

Unit Three: THE SERVANT-LEADER

Lesson One: Qualities of a Servant-leader

1. The first two weeks of our study were focused on God's calling and how we can know God's purpose for our life. That goes along with the first and most important commandment which is to love God with all of our heart, soul and mind. We show our love to God when we fulfill his purpose for our life. His purpose may include taking leadership in some part of His work.

The second most important commandment is to love our neighbor as we love ourselves. As a Christian leader, our life and our way of leading must show that we love others as much as we love ourselves. We call this **servant-leadership**.

It may seem impossible to be a servant and a leader at the same time. However, Jesus, the only begotten son of God, showed us by his example and he explained it in his teachings.

This week we are going to learn how to be a _____-leader.

2. As a Christian, we must be a servant-leader. We must follow Jesus Christ's example. He is God, yet he came to this earth to serve mankind (Philippians 2:5-8). He left his glory in heaven, was born of a woman, grew up in a small village, was thought to be the son of a carpenter and lived a humble life. His death on the cross was actually a service to all of mankind because he paid the penalty for the sins of the world. He was never wealthy, nor highly honored like a king or a government official. Yet, Jesus has changed the world by being a servant-leader. Today, he has many followers. He trained twelve men who, as servant-leaders, established the church on the Day of Pentecost. Jesus was a servant-leader and he can teach us how to be servant-leaders.

Who is our best example of servant-leadership? _____

3. Jesus is our best example of servant-leadership. Before we look at his teachings on servant-leadership, let us look at three temptations we will face from the world. Henri Nouwen, in his book, *In the Name of Jesus*, points out that Jesus faced these same temptations before he began his ministry. These temptations come from Satan and they are temptations to lead in an ungodly way. We read about them in Matthew 4:1-11.

Jesus was in a dry bush area where there was no food and where no one lived. He had been fasting and praying for 40 days. He was very hungry. Satan encouraged Jesus to stop suffering by turning the stones into bread. Jesus had the miraculous power to do this. However, if he did this, it would not fulfill the purpose for his fasting and praying. He was focusing his heart and his mind on God's word. He was seeking guidance from God. The bread would satisfy the hunger of his body, but it would not meet his spiritual need.

As a leader we will be tempted to use our skills and abilities to satisfy the physical desires of our _____.

4. When we serve God, Satan will encourage us to become impatient with God. We will be tempted to use our skills and abilities to satisfy our bodily desires now instead of waiting for God to provide. Our attention will be drawn away from serving God and away from fulfilling his purpose. We will be tempted to take care of our physical desires first. Jesus told Satan, "Man does not live on bread alone, but on every word that comes from the mouth of God." (Matthew 4:4)

The best way to avoid putting our physical desires first is to always focus our attention on the W_____ of God.

5. We must keep our heart and our mind focused on the Word of God. This will enable us to avoid misusing our leadership skills to fulfill our physical desires.

Next, Satan suggested that Jesus jump from a high point of the temple in Jerusalem. Many people would be there to witness the event. God would save him from being killed. People would know he was important and powerful. Many would follow him after they saw the miracle.

We may be tempted to use the abilities God has given to us and his watch care over us to put on a performance so that people will _____ us.

6. We have already said that it is wrong to try to please God through our performance. It is also wrong to try to get followers through our performance. We will be tempted to win followers to ourselves through powerful use of the skills he has given to us. This can also lead to the temptation to try to please men instead of God. In other words, we turn the Lord's work into entertainment instead of service. Instead of leading and speaking from a desire in our heart to bring people closer to Jesus Christ, we try to impress people with our abilities. This focuses attention away from God and on to us. Jesus told Satan, "Do not put the Lord your God to the test." (Matthew 4:7)

When we try to get followers through P_____ instead of service, we put God to the test.

7. We are testing God when we seek to perform instead of to serve. We are asking God to draw attention to us instead of him. We are asking God to bless us so we will look important. We are not concerned about service to others. We are not being a servant-leader, we are being a self-serving leader. Those who follow such a leader want to be entertained. They want to be emotionally uplifted, but they may not be interested in listening to spiritual truths.

The third temptation of Satan was to give Jesus political power. If Jesus would compromise, then Satan would give him control over many nations. To compromise as a Christian means to allow or to be a part of something that we know offends God. All Jesus had to do was to honor Satan by bowing down and worshipping him.

We may be tempted to C_____ our faithfulness to God and his Word in order to gain political power.

8. Satan offers big rewards for compromise. For a leader, the reward could be political power. People are happy to follow someone who will accept their wrong way of living. All we have to do is to look the other way, say nothing, do nothing, act as if nothing is wrong, or find an excuse for something that is really wrong before God. As long as we make people happy and do not ask them to stop offending God by their life style, we will have many followers who will support us. This will give us political power, but it will not give us spiritual leadership. We will not be a servant-leader for God. Jesus said, "Away from me, Satan! For it is written: 'Worship the Lord your God, and serve him only.'" (Matthew 4:10)

When we are tempted to compromise God's word in order to gain leadership power we should say to Satan _____ . Matthew 4:10

9. Every idea which tells us that we will gain by compromising God's Word, comes from Satan. We need to recognize it as Satan's temptation to turn us away from God. We must immediately tell Satan to get away from us. Jesus did this and we must do this (James 4:7). Satan left and God's angels came to meet Jesus' needs. God cannot and will not help us when we are making agreements with Satan. Servant-leaders are not interested in political power.

On two occasions the apostles of Jesus argued over who should be their leader. They based their arguments on political strategy.

On the first occasion, Jesus told them that the greatest would be the one who was their _____ . Read Matthew 20:25-28.

On the second occasion, Jesus told them that their ruler would be like the one who _____ . Read Luke 22:24-27.

On both occasions Jesus said he came among them to be one who _____ .

10. The key to Christian leadership is to be a servant. On the first occasion, the mother of James and John used political influence to try to get her sons high positions of leadership in the Kingdom of God. She did not understand that leadership in God's Kingdom is built on a willingness to serve others and not on performance (Matthew 20:20-23). The other disciples became upset with James and John. That is when Jesus told them the greatest would be their servant.

The second occasion was the night before Jesus was crucified. They were eating the special Passover meal when Jesus told them that one of them would betray him. They began discussing who among them would do such a terrible thing. Somehow the discussion turned into a dispute over who was the greatest among them. That is when Jesus told them their ruler would be the one who served them.

It was on this occasion that Jesus gave them a demonstration of servant-leadership. Read about this in John 13:1-17.

Jesus was a servant-leader because of his _____ for others. (See verse 1 for the answer.)

11. Servant-leadership comes from an attitude of love for others. Jesus was about to show his great love for mankind through an act of service. Read Matthew 20:28.

What was Jesus about to do that would be his greatest act of servant-leadership and also show his love for the world? _____

12. Jesus showed how much he loved the world when he gave his life as a ransom sacrifice to pay the penalty for all the sins of mankind. This was his greatest demonstration of servant-leadership.

Jesus' love for others was strong even though his followers were not perfect and few understood the value of his teachings. His love was strong even though he was facing the most difficult time in his life where he would freely give his body to be tortured and killed on a cross. During this time of his greatest emotional stress, he humbly washed the feet of his apostles so that he might teach them the most important thing about leadership.

Jesus knew his relationship with God was secure because he was doing God's will and he was fulfilling God's purpose for his life on earth. Read John 13:3-5.

Jesus could humble himself to wash the apostles feet even though he was under much emotional stress because he had emotional _____.

13. Do you remember the lesson last week on emotional security? Jesus demonstrated his emotional security when he washed the apostles feet. Jesus had power over all things. He came from God and he was going back to God. He was not ashamed to do the job of a common labourer or the job of a small boy. Washing the apostles feet would in no way make him less important nor destroy his relationship with God. In fact, it fulfilled God's purpose for his life. It showed to the apostles and to the world the love of a servant-leader. It demonstrated to all of us the kind of leader God wants us to be.

Only a secure leader will do things that others are too proud to do or are afraid to do. Only a secure leader will humble himself and meet a need that other leaders would consider to be someone else's job. Servant-leadership begins with emotional security before God.

It was the custom of the culture in Jerusalem to have a servant wash the feet of the guests when they arrived. They wore shoes with holes in them (sandals) and no socks. The streets were dirty. When they ate, they laid on their side on couches with their feet off the floor and their shoes off. Washing the feet of the guests made things more comfortable for everybody. However, those who made arrangements for the Passover meal failed to make arrangements for someone to do this humble job. They were all lying on their side waiting for the food to be served when Jesus took action. Read John 13:4-5.

Instead of complaining or blaming someone for not doing their job, what did Jesus do? _____

14. Jesus did not discuss the problem with anyone. Instead he took on the humble job himself. He did not feel he had to prove that he was better than others by pointing out someone's mistake. He did not feel he would lose the respect of others by doing a humble job. He did not feel he had to protect his image as their master by only doing the special things that others could not do. He did not wait for nor expect others to serve him. He did the work that needed to be done. Read Peter's response to Jesus' action in John 13:6-10.

At first Peter said _____ when Jesus started to wash his feet. Then Peter thought it was a symbolic spiritual ceremony and he asked Jesus to also wash his _____ and his _____.

15. Peter would not accept that Jesus was simply washing his feet. In his mind it was not right nor proper for the master to do the work of a servant. Jesus was trying to explain to Peter that if he could not accept that a master would wash the feet of someone who was under him then he could not be one of his leaders. Then Peter wanted to interpret Jesus' action as a special spiritual ritual that would bring blessings on him. So, he asked Jesus to wash his hands and his head as well. Jesus replied that Peter's body was already clean. Only his feet need to be washed. There were no spiritual powers released, nor spiritual favors granted when Jesus washed Peter's feet. The only benefit was Peter's physical comfort. However, there was a second purpose in work Jesus did. Read John 13:12-17.

Jesus was their _____ and their _____, but he washed the feet of his apostles to give them an _____ of servant-leadership.

16. Jesus held the highest position of authority on earth. He was not only their Lord and their teacher, he had power over all things. Even though he held this high position, he washed the apostles feet to give them an example of servant-leadership. No matter which position of leadership we hold, our first obligation is to be a servant to others. Sometimes that may involve doing humble jobs that bring comfort to others. Whatever we see that needs to be done, it is our responsibility to humbly see that the need is met. Sometimes that means we will do the work ourselves. When we do the work, we will not do it to bring attention to ourselves nor to bring embarrassment to others. We will do it because it needs to be done so that others can be blessed.

Jesus gave us an example in leadership when he washed the feet of his apostles. We are God's servants, but we are also leaders in his Kingdom.

Jesus has asked us, his leaders, to be _____-leaders.

17. Jesus is our Lord and our teacher. He has asked us to be servant-leaders. This means that we will approach leadership in a different way than most of those who are political leaders or leaders in the business world. Read Philippians 2:3-4.

As a servant-leader, we will be concerned about the _____ of others.

18. A servant-leader will be concerned about the needs and interests of others as well as his own needs and interests. This fulfills the second most important commandment of God. Our attitude toward leadership should be the same as that of Jesus Christ. Read Philippians 2:5-11.

God honors those who lead with the attitude of a loving _____.

19. God is happy when we lead with the attitude of a loving servant. Dr. John Maxwell lists seven ways to leadership that do not follow the example of Jesus.

- (1) Some lead by force and do not give followers any choices.
- (2) Some push people to follow them by threatening to do harm to them if they do not follow. We call this intimidation.
- (3) Some try to influence people with half-truths and false promises in order to get them to do something their way. We call this manipulation.
- (4) Some people buy their followers by offering them rewards.
- (5) Some people are good at putting emotional pressure on people to follow them. We call this persuasion.
- (6) Some people follow because they personally want to accomplish the same thing as the leader.
- (7) Some people follow because the leader brags about them and makes them feel important. We call this flattery

How does Jesus want us to lead? _____

If you have time, complete the following:

READ THEN COMPLETE

If I want to . .

I Must ..

Luke 9:24-26

Save my life

James 4:7-10

Be lifted up

Matthew 20:20-28

Be the greatest

Matthew 19:30

Be first

Luke 22:26-27

Rule

Romans 8:13

Live

2 Corinthians 12:9-10

Be strong

Matthew 5:3

Inherit the Kingdom

John 12:24

Reproduce

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Lesson Two: Empowering Others

1. Most leaders are concerned about gaining power for themselves. A servant-leader is concerned about the needs of others. He wants his followers to be blessed. One way that a servant-leader brings blessings to others is to empower them to also be leaders. You will remember that we said in week one that there are not enough leaders in the Lord's Kingdom. Jesus empowered twelve men to be the leaders in establishing his church. Read Mark 3:14.

Jesus chose the twelve apostles for two reasons.

1. That they might spend some time with _____.
2. That he might send them out to _____.

2. Jesus had two reasons for choosing the twelve men to be his apostles. He wanted to send them out to preach the things he had been preaching. But before he could do that, they would have to spend some time with him. During that time Jesus mentored them so they would be able to preach effectively.

Mentoring is more than teaching. It involves dealing with every part of a person's life. Dr. John Maxwell defines mentoring as, "a relational experience where one person empowers another by sharing God-given resources." He defines empowerment as, "the act of giving your power to another so they can serve effectively." This is servant-leadership that will develop more leaders for God's Kingdom.

When one person spends his time and resources helping another person to know how to serve God we call it _____.

When one person enables another person to serve God effectively we call it _____.

3. A servant-leader will use his time and resources to mentor others so that they will know how to serve God. He will then empower those people to become effective leaders in God's Kingdom. Mentoring is a process that requires commitment.

Mentoring require a commitment **to the person** we mentor. We must be concerned about doing that which is best for the person. The needs of each person will be different. We do not mentor people in groups. We mentor them one at a time. We may be mentoring more that one person, but we mentor each one separately. We will also mentor each one differently according to his skills, his calling and his needs.

Mentoring requires a commitment **to a process**. We must plan how to start, how to proceed and the things we want to accomplish. We must not become discouraged when the process seems to be failing or it seems to be taking too long. We must pause from time to time to evaluate our progress and to see if we need to change our approach to the process.

Mentoring requires a commitment **to a purpose**. We must be determined to take the person from where he is to the level of empowerment to which we and the person have agreed. We must stay with the process until the person has reached the goal and is able to function alone as a leader.

There are three commitments we have to make in mentoring:

1. We must be committed to do that which is best for the _____
2. We must be committed to planning and completing a _____

- that will empower the person.
3. We must be committed to reaching the goal that will fulfill the _____ for our mentoring.
 4. Mentoring is not easy. It takes time, planning and determination. We must be committed to the person, to the process that is needed and to the purpose for which we are mentoring the person. Mentoring is more than just giving advice. Mentoring is helping someone become the kind of person God wants him to be.

There must be an agreement (an understanding) between the person doing the mentoring and the person who is to be mentored. The mentor does not force the person to become like himself, but he helps the person become the kind person God has gifted him to be. The person being mentored agrees to search out his own gifts and seek God's will for his life. He agrees to allow the mentor to help him find his gifts, develop them, and use them for service in the Kingdom of God.

Read about the kind of relationship Jesus had with those he mentored - John 15:15.

Jesus called those he mentored his _____. He shared _____ he had learned from God with those he mentored.

5. Mentoring requires a close, honest and open relationship between you and the person you are mentoring. The person is not your servant. He is not your assistant. He is your friend. Someday he will be your partner in doing God's work. You want to do that which is best for him. For this reason you will teach him everything that you have learned about following and serving God. You will give him every good advice and all useful information in order to help him be the best he can possibly be. This is loving servant-leadership.

There are several steps in the mentoring process. Each step must be taken before the next step can be taken. You cannot bypass any step nor can you change the order in which they are taken.

The first step in mentoring is to do the work that you want the person to learn while that person watches you. Be sure that you start from the very beginning of the process so the person can see everything that is involved in the work. For example, if you wanted to show someone how to be a carpenter, you might start by deciding the kind of thing you want to build, deciding the measurements and other features of the thing you are building, deciding the materials that will be needed to build it and then collecting the necessary materials to build it. Then you would cut, shape and assemble the materials and finally you would paint or varnish it. All the time the person you are training is observing the things you do. **We call this step modeling.**

The second step is to build something else but this time you let the person assist you in doing it. You take time to explain how and why you do each part of the work. You encourage the person to ask questions where he does not understand. A carpenter would explain how he chooses the thing he will build, how he takes measurements, how he calculates the materials needed, how he selects the materials he will use and how he uses the tools to shape the wood, how he assembles the parts and how to put on the paint or the varnish. He will share from his experience the best way to do each step of the process. **We call this step mentoring.**

The third step is to let the person choose the thing he will build and for him to do the work while you observe and assist him. When the person is doing something in a wrong way, you will correct him. However, you will do it in a positive way so that he will not be discouraged. It is very important to be patient while the person is trying to do it right even though he may make mistakes. Have the person explain to you the things he understands

about why and how to do each step. This will help him to remember and it may avoid some mistakes. **We call this step monitoring** (observing).

The fourth step is to let the person do everything by himself. It is not until he has finished that you will look at the work he has done. If something did not turn out right, together you will determine the things he did wrongly, how to avoid it in the future and how to correct the problem. All of this will be done in a loving attitude for the purpose of enabling and encouraging the person to do the best he possibly can. **We call this step motivating** (encouraging).

The last step is to help the person find someone that he can mentor. As he trains someone else, he will better understand everything that is involved in each step and he will also improve his own skills in each step of the process. He is now working on his own without your help, but he can always come back to you if he needs advice or help. **We call this step multiplication** because now he is training someone else and you are also free to train someone else. If each of you trains someone else, then there will be four people who can do the work. $2 \times 2 = 4$. If those four people will each train someone then there will be eight people to do the work. $4 \times 2 = 8$. This is the reason we call it multiplication.

We have just explained to you the five steps in the process of mentoring. The five steps are listed below, but they are not listed in the order in which they must be taken. Write them in the correct order and then on the line behind each step write the letter of the correct description of each step.

The five steps are: **MOTIVATE, MENTOR, MULTIPLY, MODEL, MONITOR.**

- Step one: _____ A. Observe and correct as the person does the work.
Step two: _____ B. Let the person do the work alone and then evaluate the work they have done.
Step three: _____ C. Have the person watch you do the work.
Step four: _____ D. Have the person assist you in the work
Step five: _____ E. The person mentors someone else.

6. Mentoring is a five step process. **First**, you model how the work should be done while the person watches. **Second**, you mentor the person by letting him assist you in the work. **Third**, you monitor the person while he is doing the work. **Fourth**, you motivate the person by letting him do the work alone and then evaluating the results. **Fifth**, you multiply the mentoring work by having the person mentor someone else while you also mentor another person.

Each step of the mentoring process will need to be repeated several times before taking the next step. It is not practical to do a step of the process only one time and then move on to the next step. You and the person you are mentoring will decide together when it is time to move on to the next step of the process. Some will move more quickly through the process than others depending on the level of their skills and their experience. The important thing is to take the necessary time to prepare for the next step. If you see that someone is not able to progress because of a lack of skill or a lack of interest in the work, then you need to suggest that this particular work may not be God's will for them.

There is much to be gained by mentoring others. If one candle is used to light another candle, there is twice the amount of light. The first candle that lit the second candle continues to burn brightly and it did not lose anything in the process of lighting the second candle. Investing time and resources in training other leaders will bring more glory to God and more leaders to build his Kingdom on the earth. Both the person doing the mentoring and the person being mentored will be blessed. The person doing the mentoring will end

up with more help in doing the Lord's work. Mentoring enables and empowers others to fulfill God's purpose for their life.

Explain in your own words how mentoring is servant-leadership. _____

7. We will discuss your answer to the above question at the next class meeting.

Mentoring multiplies the number of people who can lead in doing the Lord's work. It also enables others to fulfill God's purpose for their life. Both God and man are served when we mentor others.

Jesus changed the world without writing any book, building any school or establishing any institution. It was his plan to establish the church, but it was his apostles who did it on the Day of Pentecost. He changed the world by mentoring twelve men. He is our example for mentoring. Let us look at some of the things Jesus did when he mentored the twelve. Read Mark 4:33-34.

Jesus used parables in his public teaching. Some people could not understand the important truths he was trying to teach in his parables. However, when Jesus was alone with his apostles he took time to explain E_____ to them.

8. Jesus took special time alone with his apostles to be sure they understood everything he was teaching. They felt free to ask him questions. He answered their questions in a patient and a loving way. A good mentor will take time to explain everything to the person he is training. Now Read Mark 9:28-29.

The apostles failed to drive a demon out of a boy. Jesus explained the reason they failed when they were indoors in a P_____ place.

9. When the apostles failed, Jesus did not correct them in public. He waited until they were in a private place and then patiently explained to them why they failed. A good mentor will not embarrass the person he is training. All correction will take place privately. Now Read Mark 13:4-6.

The apostles wanted to know the events that would take place in the future. Jesus warned them that some would make false claims and try to _____ them.

10. Jesus knew that men would come with false claims about God's Kingdom. He warned them to be careful, and he taught them how to know if someone was trying to deceive them. A good mentor will enable the person he is training to recognize a false teaching or a wrong way of doing things. Read Luke 11:1-4.

Jesus was always open to _____ them the things they wanted to know.

11. Jesus made himself available to teach the apostles anything they wanted to know. Sometimes the person you are training realizes he needs to know how to do a certain thing. A good mentor is always open to the needs of the person he is training. He is always willing to enable the person to do the thing which God is calling him to do. If he cannot mentor the person in a certain skill, he will find someone who can. Now read again John 13:13-16.

Jesus always set the example by _____ the same thing that he expected his apostles to do.

12. Jesus never asked his disciples to do something that he would not do. It was only then that Jesus could say, "*Now that I, your Lord and Teacher, have washed your feet, you also should wash one another's feet.*" Jesus did more than teach. He demonstrated to his apostles how to do the thing. He gave them an example of the attitude he expected out of them. We call this **modeling**. Now read Mark 6:7-11.

After Jesus had spent time training the apostles he _____ them _____ and gave them _____ to do the work.

13. After Jesus had spent the right amount of time training the apostles, he sent them out and gave them authority to do the things he had been doing. He did not go with them. He did send them in groups of two so they could encourage and help each other. On another occasion Jesus sent out seventy-two disciples that he had trained. Read the things Jesus said to them when they returned - Luke 10:17-20.

According to Jesus, the most important results of their work was that _____

14. When the seventy-two came back, they gave reports about all the wonderful things that resulted from their work. Then Jesus gave his evaluation of their work. He said that their names had been written in heaven. They had fulfilled God's purpose for their life and God was happy.

When the time is right, a good mentor will give the person he has been training, the resources and the authority to do the work. He will send the person out to do the work without his supervision. This is when the person becomes empowered by the mentor. When the person comes back and gives a report on his work, the mentor will give his own evaluation based on his own experience. We call this step **motivation**.

The mentor will continue to send him out and finally the mentor will release him do the work when and where the person feels God is calling him. Once the person has confidence that he can do the work well, the mentor will encourage him to find someone that he can train. This is the final step which we call **multiplication**.

Now let us think about how to get started in the mentoring process. Below is a detailed list of things to do.

- (1) Pray for God to help you see and understand how you could mentor others right now where you are serving God.
- (2) Select someone whom you feel might be willing to be trained. You may be able to list several who would be willing, but remember that you are going to mentor each one separately.
- (3) Schedule a first meeting with each person to explain to them the things you are willing to do, why you are willing to do them and how you will go through the process. Explain to them your vision to help people fulfill their God-given purpose and at the same time to multiply the leadership in the Kingdom of God. At the end of the meeting, ask the person to pray about it and then set up a second meeting in which you will receive their response. Do not ask for nor accept their answer during the first meeting. Insist that they pray about it first.

- (4) Follow through with the second meeting where you will receive their answer and discuss the reasons for their answer whether it is yes or no. Do not be critical of those who say no, but try to leave the door open for a positive answer sometime in the future. Remember, this is a voluntary process for both you and the person you are training. If they respond in a positive way, then discuss in detail the things that will be involved in the mentoring process and the things each of you will expect out of the other. Ask for the person's commitment to the process. Express your commitment to mentor and empower the person to fulfill God's purpose for his life. Set some goals for the process you will go through. Determine how long and how often you will meet. Decide when and where you will begin the process.

See if you can complete these statements about how to get started.

- a. To get started, the first thing to do is to _____.
- b. The next step is to _____ those who might be willing to be trained.
- c. The third thing is to meet privately with each person to _____ to them your vision and the things you are willing to do to help them fulfill God's purpose in their life.
- d. The fourth step is to meet them again privately to receive their response to your offer and to work out the D _____ of how to get started.

Dr. John Maxwell suggests you look for these qualities in the person you choose to mentor:

- Faithful:** They are faithful to commitments they have already made to church and family.
- Available:** They have time to be learning from you.
- Initiative:** They are already trying to obey God and trying to serve others.
- Teachable:** They are willing to learn from you.
- Hungry:** They have a passion and an eagerness to grow as a leader.

PERSON NOTES FOR PERSONAL GROWTH:

Make a list right now of those whom you feel you could mentor.

15. This should not be your final list of possible people to mentor. You need to pray about this first. God may guide you in your selection to add other names and to remove some of those you have listed above.

In the first meeting with each person, briefly explain the things you are willing to do. It is not until the second meeting that you will go into details about how you will mentor the person.

Do not rush the mentoring process. There are no short cuts to success. At first, you may feel things are moving too slowly. Remember, it is not a program where you can schedule every event. It is a process where you will have to find your way through each step as the person your are training develops his own skills. You will start small, but things will become greater as you go through the process. Dr. John Maxwell writes, "The Son of God selected twelve men, not twelve hundred men. He said the Kingdom grows like a mustard seed. It is the smallest of seeds in the beginning, but eventually grows so large that birds can build nests in its branches."

Mentoring others is a long _____ that we do not want to _____.

16. Mentoring can be a long and sometimes a slow process that we cannot rush. It is better to focus on quality rather than quantity. Jesus only mentored twelve men. However, God was able to use those twelve men to change the world.

Once you get started in the mentoring process, you will need to meet occasionally with the person you are training for the specific purpose of evaluating your progress. During the evaluation meeting, you will need to do the following:

- (1) Bring some accountability to the process by asking some tough questions such as: Are we meeting our goals? Are we making progress? Are we using our time together in the right way? Are we doing the best we possibly can in fulfilling the purpose of the current step in the process? Discuss ways to improve the mentoring work you are doing.
- (2) Encourage each other. The mentor needs to specifically list things that he see the person is doing well. The person being trained needs to let the mentor know the things that have helped him the most.
- (3) Discuss failures and disappointments. The mentor needs to point out where he feels the person being trained has failed and why he feels the person failed. The person being trained needs to point out where he feels the mentor has disappointed him and why he feels disappointed. Discuss the reasons for these failures and disappointments and how they can be avoided in the future.
Discuss failures and disappointments with an attitude of love and mercy. The mentor wants to help the person being trained to do his best in fulfilling God's purpose for his life. The person being trained wants the mentor to be the best mentor he can possibly be. Sometimes we call this constructive criticism. We point out a person's weaknesses in order to build them up, not to destroy them. The purpose is to help each other become the best possible servant-leader.
- (4) This is where the mentor will help the person with his personal problems. He may have moral weaknesses that the mentor will have to help him overcome. He may have personality characteristics that need to be changed if he is going to serve God. He may have family problems that must be solved if he is going to feel free to serve God.
- (5) Give wise advice to the person you are training, but do not dictate the decision he must make. It is best to suggest several possibilities and to give your opinion about the possible good results and the possible bad results of each suggestion.
- (6) This is a good time to give warnings about mistakes that are commonly made in the work and how to avoid those mistakes.
- (7) This is a good time to give out books and other resources that will help the person you are training.
- (8) This is a good time to discuss when and how to move on to the next step of the process and to discuss the possibilities and the opportunities for the person to use the things he has been learning.

The main purpose of these meetings is to _____ your _____ in the mentoring process.

In the meetings you will need to:

- a. ask yourselves some _____ questions.
- b. _____ each other.
- c. discuss _____ and _____ that need to be overcome.
- d. help the person with his _____ problems.
- e. give _____ advice.
- f. give out _____ that will help the person.

- g. discuss _____ and _____ to move on to the next step of the process.

17. It is necessary to take the time to evaluate your progress. You and the person you are training need to sit down together and discuss the good and the bad of the mentoring process you have been going through. You need to discuss failures and disappointments. This means you will have to ask yourselves some challenging questions. You may need to improve on the way you are doing things and you may need to move forward in the process. You need to encourage each other. You need to give wise advice. You need to give out resource materials. You must deal with any personal characteristics or circumstances that might keep the person from being the best leader possible. You need to decide when and how to move to the next step of the process. You need to do whatever is necessary to empower each person to be the best he can be.

You can be one of three types of leaders. You can be a **pastor** who cares for people, you can be an **equipper** who trains people or you can be a **mentor** who empowers people. A mentor is a pastor and an equipper who empowers people one person at a time. He takes a personal interest in the life of each one he is mentoring. He has a specially prepared plan for how he will empower each one he mentors. Each plan is tailored to meet the needs, the circumstances and the skills of that person. Below is a chart that will help you to see the difference between these three types of leadership.

| PASTOR | EQUIPPER | MENTOR |
|--------------------------|-----------------------------|------------------------------|
| give care | training for ministry | training for personal growth |
| focus on immediate needs | focus on tasks | focus on the person |
| develops service | develops management | develops leadership |
| maintain the church | add to the church | multiply work of the church |
| have no curriculum | have a set curriculum | have a flexible curriculum |
| meet needs | develop skills | develop character |
| problem focused | purpose focused | person focused |
| meet immediate needs | meet short-term needs | meet long-term needs |
| person begins to walk | he will walk the first mile | he will walk a second mile |
| his needs are met | his skills are developed | he is empowered to serve |

This is a very important lesson. We have given you much information about mentoring. It is good that you understand the process well before you answer the questions below. Therefore, you should study the lesson a second time before you try to answer these questions. Better yet, stop now and wait a day. Then study this lesson again tomorrow before you answer these questions.

- (1) List three things that the mentor must be committed to:
- _____
 - _____
 - _____
- (2) List the five steps of the mentoring process in the order in which they must occur.
- _____
 - _____
 - _____
 - _____
 - _____

- (3) Below are descriptions of each step in the mentoring process. Write the letter of each description on the blank line in question 2 above after the name of the step it describes.
- A. Encourage the person by letting him do the work alone and then evaluate his work.
 - B. Let the person help you do the work.
 - C. Help the person to choose someone that he will mentor
 - D. Do the work while the person watches you.
 - E. Watch and help the person do the work himself.
- (4) See if you can complete the following sentences about the way that Jesus mentored his apostles: [see frames 7 through 13]

Jesus took special time to be sure his apostles understood E_____. He did not embarrass them, but would correct them in a P_____ place. He warned them about false leaders who would try to _____ them. Jesus was willing to _____ them anything they wanted to learn. Jesus did not ask them to do anything that he was not willing to _____. Jesus empowered his apostles by sending them _____ and giving them _____ to do the work.

- (5) In your own words, explain the best way to get started in mentoring others.

- (6) In your own words, explain the importance of meeting occasionally to evaluate your progress in the mentoring process.

- (7) In your own words, explain how mentoring is an act of servant-leadership.

- (8) In your own words, explain how mentoring will multiply the leadership of the church.

Unit Three: THE SERVANT-LEADER

Lesson Three: The Leader's Support Group

1. A good leader does not stand alone. A leader who tries to be independent will be weak. Every leader needs relationships with certain people who will provide support and accountability to his leadership. Read Ecclesiastes 4:9-10.

A leader who tries to be independent from others will have no one to _____ when he falls.

2. No one is perfect. No one can meet every need. There will be times when we fail. There will be times when we need help. That help will come from those with whom we have developed close relationships.

Research has shown that Christian leaders fail morally for one or more of the following three reasons. (1) They stop seeking God's will for their life through daily personal Bible Study and prayer. (2) They are free and independent to do whatever they want and have no one to whom they are accountable. (3) They are confident in themselves and think failure can never happen to them.

Many good leaders have failed because they stopped seeking God's _____, or they were accountable to _____ or they were confident in _____.

3. We need others who will encourage us to always seek God's will. We need others to hold us accountable. We need others to warn us about being over confident in ourselves. We need a support group of close friends who are always there to help.

Christian Leaders have to live by a higher standard than their followers. They are on the front lines of spiritual warfare. They are constantly under attack from Satan. If they are not careful, they will prepare spiritual food for others, but they will be spiritually malnourished. They will be so busy serving others that they fail to develop close relationships with a few who will serve them. They will try so hard to influence others that they may not realize when they stopped serving and when they started seeking power and popularity. They will be so occupied with solving problems that they will not have time to mentor more leaders. Every leader has at least one moral weakness that continues to tempt him. When he becomes discouraged that is when he may give in to his weakness if he does not have a close friend to help him.

If a Christian leader does not have a support group of close friends who are always there to help him, he may

a. be S _____ malnourished.

b. have no one to _____ him.

c. not realize when he is seeking _____ and _____.

d. never _____ more leaders.

e. give in to his _____.

4. Every Christian leader needs a support group of close friends who will make sure he is spiritually strong, who will always be there to serve him, who will point out when he is wrongly seeking power or popularity, who will enable him to mentor other leaders and who will comfort him when he is discouraged so he will not be tempted by his weaknesses. This support group develops through different kinds of relationships.

The first and most important one in your support group should be God, your Heavenly Father. You never stop being a child of God. The word "*Father*" is used to describe God more than any other word in the Bible. You are always his son or his daughter. He calls you to lead others on his behalf as a son or daughter. You can lead on his behalf only if you maintain a close relationship with him. Read 1 John 4:19.

Before we can love others, we must first experience the _____ of God.

5. We must receive and experience the love of God before we can fully understand how to love others. "For God so loved the world that he gave his one and only Son, that whoever believes in him shall not perish but have eternal life."(John 3:16) When we fully understand how God loved us through Jesus Christ, we will know how God wants us to love others. We cannot show mercy to others until we have understood and accepted the mercy that God has for us. When we lead on behalf of our Heavenly Father, we must demonstrate the same kind of love and mercy that he gives to us.

We must first of all read the Bible for ourselves. Too often we are only looking for a sermon to preach or a lesson to teach. We need to follow the example of Ezra. Read Ezra 7:10.

Before teaching the Law of Moses to others, Ezra devoted himself to the _____ and the _____ of the Law.

6. A Christian Leader does not teach the Word of God as a Bible scholar or as a professor, but he teaches it from his personal experience. Before teaching others, he studies it and he observes it in his own life. He spends time getting to know his Heavenly Father through personal study of the words of the Father and personal prayer to the Father. He strengthens his relationship with the Heavenly Father through obedience to the words of the Father. The first and most important person in his support group is God his Heavenly Father.

The second most important category of relationships in our support group is our family. Family relationships are the best place to start applying God's word. God designed the family to be a place where human relationships are the closest. Here we can always find love and help. Here we learn to forgive. Here we learn to serve others. Here we learn to resolve conflicts. Developing strong, close relationships within the family prepares us to be a leader and a mentor to those outside the family. Our spiritual leadership and our service to others starts at home. If we cannot do it at home, we cannot do it in the church.

The best place to start developing our leadership skills is within our own _____.

7. Good leadership starts within the family. A Christian leader develops a strong support group by starting with family relationships. His wife and his children should be his strongest supporters. When the father is a servant-leader in the home, then he can be a servant-leader in the church.

Close relationships develop in the home when the family members express love and respect for each other. When they spend time together. When they help each other. When they take a positive approach to problems. When they are loyal to each other. When they share their personal thoughts and emotions with each other.

The father of a family can develop servant-leadership within his home and also build his support group by spending _____ with his family, by showing _____ and _____ to all members of his family, by taking a _____ approach to problems and by sharing his personal _____ and _____ with his wife and children.

8. The home is the best place to learn servant-leadership and also the best place to develop your support group. You will need to spend time with your family showing love and respect for each member. When problems arise you will need to take a positive approach to finding a solution. Your relationships in the home will grow close as you share your personal thoughts and emotions with each other.

Another person you need in your support group is a mentor. You may want several mentors. No matter how successful you may be, you can always learn something from others. Others have gone where you have never gone. You can gain wisdom and understanding from their experience and their knowledge. You may be mentoring others, but you also need mentors.

Having mentors will help us to gain _____.

9. Mentors share wisdom and understanding that we cannot get anywhere else. Make a list of skills you would like to improve in your life. Then follow these steps suggested by Dr. John Maxwell:

- a. Pray that God will open your eyes to mentors you may not realize are nearby.
- b. Set a realistic standard: Don't expect a perfect mentor. Mentors are humans too.
- c. Look for strengths in a potential mentor that you want to develop in yourself.
- d. Be open to multiple mentors who could effectively invest in you.
- e. Recognize that mentors may not be close by. Be willing to do it by phone or email.

Dr. John Maxwell goes on to say, be sure your mentor is:

Godly: They should demonstrate godly character worth imitating.

Objective: They must be able to see your strengths and weaknesses.

Honest: They voluntarily admit their own needs and weaknesses.

Loyal: They must be loyal to relationships and be able to keep secrets.

Serving: They should be willing to give generously of their time and resources.

Every Christian leader needs to have good _____ in his support group.

10. Take time to choose good mentors who can help you develop your skills. Develop a close relationship with them so that they are part of your support group.

Barnabas in the book of Acts was a friend and an encourager. He helped the Apostle Paul to find his place of service in the Kingdom of God. We need friends like this in our support group. They are people just like us who are also learning and who want to be our friends. They are concerned about us so they ask the hard questions to be sure we are not deceiving ourselves or overlooking areas where we need to improve. They accept our failures and help us to overcome them. They do not abandon us in our times of need. We feel free to share our private thoughts with them and we want their evaluation of our ideas. They are honest with us about their own weaknesses and they seek our help. We are also

concerned about them and are always ready to help them. They are on the same level with us in most areas of life. We have much in common with each other. Read Proverbs 18:24.

We need in our support group a _____ who is closer than a brother.

11. Every Christian Leader needs a close brotherly friend in his support group. This friend will help you to be accountable. You will meet from time to time to share your joys and your failures. Below are some questions that Dr. John Maxwell suggests you ask each other when you meet:

- a. Have you spent time with God on a daily basis?
- b. How have you been tempted lately?
- c. Do you have any unconfessed sin in your life? How is your thought life?
- d. Are your priorities in the right order? Are you reaching your goals?
- e. Have you been completely honest with me in your answers to these questions?

Every Christian leader needs a close friend who will enable him to be A _____.

12. A close friend will be sure you are accountable for your actions. He will encourage you to evaluate your life and meet your goals. He will encourage you to be the best leader possible.

The person you are mentoring can also be a part of your support group. As you mentor the person you will develop a close relationship. You will be honest with him and admit that you do not have all the answers and you also have weaknesses, but you are there to share everything that you know with him. In your evaluation meetings, he will share with you how you have helped him and also the things you did that were not helpful. He does this to enable you to better mentor him. He wants you to be the best you can possibly be so that he can learn from you. If you develop this close relationship with the person you are mentoring, then when you have a problem, he will be there to support you.

Someone that you may not realize could be in your support group is the person you are _____.

13. If you develop a good relationship with the person you are mentoring, he can be a valuable member of your support group. Your support group is not a formal organization nor a club. They are a list of individuals whom you can count on to help you be the best leader possible. You will meet with them at different times for different purposes, but together they are the ones you can count on to encourage you and to help you.

Your support group will make sure you are seeking God's will for your life, setting your priorities correctly, being accountable for your actions, aware of your weaknesses and dealing with them, fulfilling God's purpose for your life and becoming the best leader possible.

Review this lesson, then complete this list of those you need to have in your support group:

- a. I need my _____ who will show me how to love others.
- b. I need my _____ where I can develop my closest relationships and learn to be a servant-leader.
- c. I need a _____ who will share his experience and wisdom with me.

- d. I need a close _____ who will help me to be accountable for my actions.
- e. I need to be _____ someone who will tell me how I can better serve him.

Unit Three: THE SERVANT-LEADER
Lesson Four: Dealing With Difficult People

1. Christian Leadership is built on good relationships just as the Christian Life is build on good relationships. Jesus told us that we must love God with all of our heart, soul, and mind and we must love our neighbor as we love ourselves. It is all about relationships. (Matthew 22:37-39) Now read Matthew 5:23-24.

We cannot properly worship God when we know that a brother has something _____
 _____.

2. Our relationship with God is going to be affected if a brother has something against us. I may have a difference in opinion or I may have done something that offended a Christian brother. I may be innocent of doing anything wrong, yet the person is offended because of the way he understood the circumstances. As a leader, others will expect more out of me and they will be more critical of me. When I do not do the things they expect out of me, it may affect my relationship with them.

Leaders have to deal with relationship problems more than anyone else. Jesus told us to make things right between us and our brother before we worship God. This is very necessary for a leader. It is important for us to maintain good relationships with all Christians. People will expect us to set the example of how relationships should be handled. We have to maintain relationships with all kinds of people. Some of those people are difficult to deal with.

Take this survey by Dr. John Maxwell. It will help you to see how well you are handling relationships.

Circle your answer: Y * YES, N * NO.

| QUESTION . . . | YES / NO |
|---|----------|
| 1. Do you worry when a certain person calls or leaves a message? | Y / N |
| 2. Have you recently been in a relationship that took away your happiness? | Y / N |
| 3. Can you name three friends with whom you can share your worst sin? | Y / N |
| 4. Do you dislike seeing a certain person at a social event. | Y / N |
| 5. Are there several relationships in which you give more than you receive? | Y / N |
| 6. Do you find it difficult to provide the things needed for a close friendship. | Y / N |
| 7. Are unhealthy relationships making it difficult for you to focus on your work? | Y / N |
| 8. Are you uncomfortable and concerned about yourself at social events? | Y / N |
| 9. Do you feel angry because certain people often disappoint you? | Y / N |
| 10. Do you have imaginary arguments / debates with certain people? | Y / N |

Write the number of times you circled **Y** for yes. _____

3. If you circled **Y** seven or more times in the survey on the previous page, then you have a serious problem maintaining your present relationships. The emotional stress will take away from your ability to serve and to lead. You need to deal with these problems and work at developing better relationships.

The way in which you approach a relationship will determine the quality of the relationship. Often we look at others in the same way that we see ourselves. If we have a negative attitude about ourselves, we tend to have a negative attitude towards other people. If we like ourselves, normally we like others. If we know we cannot be trusted, we normally

do not trust others. We have a tendency to see others as we see ourselves. We blame others for the bad attitude we have toward them, but we may need to look within ourselves to change how we feel about ourselves.

One thing that will help us to develop good relationships is to first of all have a good attitude about _____.

4. If we do not have a good attitude about ourselves, we will find it hard to develop good relationships with others. We may need to spend time in prayer and Bible study reminding ourselves that we are God's children and He has a special purpose for us. The more we are aware of God's purpose for our life and the more we fulfill that purpose, the more we will respect ourselves and the more we will respect others. This good attitude will build good relationships. Now read Romans 12:18.

Who has the first responsibility to maintain good relationships? _____

5. We should never fully blame others for bad relationships. We have the first responsibility to do all within our power to maintain peaceful relationships.

We are not responsible for how others treat us, but we are responsible for how we treat others. If someone has difficulty treating us with respect, then that is his problem and not ours. We must make every effort to show respect for others no matter how they may treat us. We must view others as God sees them. If they are lost sinners, we must be concerned about their salvation. If they are Christians but have a bad attitude about themselves, we need to feel sympathy for them and help them to respect themselves. Whatever keeps someone from responding to our efforts to bring peace is their problem. Whatever keeps us from doing our part is our problem and we must correct it. We may need to spend time in prayer asking God to give us the strength and the wisdom to do the right thing.

Mark **ALL** the answers that are correct.

When someone does not respond to our efforts to bring peace we should.....

- a. give up trying.
- b. pray for them.
- c. encourage them to respect themselves.
- d. insult them.
- e. blame ourselves.
- f. ask God for wisdom and strength to continue trying.
- g. examine ourselves to be sure we are doing all we possibly can.

6. Some people make it very difficult to have a good relationship with them because of their bad attitude. We should never blame ourselves if we are doing everything possible to bring peace. We should always show respect toward them. We must pray that God will enable them to overcome whatever attitude is keeping them away from us. We need to ask God for wisdom and strength to continue in our peace making efforts. We must not give in to their bad attitudes and at the same time we must make every effort to develop a good relationship with them.

Let us look at some of the bad attitudes of people who are a challenge to good relationships. People with these attitudes should never be in a leadership position. If we discover that we have one of these bad attitudes within us, we need to repent and ask God

to help us change our attitude.

The first one we are going to discuss is the **critic**. This person is always complaining. He causes people to become dissatisfied. He is quick to tell you about something he thinks is being done wrongly. He always see mistakes.

The best way to deal with this person is to first of all listen to his complaints. But then, challenge him to offer solutions. When and if he offers solutions, then challenge him to take action to solve the problem he is complaining about.

The best way to deal with a critic is to challenge him to _____

7. When you challenge a critic to offer a solution and solve the problem himself, he usually slows down on his criticism. If the person takes up the challenge to solve the problem he may discover God's calling for his life. He may be complaining because he is sincerely concerned and he truly has a talent for doing the work. He may need a mentor to help him develop his skills. However, if he continues to complain without taking any action then you may need to lovingly confront him about his attitude. Tell him how his attitude is a discouragement to you and to others.

The next bad attitude is the **martyr**. A martyr a person who willingly dies for a good cause. This becomes a bad attitude when someone feels like they are suffering because of the wrong or unfair actions of others. They may claim they are suffering so that others can benefit. They present their suffering as God's calling for them. They expect others to feel sorry for them and to treat them in a special way.

The problem with this attitude is that they use their circumstances as an excuse to continue suffering. By circumstances we mean a physical weakness or a bad family background or poverty or some other problem that makes their life difficult. They take no action to overcome the problem and to improve their life. Martyrs may use their circumstances as an excuse to do wrong things or to cover up bad decisions. They look for excuses to remain in their bad circumstances.

These people need to be aware that they are responding in the wrong way to their bad circumstances. Introduce them to people who are suffering more than they are but are cheerful and do not talk about their problems. Challenge them to find solutions to their problems instead of accepting their circumstances. Introduce them to others who have overcome similar circumstances and have found a better life. Never do for them the things they could do for themselves. This will only encourage them to come back for more unneeded help.

The person with a martyr attitude needs to be challenged to _____

8. People with a martyr attitude use their bad circumstances as an excuse to do nothing. They need to be challenged and given opportunities to overcome their circumstances. This is the best way to be a servant-leader to them. If they do not respond to opportunities for improvement, then you have no responsibility to continue helping them. This may sound unloving, but read the instructions that the Apostle Paul wrote in 2 Thessalonians 3:6-15.

If someone does not take the opportunities we give them to improve their circumstances, what should we do? _____

9. People who refuse opportunities to improve their bad circumstances must be warned and even shunned if necessary. These people may try to use you to do for them the things they could do for themselves. God does not call us to serve those who refuse to help themselves.

Another difficult person to deal with is someone with a **negative** attitude. This person can only see the bad side of any situation. Any time a new idea or a new project is introduced they only want to talk about the things that can go wrong. Their conversations are full of discouragement and they never seem to have any encouraging words.

You may not be able to convince these people that they are wrong, but you can keep track of the things they say will fail and point out to them later how those things succeeded. You can joke with them about their negative attitude. Never give their words serious consideration and do not let them discourage you.

People with a negative attitude need to be reminded of things that were _____.

10. People with a negative attitude are discouragers. We must not allow them to have influence on us or others. We need to point out the positive side of all issues and remind them of all the things that have been successful.

Some people are **intimidators**. They are aggressive people who push very hard to have their way in a matter. They seldom give up until they have used every possible means to convince others. Some of them twist the truth and use half-truths to support their ideas. Some even threaten those who do not go along with their way of thinking. They can do a lot of damage to the church. They can discourage those who want to be servant-leaders.

The intimidator often uses emotions to persuade people. We must try to reason with them and provide documented facts to prove that there are other good ways to do things. Challenge the intimidator to provide facts to support his ideas. His words are not enough, he must provide printed facts from reliable sources just as we have done. Stand firmly on God's word when an issue of right or wrong is clearly involved.

The best way to keep an intimidator from doing destruction is to bring out documented _____ that apply to the decision being made.

11. The intimidator depend on emotions, threats and half-truths to get his way. The best response is to present documented facts and demand that the intimidator do the same. We must never allow an aggressive intimidator to take control of the church.

A **gossip** is only interested in bad news. He likes to spread bad news and he often makes up negative rumors about people and events. If we repeat something that we cannot document to be true, it is the same as lying. Rumors are often full of half-truths and can do much damage. Repeating bad news that can hurt others is evil.

We must challenge a gossip to produce documentation of the things he is saying or else be quiet. If we can document that he or she is wrong, that is even better. If the things they are saying are true, point out the damage they are doing to others. One good rule that we should all follow is this: *If you are not trying to be a part of the solution, then stop talking about the problem.* We should first challenge these people privately. If they continue to gossip we should expose them to other leaders who will also challenge them to stop. If this does not stop them, we must warn the church about their destructive activities.

We must warn a gossip to _____ about a problem unless he can prove that he is trying to be a part of the _____.

12. We must be careful that we do not become involved with gossip. We must be quiet about bad news that we hear or know about. The only time to speak up is when we are trying to be a part of the solution. Then we must be careful that we are doing good and not making the problem worse. Those who like to spread gossip must be challenged, warned and stopped.

Some people are **controlling**. They feel they have to be in control of everything. They are afraid that someone will not do their work or they will not do it correctly. They want to know every detail of the work others are doing. They have high expectations and are afraid that things will fail if they are not constantly evaluating the work others are doing and constantly pushing others to do their work. They do not trust that others will do their part without input from them. Instead of giving general guidelines and overall expectations they want to manage the details of the work every person is doing.

These people need to be reminded that God is in control and his Holy Spirit is working in the lives of each person to make all things work together for His glory. We are not God. We do not have all the skills, knowledge and wisdom to do every job. Each person has a different calling and we must let each person fulfill God's calling in his or her life. Our job, as a leader, is to encourage them to discover and fulfill God's purpose for their life. If we think that we are the only one who knows God's purpose for their life and how it should be fulfilled, we are deceiving ourselves. Controlling people need to be reminded of events and programs that had good results which were not anticipated. The only explanation is that God had his own plans that none of us were aware of.

A controlling person needs to be reminded that _____ is in control.

13. God is in control. His Holy Spirit is working through many different people to bring about the results that He wants. A controlling person needs to realize that he really cannot control everything that is going to happen and that he might interfere with God's plan if he tries.

The **independent** person lives in his own private world and has no concern for others. Everything in his life is centered around his needs and his goals which are usually small. Everyone can do whatever they want as long as he is free to do whatever he wants. They have no desire to be leaders or to take on responsibilities.

These people need to be challenged to look beyond themselves. They need to experience the joy of being a blessing to others.

Independent people do not know the _____ of serving others.

14. Independent people are missing out on the joy of serving others. This means they are totally missing God's purpose for their life.

The **hypocrite** can be dangerous. The thing he tells you may be different from the thing he told someone else. He may be trying to please everybody. He may be trying to hide his true self. The worst case is when he pretends to like you, but, when you are not around, he tries to destroy you.

When you become aware of his ways, you should approach him and let him know that you would like to trust him. Confront him with specific examples of his hypocrisy. If necessary, confront him with a witness who can document his hypocrisy. Let him know that you are concerned about his moral character and you would like to help him.

The hypocrite needs to be _____ about his moral character.

15. The hypocrite has a moral problem and needs to be lovingly confronted with facts that can document his hypocrisy. Never trust a hypocrite nor give him leadership responsibilities.

Some people are **shunners**. They obviously avoid you in an effort to let you know that you have offended them or disappointed them. This is an immature way for them to handle a problem and it brings no solution to the problem. They are expecting you to know or to discover the problem and to apologize to them. This is their strategy to get their way in a disagreement.

Do not give in to this strategy. You should arrange to meet with them privately and ask them to explain the reason for their actions. Try to find out the thing that is really troubling them. Help them to see all sides of the issue that they are struggling with. Help them to find a solution that they can be happy with. If you have made a mistake, admit it. Advise them to solve future problems by talking with the person they disagree with.

Shunners need to be shown how to _____ with people they disagree with.

16. Shunners do not know how to talk with people they disagree with. You can help them by going to them and patiently discussing your disagreements and finding a solution. Sometimes the solution is for both parties to accept that they disagree on a certain issue but to remain friends so that God's Kingdom will not be divided.

Some people are **exploders**. Suddenly and unexpectedly their emotions come out in a powerful way that may be destructive. Something has been troubling them emotionally, but they have not taken the time to fully understand why it is troubling them nor taken steps to solve the problem. Finally their emotions become so strong that they lose control of themselves. They may say or do things that they later regret.

Exploders need our help. When someone explodes, quickly get them to a private place and help them to regain control of themselves. Help them to separate facts from wrong emotional thoughts. Help them to analyze the problem and to discover the thing that is really troubling them. Help them to find a solution to the thing that is troubling them. Hold them responsible for the bad results of their emotional outburst. Challenge them to solve their problems early before they lose control of themselves again.

The exploding person must learn to deal with his problems _____ before his emotions get out of control.

17. Exploding people do not deal well with their problems. They need to start early in solving their problems before their emotions embarrass them.

Some people are only interested in the things they can get out of you for themselves. They are like a **sponge** that soaks up water but does not give any water back.

Don't feel obligated to meet the demands of sponge people and do not feel guilty when you cannot or do not meet their demands. You can help them, but set limits on how much you help. Teach them the biblical principles of giving and serving. Challenge them to fulfill God's purpose in their life by finding ways to help others.

Sponge people need to be challenged with the biblical principles of _____ and _____.

18. Sponge people have not learned to give and serve others. They have a responsibility to fulfill God's purpose by finding ways to be a blessing to others.

The last bad attitude that we want to think about is the **competitor**. This person keeps score and wants to decide who is the best. Of course, he always wants to be the one who is the best. These people focus on performance and neglect service. They will be tempted to do things that are not fair or that are not morally correct in order to become the best.

Competitors need to be reminded that Christians do not compete against others. Instead we try to make others complete in their fulfillment of God's purpose. It is not our responsibility to be better than others, it is our responsibility to be a blessing to others. These people need to become concerned about bringing glory to God, not to themselves.

Competitors need to be reminded that Christians are not called to compete against people, instead we are called to help others become _____ in their fulfillment of God's purpose.

19. Competitors have missed the purpose of the skills God has given to them. They must learn to use those skills to help others become complete in their fulfillment of God's will.

We cannot avoid difficult people. Difficult people will come into our life because God wants us to help them. Helping people overcome bad attitudes is servant-leadership. However, as we help others we must also protect ourselves. We must be careful that bad attitudes do not discourage us. We must be careful that the bad attitudes of others do not influence us to make bad decisions. We must examine ourselves to be sure we are not guilty of having one or more of these bad attitudes.

We must never put someone with a bad attitude into a leadership position. This will not help them to solve their problem. If they are already in a leadership position, then we need to give them special help before they do damage to the church. We need to love them, pray for God's wisdom on how to help them and we need to confront them about their problem.

True or false: Putting someone with a bad attitude in a leadership position will help him to overcome his problem. _____

20. The worst thing that you can do is to put someone with a bad attitude in a leadership position. These people need special help, not more opportunities to express their bad attitude.

Lets review the bad attitudes that we will have to work with as Christian leaders. You may need to study this lesson a second time before you complete the section below.

In front of each sentence below, write the type of bad attitude that is being described. Here is a list of answers: **critic, martyr, negative, intimidator, gossip, controlling, independent, hypocrite, shunner, exploder, sponge, competitor.**

- _____ a. They receive help but never help anyone else.
- _____ b. They like to spread bad news.
- _____ c. They think suffering is God's calling for them.
- _____ d. They focus on performance and being the best.
- _____ e. They complain about everything.
- _____ f. They only see the things that can go wrong.
- _____ g. They avoid you when they disagree with you.
- _____ h. They use emotions and threats to get their way.
- _____ i. They want to manage the details of other people's lives.
- _____ j. You cannot trust the things he tells you.
- _____ k. They want to live their own life and do not want responsibilities.

_____ I. They ignore their problems until their emotions suddenly come out.

In front of each negative attitude listed below, write the letter of the advice from the list on the right that best describes how to respond to a person with that attitude.

- | | |
|--------------------------|---|
| _____ critic | a. Remind him that God is working through the Holy Spirit |
| _____ martyr | b. Help him to experience the joy of helping others. |
| _____ negative | c. Teach him the biblical principles of giving and service. |
| _____ intimidator | d. Insist that he and others look at the documented facts. |
| _____ gossip | e. Confront him about his moral problem. |
| _____ controlling | f. Insist that he be quiet unless he is working on the problem. |
| _____ independent | g. Challenge him to find a solution to the problem. |
| _____ hypocrite | h. Teach him to deal with his problems early. |
| _____ shunner | i. Challenge him to overcome his circumstances. |
| _____ exploder | j. Remind him that service is more important than performance. |
| _____ sponge | k. Remind him of all the things that have gone well. |
| _____ competitor | l. Teach him how to talk to people he disagrees with. |

DISCUSSION QUESTIONS:

Read Matthew 5:1-10. How do these attitudes reflect servant-leadership?

Satan quoted Scriptures to try to convince Jesus to make a wrong leadership decision. How can we be sure that we are properly using scriptures when we use them to support our leadership decisions?
