Him.
 - k. **Advisors should demonstrate competence as well as a mature faith.**
 - l. **The one common qualification for a counselor/advisor is that they walk closely with the Lord!**
 - m. *"Pity the leader who is caught between unloving critics and uncritical lovers." - John Gardner*
 - n. **Throughout history great leaders have encouraged diversity in their organizations.**
4. Circumstances
- a. Wise leaders watch for God's activity in the midst of their experiences.
 - b. **God can send clear messages through a leader's experience**
 - c. Spiritual leaders astutely evaluate "coincidences" to see if these are God's answers to their prayers ("God-incidences").
 - d. ***Spiritual leaders are not discouraged by their circumstances – they are informed by them!***
- b. *Leaders Strive To Be Teachable*
- i. The Holy Spirit will reveal God's agenda to leaders but it is then up to the leader to respond appropriately to the guidance God gives.
 - ii. Leaders can stymie input (from others) by the way they ask questions.
 - iii. **Leaders who truly want feedback will give ample opportunity for it.**
 - iv. **Leaders can stifle feedback if they take a defensive posture.**
 - v. **Defensive leaders learn nothing.**
 - vi. **Listening leaders are constantly learning and growing. (James 1:19)**
 - vii. Effective leaders make a concerted effort to invite discussion & constructive feedback.
 - viii. **Wise leaders recognize the value of gathering ideas from their people, and so they create a climate in their organizations where people feel free to contribute.**
- c. *Leaders Master Their History*
- i. Wise leaders resist the urge to move immediately in new directions before they understand how they arrived where they are today.
 - ii. It is no coincidence that many famous leaders were avid students of history.
 - iii. **Church leaders should be careful that any innovations are on God's agenda and that they are done for the right reason.**
 - iv. Leaders come and go over the years but God's plans, purposes, and presence remain constant.
 - v. **Wise leaders understand their place in God's overall plan and are content to lead on God's agenda.**
 - vi. Leaders have a greater assurance of making the right decision when they understand how God has led in the past.
- d. *Leaders Give An Account To God*
- i. **Spiritual leaders lead with integrity...because they know that God is observing and assessing their thoughts and actions all the time.**
 - ii. **Spiritual leaders know that one day they will give an account to almighty God for everything they have done (Job 7:17-18; 2 Cor. 5:9-11)**

- iii. According to Paul, it will not just be unbelievers who stand before Christ on judgment day: everyone will give an account.
 - iv. **Christian leaders who choose not to lead their organizations to take a step of faith will eventually answer to God for their unbelief.**
 - v. **Spiritual leaders will be held accountable for what they could have done if only they had obeyed what God was directing them to do (James 4:17)**
 - vi. The good news is that spiritual leaders are also equipped with the Holy Spirit to make wise, blameless decisions.
- B. After Leaders Make A Decision
- a. *Leaders Accept the Consequences*
 - i. “The buck stops here.” – Harry Truman
 - ii. **It is at this point that true leaders separate themselves from mere office-seekers.**
 - iii. When there are negative consequences to leader’s decisions, they refuse to blame their followers.
 - iv. Spiritual leaders do not let others suffer the consequences for their decisions
 - b. *Leaders Admit Their Mistakes*
 - i. **Most mistakes can actually provide the greatest moments of personal growth that leaders experience**
 - ii. Successful leaders are not successful because they never err in judgment, but because they continually learn from their mistakes.
 - iii. **Mistakes made once become catalysts for personal growth & future success.**
 - iv. **The same mistakes, made repeatedly, are inexcusable.**
 - v. **People who are unable to admit their errors are not qualified to be leaders.**
 - vi. **The only leaders who never make mistakes are those who never try anything, which is itself a mistake.**
 - vii. **Mistakes are often opportunities in disguise.**
 - viii. Failures are part of God’s highway to personal growth.
 - ix. When leaders make a mistake, they need to begin by confessing it to God, receiving His forgiveness, and then moving forward in faith.
 - x. **Mistakes should be seen as learning tools to be thoroughly analyzed so leaders are better prepared for similar situations in the future.**
 - xi. Mistakes do not make people failures.
 - xii. **Failure is an event, not a character trait. However, covering up a mistake or refusing to accept responsibility for failure is a character issue.**
 - c. *Leaders Stand By Their Decisions*
 - i. If a leader is meticulous in making their decisions, they will not waver once they have made them.
 - ii. **This confident ability to stand firmly behind a decision does not make a leader an unyielding tyrant. It is a characteristic of good leadership.**
 - iii. The best insurance against inconsistency is to be careful in making the right decision in the first place.
 - iv. Sadly and surprisingly, many spiritual leaders, despite all their rhetoric about hearing from God, do not know how to clearly understand God’s will for their lives or for their organizations.
 - v. **Again, sadly, may leaders’ actions demonstrate they do not believe God will guide them.**
 - vi. Many leaders offer a token prayer and then compile a list of pros and cons – just like an unbeliever.
 - vii. **People-pleasing is not the driving force of spiritual leadership.**
 - viii. Good leaders do not abandon their weaker members, but neither do they allow them to set the agenda for the organization.
 - ix. **This fine balance of leadership often reveals the most skilled leaders.**
 - x. A clear sense of direction for the organization will prevent the leaders from chasing after every fad that comes along.

- xi. When leaders have no God-given vision, one option can appear as attractive as another. Choosing between two “good” options can be frustrating (and dangerous) for leaders unless they know which one is consistent with the vision God has given.
- xii. Leaders who are constantly waffling reveal that they do not know where they are going.
- xiii. **It takes courage to stand behind a decision in the face of resistance or opposition.**
- xiv. **Some leaders simply lack the fortitude to take a stand or to make unpopular decisions.**
- xv. Spiritual leaders need not lack courage because God has promised to give it to them if they ask for it (Isa. 41:10)
- xvi. Once again, we find ourselves back to the core principle of spiritual leadership: trusting God. **There comes a time when leaders must decide to decide.**

C. Improving Decision Making

- a. *Leaders Evaluate the Decisions They Are Making*
 - i. Leaders need to monitor the quantity of decisions they are making. One reason they may struggle is that they are bombarded by too many decisions to make.
 - ii. Leaders should be delegating
 - iii. **Wise leaders will not unduly concern themselves with delegated issues.**
 - iv. **Effective leaders continually give away routine work to others and concentrate on the critical issues that leaders cannot delegate.**
 - v. **Leaders should restrict themselves to making only the most important decisions for their organization.**
- b. *Leaders Cultivate Their Relationship With God*
 - i. **If leaders are not hearing from God, they must discover the reason.**
 - ii. The most important thing leaders can do in such cases is to get alone with God in an unhurried, uninterrupted time until they clearly know that God has spoken and what he wants them to do.
 - iii. **Waiting on God is not a passive activity. It is one of the most strenuous, agonizing, faith-stretching times in a leader’s life.**
 - iv. There is no reason to be embarrassed or apologetic about the need to retreat for a while. Taking adequate time to spend with God at the front end of a decision can save leaders (and organizations) years of painful regret (Ps. 19:13).
- c. *Leaders Seek God’s Vision*
 - i. **It’s sad & surprising how many leaders settle into managing the day-to-day operations with no comprehensible idea (or commitment to) where God wants to take their people.**
 - ii. **Every decision is a step toward a destination.**
 - iii. **There is no value in making great progress in the wrong direction!**
 - iv. When leaders have received God’s vision, options eliminate themselves because they are obviously contrary to, or a deviation from the God-given purpose.
- d. *Leaders Seek God’s Wisdom*
 - i. God continues to encourage leaders to seek His wisdom (James 1:5).
 - ii. **When leaders truly seek God’s wisdom, He gives it to them.**
 - iii. God has provided everything needed for people to make good decisions.
 - iv. **It is imperative that leaders make use of every resource God offers them so they can wisely and effectively lead their organizations, and most important, lead people on to God’s agenda.**

Ch. 9 The Leader's Schedule (Doing What's Important)

Leader's effectiveness is commensurate with their ability to manage their time. Even the most gifted leaders will struggle if they squander their time.

*Spiritual Leaders understand that God has given them enough time to accomplish any assignment He gives them. **The key to successful leadership is not creating more time, but staying on God's agenda.***

The term "time management" may be misleading. Time will proceed despite a leader's best efforts to manage it. **What leaders can manage is themselves.**

Good leadership hinges on making the best choices with one's time. The most inefficient and unproductive leaders have as much time as history-making leaders. The difference is that wise leaders refuse to allow life's demands to control their schedule and/or priorities.

Great leaders do not allow their busy lives or vast responsibilities to overwhelm them.

A. Taking Control Of Time

a. *Introductory thoughts:*

- i. Peter Druker wrote in "The Effective Executive" that "*effective executives do not start with their tasks. They start with their time.*"
- ii. It's not unusual for leaders to have more jobs to do than time to do them
- iii. Simply squeezing more tasks into a day is not the answer...
- iv. **The answer to an effective schedule is: doing the right things. An effective schedule is preferable to an efficient schedule.**
- v. Leaders can avoid becoming slaves to time by following some key practices...

b. *Leaders Seek To Understand God's Will*

- i. Leaders realize they are surrounded by other people's agenda & each group is motivated differently.
- ii. **Wise leaders realize there is no way they can satisfy the desires of all the people who clamor for their time.**
- iii. **Astute leaders determine to invest themselves in those activities, projects, (and people), that are most important for them to accomplish/help. In other words, they seek God's will.**
- iv. God has a plan for each person that is uniquely suited to that individual.
- v. **God never overbooks people.**
- vi. **God never drives His servants to the point of breakdown.**
- vii. **God never burns people out.**
- viii. God never gives people tasks that are beyond the strength or ability He provides.
- ix. ***When people become overwhelmed by their commitments and responsibilities, they are operating on their own agenda.***
- x. The key for overworked leaders is to examine their responsibilities to determine whether they have inadvertently assumed ownership for things God has not intended them to carry.
- xi. Why did Jesus rise early to pray? He knew that maintaining an intimate relationship with His Father was the single most important thing He could do.
- xii. **Once leaders clearly understand God's will, deciding how to invest their time becomes much simpler.**
- xiii. It is when people do not understand God's will that their schedules get out of control.
- xiv. **Spiritual leaders ask questions such as: "What is God's will?" "In light of His will, what are the important things?"**
- xv. **Leaders always begin by investing their time in the most important things.**

c. *Leaders Say "No"*

- i. Every decision to do one thing is at the same time a choice not to do a dozen other things.

- ii. **Many leaders find saying “No” to be one of the hardest things they do.**
 - iii. **Spiritual leaders need to understand that their success is not based on how much they personally accomplish but on how wisely they perform their leadership role.**
 - iv. Leaders are wise to “sleep on it” before committing to a new responsibility. What seemed appealing at the moment can fade in importance one the whole picture, (including the leader’s limitations) is considered.
 - v. **Healthy leaders graciously say “No” far more often than they say “Yes.”**
 - vi. Saying “No” is simply the leaders’ way of acknowledging that they are human, with limitations, and thus they must make choices with their time.
 - vii. **Leaders who are deluged by their schedules are leaders who have failed to say “No” when they should have. It’s that simple!**
 - viii. **God does not give people more than they can handle but people regularly assume responsibility for things they should not be doing.**
 - ix. *Commitments spring up in a leader’s schedule like weeds in a garden.*
 - x. **As leaders meet daily with God, he will set their agenda.**
 - xi. **Superfluous activity must be weeded out so God’s agenda can flourish.**
 - xii. **Wise leaders audit their commitments, asking: “Is it still beneficial for me to be doing this?” and “Do I need to be responsible for this project?” By asking questions like these, leaders prune their schedules.**
- d. *Leaders Cultivate Healthy Routines*
- i. **Wise leaders use routines to ensure that priorities are not overlooked.**
 - ii. Routine allows people to work at a steady pace.
 - iii. *“Effective executives do not race. They set an easy pace but keep going steadily.” - Peter Druker*
 - iv. *Life is a marathon, no a sprint.*
 - v. **Routines ensure that leaders have scheduled their most important responsibilities into their calendars.**
 - vi. Some leaders covet the freedom that comes with not being locked into a daily timetable. The problem with this approach is that it does not produce freedom but slavery...
 - vii. **If you do not make a plan for your time, someone else will. Every phone call or person who stops by will determine your schedule.**
 - viii. Proactively planning is “self-management.” By contrast, not setting up routines defaults the leader into a role of perpetual crisis-management.
 - ix. **To simply attempt to seize a few moments with God as opportunities present themselves is totally ineffective.**
 - x. **The Gospels never portray Jesus as being in a hurry, even though there has never been a person with as many important things to accomplish as Jesus.**
 - xi. To fail to plan is to plan to fail... Those who fail to schedule the important responsibilities of their lives into their routines plan to neglect them.
 - xii. **Routine saves time. Leaders with routines are protected from trivial interruptions.**
 - xiii. Routines also protect leaders from becoming lopsided in their schedule.
 - xiv. **One important qualifier regarding routines... When abused, routines can become unyielding taskmasters. Spiritual leaders understand that God has a right to intervene in their schedule anytime He chooses.**
 - xv. Spiritual leaders welcome God’s intervention.
 - xvi. **Leaders who are impervious to God’s insertion of His agenda into their routines are in danger of making idols of their schedules.**
- e. *Leaders Delegate*
- i. The quantity of work leaders can accomplish is in direct proportion to their ability to delegate.
 - ii. **Leaders who refuse to delegate limit their productivity.**
 - iii. When leaders delegate, the magnitude of production they can achieve is unlimited.

- iv. **Leaders need to continually ask themselves: “Is this something someone else can do?”**
 - v. **There are certain things leaders cannot delegate:**
 - 1. **Hearing from God**
 - 2. **Guiding the organization into God’s will**
 - vi. Reasons many leaders fail to delegate include:
 - 1. Perfectionist leaders assume no one else can do the job as well...
 - 2. Task-oriented leaders enjoy getting the job done themselves
 - 3. Some are uncomfortable asking others for help
 - vii. **Leaders must understand that mastering the art of delegating is preeminent among leadership skills. It is one of the wisest uses of a leader’s time.**
- f. *Leaders Use Focused Concentration*
- i. Leaders who cannot concentrate will be enslaved to interruptions and fruitless diversions.
 - ii. Peter Drucker warns against dividing a leader’s time into small segments. He suggests that most leadership tasks that can be done within fifteen minutes are tasks that could often be delegated to someone else.
 - iii. **Leaders must allow themselves significant blocks of time in order to think through crucial issues.**
 - iv. Spiritual leaders cannot rush in and out of God’s presence.
 - v. God does not dispense His most profound truths and deep insights of life into convenient fifteen-minute rations.
 - vi. **Good leaders also schedule significant blocks of time with key associates.**
 - vii. It behooves leaders to provide their staff with regular times of extended planning
 - viii. **Great insights don’t come from rushed thinking.**
 - ix. Managers focus on the daily grind, leaders focus on the broader issues...
 - x. **Managers are responsible for “how” something gets done, whereas Leaders consider “why” it is being done, and then continually communicate this to the team.**
 - xi. **Leaders must invest quality time with key volunteers.**
 - xii. **Effective leaders regularly set aside at least an hour to invest in personnel. They arrange breakfast and lunch meetings as a way to build relationships.**
 - xiii. Drucker concludes: *“If there is any ‘secret’ of effectiveness, it is concentration. Effective executives do first things first and they do one thing at a time.”*
 - xiv. **It pays to think ahead!**
- g. *Leaders Make Time For The Important*
- i. The question for most leaders is not whether or not they are busy, but whether they are busy doing the right things.
 - ii. **“Good” activities subtly but brazenly crowd out the most important.**
 - iii. Four areas of life for which effective leaders fastidiously reserve adequate time:
 - 1. Leaders schedule unhurried time with God
 - a. **Spiritual leaders understand that if they neglect their relationship with God, they forfeit their spiritual authority**
 - b. **Time spent in God’s presence is never wasted.**
 - c. **Everything spiritual leaders do should flow out of their relationship with God**
 - d. God is not mocked. What people sow, they reap (Gal. 6:7)
 - e. **Wise spiritual leaders remain in prayer as long as necessary until they are certain they have heard from God and know God’s will.**
 - f. It might be that God would say more to leaders if they would give Him more time to say it!
 - 2. Leaders schedule regular, quality time with their family
 - a. **One of the great indictments of today’s leaders is that in their quest to be successful in their jobs, they are failing their families.**

- b. They often find it difficult to relax and to focus on their families, even when they are not at work.
 - c. Leaders must be creative in finding ways to spend time with their families
 - d. **Leaders must determine their priorities and then make whatever adjustments are required to protect those priorities.**
 - e. Astute leaders:
 - i. Schedule regular, quality time with their families
 - ii. Intentionally plan dates with their spouse
 - iii. Make a point to calendar their children's special events well in advance so they can attend.
 - iv. Guard the privacy of their home
 - v. Avoid bringing work home if at all possible.
 - vi. Strive to be home for mealtimes with their family
 - vii. Ignore the phone during "family times"
 - viii. *Understand that there are more important things in life than their jobs*
3. Leaders manage time for their health
- a. Some leaders build strong organizations but ignore their health
 - b. **Human bodies will break down if they are continually pushed to their limit.**
 - c. **Leaders who choose to ignore health issues are ultimately choosing to be less effective than they could be.**
 - d. Fun, laughter, joy... all improve emotional health.
 - e. **Empirical evidence links fun with productivity.**
4. Leaders schedule time for people
- a. **To be a leader one must invest time in people.**
 - b. Leaders can easily be tempted to look upon their people as interruptions to their work vs. the essence of their work
 - c. **Leadership work is people work.**
 - d. **Genuine leaders put their people high on their priority list**
 - e. **People who work hard for an organization and who are teachable deserve their leader's attention.** Involvement with such people will benefit both the individual & the organization.
 - f. **Sometimes pastors vainly invest many hours trying to revive carnal or apathetic church members when they could help their church far more by discipling those members who are eager to mature in their faith.**
 - g. Leaders ought never to allow the least motivated members to set the pace for the others. Rather, leaders should help teachable people achieve their best so others can see what is possible and can know what is expected from them.
 - h. **Jesus often narrowed His focus down to a select few.**
 - i. *Many leaders have experienced the frustration of investing large amounts of time in people, only to find those people unwilling or unable to do what they should do. Meanwhile, hard-working members of the organization were neglected. Pastors continually face this dilemma. Chronically needy people consume countless hours of the pastor's time because they ask for extensive counseling and encouragement. Yet their unhealthy attitudes and behavior often remain unchanged.*

- j. **When leaders allow their time to be monopolized by the weaker members, they limit their organizations by not adequately supporting their healthy members.**
- k. When someone is resisting God, there is little a leader can do to change that person's attitude.
- l. On the other hand, when God is working in people's lives, it is the leader's responsibility to invest time and energy into helping these people grow.
- m. **Spiritual leaders never give up on their people. They simply invest their time wisely between those who are growing and productive and those who are not.**

B. Leaders Avoid Timewasters

a. *Novelties*

- i. There are a host of activities that do nothing more than absorb leader's time
- ii. **Whenever leaders are seduced into investing time in the trivial, they have become disengaged from the essential.**
- iii. Some people fritter away hours on their computer doing nonessential tasks
- iv. Wise leaders monitor the amount of time they spend investigating and experimenting with new products and technologies

b. *Lack of Personnel*

- i. **Leaders cannot delegate to people who are nonexistent.**
- ii. **For most leaders the most critical staff person is an administrative assistant**
- iii. Leaders seeking to build large blocks of time into their day for creative thinking, planning, and problem solving need to have people around them who can handle smaller administrative tasks.
- iv. Leaders seek to ensure that trained personnel are available to accomplish the organization's mission

c. *Idle Conversation*

- i. **Idle conversation is one of the most common, and difficult to avoid, timewasters for leaders.**
- ii. Leaders must find the balance between keeping up with people and frivolous conversations.
- iii. **Good leaders find appropriate moments in idle conversation to excuse themselves and get back to their work.**
- iv. Leaders make their words as well as their time count.

d. *Excessive Hobbies*

- i. Leaders need to balance a healthy recreational life with their family and work responsibilities.
- ii. **The key is balance.**

e. *Disorganization*

- i. **Disorganization can be the undoing of even the best-intentioned leader.**
- ii. **Leaders cannot afford to be disorganized.**
- iii. Organized leaders have a capable administrative assistant keep their calendar up to date so that they can continually look ahead to see what tasks should be delegated now in order to allow ample time for completion.
- iv. **Organized leaders are rigorously punctual and begin meetings on time.**
- v. Wise leaders employ an effective record-keeping system so they don't waste time trying to find information they have misplaced. (Again... a competent assistant is their greatest resource.)
- vi. **Effective leaders arrive at meetings with an agenda for what they want to accomplish. When appropriate, leaders make the agenda available to others in advance so they, too, can be prepared for the meeting.**
- vii. Skilled leaders deal with administrative matters only once.
- viii. **Ministers grow weary and discouraged under administrative loads.**

C. Leaders Invest Their Surplus Time Wisely

- a. The effective leader seizes pockets of extra time... for reading.

- b. **Effective leaders adhere strictly to the old motto: “Be prepared!”**
- c. **Some leaders find ways to stay current and informed in their fields, while others complain that they never have time to read.**
- d. Prepared leaders find waiting to be a productive time rather than an irritating and stressful experience.
- e. **Some leaders have found a goldmine of valuable time when they redirect lost hours spent watching TV into enriching reading, exercising, or family time.**
- f. Large amounts of commuting time can be used for praying and/or listening to informative tapes/cds.

D. Conclusion

- a. **No one should determine leader’s schedules but themselves, as God guides them.**
- b. **Spiritual leaders must understand God’s will and set their priorities accordingly.**
- c. Staying organized is a deliberate and ongoing process.
- d. **Learn to delegate.**
- e. **Learn to say “No.”**
- f. **Learn to redeem time.**
- g. Because great leaders want their lives to count, they use their time wisely.

Ch. 10 The Leader’s Pitfalls (What Disqualifies Leaders?)

Every year thousands of leaders shipwreck their careers, their organizations, and their families by making careless, foolish choices.

Why is it that some leaders begin with great promise but eventually crash into oblivion?

This chapter examines ten of the most common pitfalls that cause spiritual leaders to fail.

A. Pride

- a. *Pride Tempts Others to Take the Credit from Others*
 - i. **Pride may well be a leader’s worst enemy... it creeps into their lives.**
 - ii. **Pride clings tenaciously to people, blinding them to sin**
 - iii. It is demoralizing for followers to labor, only to have their leader enjoy the accolades for the success.
 - iv. Leaders cannot always be as liberal as they want with monetary rewards, but they can be generous with the genuine praise and gratitude they express.
 - v. **Pride drives leaders to seek the limelight.**
 - vi. **Pride is repulsive in spiritual leaders.**
 - vii. **Pride causes some leaders to the credit for what God has done.**
 - viii. *Spiritual leaders are God’s servants but pride can cause them to act as if God were their servant, obligated to answer their selfish prayers & grand schemes.*
 - ix. When spiritual leader’s organizations grow, pride can tempt leaders to credit their dynamic personality or their compelling vision or their marketing savvy...
 - x. **Presuming upon the glory and sovereignty of God can bring disaster.**
 - xi. God is protective of His glory. God abhors haughtiness (Prov. 6:16-17). When people take credit for God’s activity, they are offending almighty God.
- b. *Pride Makes Leaders Unteachable*
 - i. **Pride closes leader’s minds.**
 - ii. Pride causes leaders to become impervious to wise counsel.
 - iii. Pride causes leaders to become impatient with those who do not readily accept their opinions.
 - iv. **Pride’s great victory is to turn otherwise brilliant leaders away from God’s guidance.**
 - v. **No matter how talented or how smart a leader may be, an unteachable spirit is the path to certain failure.**

- vi. **If there is any quality common to all effective spiritual leaders, it is a teachable spirit!**
 - c. *Pride Causes Leaders to Think They Are Self-Sufficient*
 - i. Leaders who allow pride to blind them to their total dependence upon God's grace & the support of their people are eventually humbled (1 Sam. 13:13-14)
 - ii. **Pride targets successful leaders.**
 - iii. **Leaders are most vulnerable in the area of their greatest strength... People fall hardest from their highest points.**
 - iv. **A proud disposition is the counterpole of an intimate walk with God.**
 - v. **Wise leaders always recognize that they can do nothing apart from their intimate relationship with Christ (John 15:5)**
 - d. *Pride Leads to a Loss of Compassion*
 - i. **God castigated spiritual leaders who looked upon their followers as sheep to be fleeced rather than as a flock to shepherd (Ezek. 34:1-10)**
 - ii. Leadership is a high-calling... a God-given privilege.
 - iii. **When leaders lose the passion to contribute to their organization and begin to focus instead on what they can receive from it, they are no longer authentic leaders.**
 - iv. **Pastors who are ambivalent when one of their flock falls by the wayside, are abusing the privilege of spiritual leadership.**
 - e. *Pride Makes Leaders Vulnerable*
 - i. **Pride is a sin, and pride will do what sin does – it destroys!**
 - ii. *Pride goes before destruction, and a haughty spirit before stumbling.* Pr. 16:18
 - iii. **Proud people have God as their opposition (James 4:6; Luke 18:14)**
- B. Sexual Sin – (proactive safeguards are key)
 - a. *Safeguard #1 – Leaders Make Themselves Accountable*
 - i. The time to buy the smoke alarm is when you build the house, not after the fire
 - ii. Prudent leaders are proactive, they enlist at least two accountability partners
 - b. *Safeguard #2 – Leaders Heed Their Own Counsel*
 - c. *Safeguard #3 – Leaders Consider the Consequences*
 - d. *Safeguard #4 – Leaders Develop Healthy Habits*
 - e. *Safeguard #5 – Leaders Pray and Ask Others to Pray for Them*
- C. Cynicism
 - a. Leadership is a people business, and people invariably let you down
 - b. Leaders also inevitably face unfair criticism, verbal abuse, and an unfair questioning of their motive & character.
 - c. When leaders are mistreated by the people they serve, they run the potential of hardening their hearts and becoming cynical.
 - d. **The leader's attitude, unlike their circumstances, is entirely within the control of the leader.**
 - e. If leaders always focus on their organization's weaknesses and problems, then the attention of their people will invariably be drawn there too.
 - f. **When people concentrate on the negative, they lose the zeal and optimism required to overcome difficult challenges.**
 - g. **Cynical leaders cultivate cynical followers.**
 - h. When leaders have no faith in their people, they prevent them from reaching their potential
 - i. **True leaders focus on that which is right and on what gives hope, not what's wrong.**
 - j. **When leaders sense they are developing a cynical attitude, they must fix it now.**
 - k. A critical spirit in spiritual leaders reveals that their hearts have shifted from God.
 - l. A cynical spirit reflects a lack of belief in God and His ability to do what He says...
 - m. **It is crucial that leaders guard their attitudes.**
 - n. Christian leaders have every reason to be positive and optimistic.
- D. Greed
 - a. **The hunger for wealth and possessions can destroy spiritual leaders**

- b. Pastors can be lured to larger churches that pay higher salaries... Why does God always seem to call ministers to churches that pay more money and never to smaller churches that pay less?"
 - c. **Christian leaders have learned that money is not the most important thing in life. Obeying God's will is.**
 - d. **Wise leaders do not allow themselves to be enslaved to money but instead use their money to glorify God.**
 - e. **Astute leaders invest their lives in things that bring lasting, gratifying rewards**
- E. Mental Laziness
- a. **Problem solving is an essential function of leadership, so leaders cannot afford to become intellectually stagnant.**
 - b. **Good leaders never stop learning.**
 - c. Good leaders seek the company of wise people.
 - d. Good leaders read! Ask true leaders what they have read lately and they will give you a good reference.
 - e. **Spiritual leaders test what they read against the eternal wisdom found in Scripture.**
 - f. **Great leaders are always learning how to become better leaders.**
 - g. **A commitment to learn and to change produces a growing level of leadership competence.**
 - h. Leaders who aren't continually growing will eventually find themselves with skills that are obsolete.
 - i. **Leaders respond to change by learning something.**
 - j. Leaders are thinkers... True leaders take time to process the events around them. When a meeting goes poorly, they take the time to evaluate why and consider ways to do things differently the next time.
 - k. **Leaders don't jump to conclusions. They process the facts and seek the truth.**
 - l. **Spiritual leaders spend purposeful time with God, allowing Him to guide their minds to the truth.**
 - m. Once an adverse event has occurred, leaders seek to master the situation by careful, God-inspired reflection.
- F. Oversensitivity
- a. **People who cannot handle criticism need not apply for leadership positions.**
 - b. Being criticized, second-guessed, and having one's motives questioned are inevitable aspects of leadership.
 - c. *If leaders take decisive action, they are open to critique for being too reactionary. If they cautiously refrain from taking action, they are chastised for their indecisiveness. Faced with the inevitability of criticism regardless of what they do, leaders must make a choice. Either they stop leading, or they do what they know is right and trust that God will vindicate them.*
 - d. Leaders must face criticism with integrity before God and before people.
 - e. **When leaders know they have obeyed God, they set aside the desire to defend themselves. They find their security in God's affirmation.**
 - f. The wisdom of a right decision will prove itself over time.
 - g. Wise leaders let God prove the purity of their motives and the wisdom of their actions.
 - h. *"Often the crowd does not recognize a leader until he has gone, and then they build a monument for him with the stones they threw at him in life." - Oswald Sanders*
 - i. **True leaders are more interested in doing the right thing than their popularity.**
 - j. **Sometimes, the right thing is not popular, but spiritual statesmen do not allow detractors to deter them from God's will.**
 - k. Leaders who clearly understand God's will do not waver when opponents attempt to discourage them.
 - l. **Statesmen will take a stand for what is right, though it costs them friends, supporters, and possibly their jobs.**
 - m. **A leader's decisions are not based on a majority vote.**
 - n. **True spiritual leaders fear God far more than they fear people.**
 - o. People motivated by a desire to avoid criticism are unfit for leadership.

- p. **True spiritual leaders seek God’s will, and then they follow it without wavering.**
 - q. Spiritual leaders must keep criticism in perspective... it must not derail leaders.
 - r. **No amount of opposition or hardship or sacrifice is sufficient to cancel God’s call on a person’s life.**
 - s. *Leaders, and those they love, are much safer being criticized for remaining in God’s will than when they are being praised while living outside of it.*
 - t. Leaders would do well to help their families learn how to deal with criticism.
 - u. **When leaders know they are doing exactly what God is asking, no amount of animosity will move them to do anything else.**
- G. Spiritual Lethargy
- a. **Leaders are driven people.**
 - b. Driven leaders are often tempted to forgo the “passive” pursuit of spending time with God.
 - c. **When leaders allow their daily commitments to crowd out their time with Christ, they are slowly cutting themselves off from their lifeline.**
 - d. Steps leaders can take if their devotional life has fallen into a rut:
 - i. Evaluate the time set aside for God... is it enough... is it rushed... is it best...
 - ii. Try journaling one’s quality time with God
 - iii. **An unhurried time with God is invaluable. There is no substitute.**
 - e. A strong relationship with God holds numerous advantages for leaders... one is that they clearly know when God is speaking to them.
- H. Domestic Neglect
- a. Many leaders struggle to balance their role as a leader at work and as a leader at home.
 - b. **Wise leaders strive to preserve their families in the midst of the pressures on their professional lives.**
 - c. **Most leaders fail to apply the same prioritizing skills they use at work when relating to the most important people in their lives.**
 - d. *Wise leaders recognize that emerging leaders at home have the potential to impact the world even more than their parents did. Wise leaders see the importance of helping their children develop as Christians.*
 - e. Leaders who value their families seek creative ways to make their jobs a blessing to their families instead of a rival for their attention.
 - f. **God is the family’s greatest advocate!**
- I. Administrative Carelessness
- a. *Leaders are, by nature, visionaries. They may focus so much attention on the vision of where their organizations are going that they neglect to build the kind of organization that can actually arrive at the destination.*
 - b. **Neglecting the details can derail visionary plans for the future.**
 - c. **Ultimately, it is the leader’s task to ensure that the organization is healthy.**
 - d. **Wise leaders understand that organizations are ultimately made up, not of vision statements, or constitutions, or long-range plans, or core values – but of people.**
 - e. **People are the driving force behind organizations.** Therefore, good leaders are regularly monitoring the attitudes, effectiveness, and concerns of their people.
 - f. **The leader is responsible for regularly communicating the direction the organization is going and its progress.**
 - g. **It falls on the leader to clearly delineate the values of the organization and to identify behaviors that are consistent with those beliefs.**
 - h. **Leaders must become adept in two areas, or their organizations will collapse from within: *conflict resolution and communication.***
 - i. Effective leaders are known for their aggressive problem solving.
 - j. **Insipid leaders will avoid people they know are unhappy or upset. Effective leaders will face problems head on.**
 - k. Few people actually enjoy addressing conflict, but experienced leaders know that a single problem neglected today can multiply into a cluster of problems tomorrow.
 - l. **Spiritual leaders do not practice “*conflict management.*” True spiritual leaders seek “*conflict resolution.*”**

- m. Alert leaders are quick to facilitate conflict resolution between personnel so valuable energy and time are not squandered on superfluous and distracting issues.
 - n. **Clear, timely communication is absolutely essential to a successful organization.**
 - o. **Jesus dealt with his disciples immediately and decisively whenever they needed correction.**
 - p. **Leaders who are out of touch with their people do not really know the organization they are leading.**
 - q. **Effective leaders do not allow important tasks to pile up on their desks.**
 - r. Effective leaders enlist key associates to oversee daily operations so that the organization does not grind to a halt.
 - s. **A well-managed organization will run smoothly even when the leader is absent.**
 - t. **A wise leader will invest in developing and equipping associates.**
- J. Prolonged Position Holding
- a. *“It is better to leave them longing than loathing.”*
 - b. Wise leaders know when the time has come to exit graciously and allow a new leader to step in.
 - c. *“Advance is help up for years by well-meaning but aging men who refuse to vacate office and insist on holding the reins in their failing hands.” - Oswald Sanders*
 - d. The classic biblical example of a leader who overstayed his mandate was King Hezekiah.
 - e. **While biblical principles and values never change, methods that were appropriate in one generation may be obsolete, even counter-productive in the next.**
- K. Conclusion
- a. Developing a healthy awareness of the pitfalls that can bring failure and disgrace to leaders is the first step to avoiding them. The “top 10” pitfalls of leadership:
 - i. Pride
 - ii. Sexual sin
 - iii. Cynicism
 - iv. Greed
 - v. Mental laziness
 - vi. Oversensitivity
 - vii. Spiritual lethargy
 - viii. Domestic neglect
 - ix. Administrative carelessness
 - x. Prolonged position holding
 - b. The second step is putting safeguards in place that will provide protection in times of temptation.
 - c. Third, leaders should have continual reminders that:
 - i. Their organization is more about people than productivity
 - ii. The leader is never indispensable
 - iii. The most effective, efficient they a leader can do is to maintain a close, vibrant relationship with God.

Ch. 11 The Leader’s Rewards

Little has been written about the rewards of being a leader. With their responsibility also comes the opportunity to obtain unique rewards.

The most tangible and obvious reward is monetary. However, many leaders have discovered that if the only compelling force behind their leadership aspirations is financial, the negatives of leadership often outweigh the positives.

Leadership brings a second, equally enticing reward – power. Leaders have greater freedom to control and change their environment. For some, this aspect of leadership is intoxicating. Nevertheless, such influence comes with a price. Influence comes with accountability. Authority includes liability.

A third reward for leadership is prestige. Leaders are usually treated with respect. Prestige appeals to people's ego; it can bring out the worst in people. **People who seek leadership positions in order to achieve status have disqualified themselves from holding such positions.**

Rewards Leaders Can Anticipate When They Lead People According To God's Standards

A. Spiritual Rewards (2 Tim. 4:7-8)

a. *God's Affirmation*

- i. **No other reward could possibly equal the joy that comes from knowing almighty God is pleased with you and what you have done with your life.**
- ii. Jesus promised His disciples that if their lives honored God, they too would be richly rewarded in this life as well as in heaven (Luke 18:28-30)
- iii. **Paul could face death with confidence because of the way that he lived.**
- iv. Despite their greatest accomplishments, non-Christians face death with apprehension and uncertainty. *Mere accomplishments provide small comfort at the point of your death.*
- v. **Could there be any greater comfort than approaching death without fear, knowing you have invested your life in developing a relationship with the God of heaven?**
- vi. **The greatest reward is guaranteed for every believer... knowing that heaven welcomes you with an eternity of life with Christ.**

b. *A Calling Fulfilled*

- i. **God has a purpose for each person.**
- ii. **There is no more worthy ambition for people than to fulfill God's purposes for their life.**
- iii. Those who resist God's will for them never experience all God had in store for them.
- iv. There is something enormously satisfying in knowing you have reached your maximum potential in life.
- v. Some people know God has called them to lead, but they are apprehensive. They may doubt their abilities, which means they question God's sufficiency. But if they allow God to stretch them personally, He will lead them to do things they never thought possible.

B. Rewards of Integrity

a. Note: *A life of integrity is a life that is true, consistent, and genuine, but tragically some leaders forsake integrity in their quest for success. The results are disastrous. Even if they win, they lose!*

b. Integrity at Home

- i. **If you want to know what a leader is really like, ask his family.**
- ii. **A leader with integrity will not give his best at work and then serve emotional and physical leftovers to his family.**
- iii. If a leader is known at work as easy going, quick to forgive, and always willing to go the extra mile, yet behaves like a short-tempered tyrant at home, he lacks integrity.
- iv. **A leader's greatest achievements should occur in their homes.**
- v. **Leaders who are consistently loving, patient, and kind whether at home or at work prove they are genuine spiritual leaders.**
- vi. **True spiritual leaders move their families from where they are to where God wants them to be.**
- vii. God has clearly laid out His principles for leading families in Eph. 5:22-6:4
- viii. **Spiritual leaders will leave behind a "godly seed" (Deut. 6:4-9; Mal. 2:11-15)**

c. Integrity at Work

- i. **Spiritual leaders carry out their jobs with integrity and they do so to honor their Lord.**
- ii. **Spiritual leaders give their best.**
- iii. **True leaders strive to do well to honor God.**

- iv. **Wise leaders remember that wherever they are, they are in God's presence.**
 - v. *There are times when integrity requires a leader to leave a position. Christians know that their calling has priority over their career. Their obedience to Christ supersedes their obligation to their organization.*
 - vi. **God's primary concern is advancing his kingdom, not advancing people's careers (Matt. 6:33).**
- d. Integrity in Relationships
- i. **Some ambitious leaders have used people as steppingstones on the path to prosperity. Such leaders are generally lonely people.**
 - ii. **Wise leaders know that people are never a "means to an end;" the people are the end.**
 - iii. *Spiritual leaders will be above reproach in their dealings with everyone, regardless of how they are treated themselves. Pastors in particular must understand this truth because they are called to lead people who are usually less mature spiritually than they are. When these people reveal their immaturity, pastors do not give up on them. Instead, they help them grow to maturity.*
 - iv. **Immature people do not prevent pastors from achieving God's purposes. The people and their spiritual growth are God's purpose!**
- e. Integrity with Self
- i. God gives clear guidance to leaders on how they should conduct themselves
 - ii. People know when they have broken their vows to God, to their family, and to themselves.
 - iii. *"He who conceals his transgressions will not prosper, but he who confesses and forsakes them will find compassion." - Proverbs 28:13*
 - iv. **If and when a leader sacrifices his integrity, nothing else will matter. On the other hand, those who remain true to their convictions derive great satisfaction in life.**
 - v. Leaders with integrity will steadfastly live out their convictions through their lives.
- C. The Rewards Of Having Made A Contribution
- a. Note: *The ultimate measure of leaders' success is not that they were always successful but that they made a difference in the lives of the people they led. Spiritual leaders' primary contribution is allowing God to use them in His work to transform people into Christ-likeness (Romans 8:29). The more willing leaders are to be God's instruments, the more they can celebrate their success.*
 - b. Contributions to People
 - i. **Great leaders are people who make those around them better people as well**
 - ii. *There is no greater experience for spiritual leaders than rejoicing with those who have matured in their faith as a result of their leader's faithfulness.*
 - iii. D.L. Moody once encouraged his struggling colleagues who were contemplating giving up on their respective evangelistic campaigns: "If you have not got faith enough, launch out on the strength of my faith."
 - c. Contributions to Organizations
 - i. Leaders understand that one of the best ways to exert an ongoing influence on people is by investing in organizations.
 - ii. Organizations can generally do more than individuals can.
 - iii. *"The secret of institution building is to be able to weld a team of people by lifting them up to grow taller than they would otherwise be." – Robert Greenleaf*
 - d. Contributions to a Successor
 - i. One of the most important, yet often over looked, responsibilities of leaders is that of leaving a successor.
 - ii. **God's people always stand just one generation away from being in the center of God's will, or completely out of it.**
 - iii. *For God's purposes to continue, each generation must be prepared to embrace a fresh relationship of love for Him and obedience to His Word.*
 - iv. True spiritual leaders are always investing in the next generation of leaders.

- v. **It is no coincidence that great spiritual leaders follow in the footsteps of great spiritual leaders.**
 - vi. Much of a leader's work will have been in vain unless there is a capable successor.
 - vii. It is a grievous experience to labor to build up an organization or a ministry only to watch it disintegrate under an ineffective successor.
 - viii. **Leaders always have an eye on the future and that includes preparing their organizations for its next leader.**
- e. The Rewards of Relationships
- i. *Family*
 - 1. Family relationships have the potential to bring leaders both their greatest joy and their deepest grief. Much depends on how leaders nurture their family relationships.
 - 2. **Wise leaders cherish their relationships with their family.**
 - 3. **Wise leaders find solace in their homes when the world is hectic.**
 - 4. **Wise leaders diligently apply godly leadership skills in their homes.**
 - 5. Wise leaders seek God's agenda for their family and evaluate their performance at home.
 - 6. **Wise leaders provide a godly role model in their homes.**
 - 7. **Leading one's family to Christ-likeness takes:**
 - a. **Prayer**
 - b. **Deliberate choice**
 - c. **Conscientious effort**
 - 8. **People who lead their families wisely can often set in motion a heritage of several generations.**
 - ii. *Friends*
 - 1. **Leadership is not about positions but about relationships – with God and with people.**
 - 2. *The role of leader cannot be filled unless the leader invests in people*
 - 3. Close friendships are the leader's reward for investing in the lives of people.
 - 4. **People need to know that their leader(s) care for them**
 - 5. *Friendship is an effective stress reliever. Being able to relax and share one's feelings with concerned friends is critical to a person's mental and emotional health.*
 - 6. Leaders who bear their burdens single-handedly are destined for loneliness and burnout.
 - 7. **Leaders, like everyone else, need friends.**
 - 8. *For leaders who love their people, friendships are inevitable.*
 - 9. The apostle Paul's ability to attract so many high-caliber friends says much about his character.
- f. The Rewards of Influence
- i. **Influence does not come from "position," but rather from personhood.**
 - ii. **Influence is based on who leaders are, not on the positions they hold.**
 - iii. **Influence is founded on what leaders have done, not on what they promise to do.**
 - iv. **Many people desire lasting influence, but few achieve it.**
 - v. **Positive, enduring influence comes from integrity.**

D. Conclusion

- a. **Spiritual leadership is something God must assign.**
- b. **People become spiritual leaders through the opportunities the Holy Spirit provides as they strive to become the kind of people God desires them to be.**
- c. **Effective leadership results from hard work and a continuing effort to learn.**
- d. **It is the Holy Spirit who ultimately equips people to lead others.**
- e. **It is the Holy Spirit who guides leaders and authenticates their leadership.**
- f. **It is therefore, essential that leaders cultivate a deeply personal and vibrant relationship with God.**
- g. **Leaders search God's Word to see if their leadership is keeping with the standards God has clearly established.**
- h. **Leaders take responsibility for their organizations.**
- i. **Leaders grow. Leaders learn. Leaders continue to change.**

The Author's Closing Thoughts

If you know you have neglected areas in your personal growth in your pursuit to lead others, ask God to take you back to those places in your character in order to develop you properly into the kind of leader that pleases Him. You may need immediately to get alone with God and your Bible and allow God to speak to you about changes that must take place in your life before He will use you for His service once again. If you have broken relationships, or if you have not been leading your family properly, ask God to help you put those areas back in place before you ask Him for a new opportunity to lead. The biblical pattern suggests God is sequential in the way He develops leaders. He will undoubtedly take you back to the steps you bypassed before He will develop you further as a leader. Don't give up! Be patient. Allow God to take all the time He wants to build your character. No person, no demon, no circumstance, no obstacle can prevent God from accomplishing His will in your life. It only takes your willingness to obey Him and to do what He asks you to do next.