

Unit Six: Develop Basic Leadership Skills

Lesson One: Priorities and Decision Making

1. Effective leadership requires basic leadership skills. These are skills that enable a person to organize himself and complete his work. We see people who can get things done. We usually call upon these people to help us because we know they will deliver whatever we need. These are the kind of people others are willing to follow. They make good Christian leaders when these skills are combined with good moral character and a desire to build the Lord's Kingdom.

The first basic skill comes in setting the right priorities in your life and in your leadership. A priority is a thing that is most important. The thing that gets the most attention. The thing that must be done first no matter what else needs to be done. A priority can be a principle or a purpose that must be followed no matter the circumstances that may be involved.

Whether we realize it or not, we all have our priorities. These are the things or the principles that are most important to us and determine the things we will do. However, sometimes we do not manage our priorities or we do not realize the things that are controlling our activities. Some people have few priorities in their life. Life just happens for the most part until something comes up against one of their few priorities.

Priorities are the things that are the _____ important in our life and our leadership.

2. Many things are important in our life, but priorities are the things that are most important. When a choice has to be made on where we will spend our resources (time, money, etc.), we will first of all spend them on our priorities. When a decision has to be made on a certain issue, our priorities of principle and purpose will determine how we decide.

Jesus condemned the Pharisees because they had wrong priorities. They went to great effort to enforce man-made rules, rituals and traditions. However, they showed little concern about the real moral and spiritual needs of the people (Read Matthew 23:1-33). God often told the Jews that a loving and obedient heart was more important to him than animal sacrifices. Jesus reminded them that the two most important laws were to love God and to love our neighbor.

As Christian leaders, our priorities must be the same as Christ's priorities. Jesus gave us certain moral principles to follow. Jesus sacrificed his own life so that he could bring salvation to mankind. Before he left this earth he asked us to carry his message of salvation to all the world and to teach converts how to follow his moral principles (Matthew 28:19-20). Jesus did not give us step by step instructions, but he did give us a priority purpose and he gave us priority moral principles. Read Ephesians 5:15-17, then complete the statement below.

A wise Christian leader will make the _____ of every opportunity by setting his priorities according to the Lord's _____.

3. A Christian leader must know the Lord's will. He must carefully study the Gospels and the other writings in the New Testament to determine the priorities that Jesus wants us to use in leading his Kingdom.

Making decisions and taking action based on priorities takes careful planning and the wise use of our time. Here is a test that will help you evaluate how well you are doing this in your life. This test was developed by Jimmy Calano and Jeff Salzman of "Career/Track" in the U.S.A.

HOW CAN I GET MORE OUT OF A DAY?

If the statement describes you, circle **Yes**. If the statement does not describe you, circle **No**.

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|-----|--|-----|----|
| 1. | Do you plan tomorrow's work today? | Yes | No |
| 2. | Do you perform routine chores at your daily "low energy" time (when you are tired) and creative tasks at your "high energy" time? | Yes | No |
| 3. | Do you get unpleasant duties out of the way as soon as possible? | Yes | No |
| 4. | Do you "preview" the day's work through your head as you begin the day? | Yes | No |
| 5. | Are you able to deal with people who waste your time? | Yes | No |
| 6. | Do you know how to make a log of how you are using your time? Write down the things you did during the day and how long each thing took. | Yes | No |
| 7. | When you promise that you will get something done on time, do you always try to keep your promise? | Yes | No |
| 8. | Do you set aside a portion of each day to think, create, and plan? | Yes | No |
| 9. | Is your working place neat and tidy? Can you find the things you need without wasting time? | Yes | No |
| 10. | Do you have an efficient filing or organization system? | Yes | No |
| 11. | Do you know how to choose your most productive task? | Yes | No |
| 12. | Do you know exactly what your top priorities are? | Yes | No |

4. If you circled **Yes** ten or more times in the above test, you are using your time very well. If you circled **Yes** only seven or more times you are doing well, but you can do better. If you circled **Yes** less than seven times, you are wasting your valuable time and you may not even realize it.

PERSONAL NOTES FOR PERSONAL GROWTH:

Based on the test above, write down the areas you are going to work on so that you can make the best of every opportunity (Ephesians 5:15-17).

5. Now let us think about some biblical leadership priorities. The first two come from Jesus. One was his personal-priority and the second was his leadership-priority. Read Mark 1:35-38 and then complete the statement below.

- a. One of Jesus' personal priorities was to spend the first part of his day _____.
- b. One of Jesus' leadership priorities was to take the good news to _____.

6. Jesus had a habit of finding a private place, early in the morning, where he could spend time in prayer. One time, while he was praying, some of those whom he was mentoring came to inform him that people were looking for him. He replied that his priority was to take the Good News of salvation to nearby villages. The people were probably looking for him so that he could heal them or give them advice or help them in some other way. Although these needs could be serious, Jesus felt that helping people find eternal salvation was more important than helping people with their physical problems.

Now read Luke 10:38-42 and complete the following statements:

Jesus said that it is more important for his followers to know _____ teachings than to meet physical needs.

7. We can spend a lot of time and resources on meeting physical needs, constructing church buildings, etc., but it is more important that our followers know God's will for their life and that they follow his teachings.

Read Acts 6:1-4 and complete the statement below.

The priority use of a Christian leader's time is not to be involved in meeting physical needs, but to use his time in _____ and in the ministry of _____.

8. Physical needs have to be met, however, pastoral leaders must devote their time to prayer and the ministry of God's word. We minister God's word through teaching, preaching and giving spiritual counseling.

Read Hebrews 12:1 and complete the statements below.

A Christian leader must get rid of anything that _____ him from being a leader. He must get rid of any _____ that will cause him to stumble and fall. His priority must be to fulfill the P _____ that God has set before him to accomplish.

9. God has a personal priority for each one of us. It is to fulfill the particular purpose for which he called us to a position of leadership. We cannot fulfill God's priority for our life if we are hindered by concerns about unimportant physical matters. We cannot fulfill God's priority for our life if we are involved in sinful habits that weaken our moral character.

Now read 1 Corinthians 9:24-27 and complete the statements below.

a. Every Christian leader must live his life in a way that will enable him to fulfill

b. In order to do this he cannot live his life A _____.

c. It would be a great loss if we served God all of our life and still lost our _____ because we did not fulfill God's purpose for our life.

10. Leaders who do not set priorities in their life and in their leadership are aiming at nothing. Their life is aimless - useless. Someone has said, "If you aim at nothing, that is what you will get." They will not be able to fulfill God's purpose for their life. When their life is over and they stand before the judgment seat of God they will lose their prize - their reward (1 Corinthians 3:11-15). Some will even lose their salvation (Matthew 7:21-23).

Research and practical experience has shown us something that is called the *80/20 principle*. It is estimated that 80 percent of all that is accomplished in our life can be the result of concentrating on the most important 20 percent of the things that we could be doing with our time and our skills. The reverse can also be true. If we concentrate on the bottom 80 percent of our list, the less important items, we will accomplish only 20 percent of the things that could have been accomplished.

Here are some examples of this principle:

- Time: 20% of our time produces 80% of the results.
- Counseling: 20% of the people take 80% of our time.
- Work: 20% of our effort give us 80% of our satisfaction.
- Leadership: 20% of the people make 80% of the decisions.
- Workers: 20% of the people do 80% of the work.
- Financial support: 20% of the people give 80% of the offerings.

If we concentrate on accomplishing the top _____% of our priority list, we will accomplish _____% of the things we are capable of doing.

11. Successfully completing the top 20% of the items on our priority list will enable us to accomplish 80% of the work we are capable of doing. In order to do this, we have to make a priority list and we have to decide which items are the most important. Those important items go to the top of the list and become the top 20% that we concentrate on. It is not that we ignore or refuse to work on the other items in our list. It is just that we spend our most productive time and resources on those items first. The other items will be given less attention and have less importance to us.

Here are some practical applications of the 80/20 principle:

(A) **ACTIVITY DOES NOT EQUAL ACCOMPLISHMENT:** Just because you are busy does not mean that you are accomplishing something. Look for the wisest people and the best places to invest your time. For example, the traffic in Accra is always heavy and jammed the first part of the morning when people are trying to get to work. I have discovered that if I leave early in the morning to go into Accra I will spend about two hours just getting to my first destination to conduct business. However, if I wait until about 10:00 a.m. to leave I will spend no more than one hour in traffic getting to my first destination. So I spend the first part of the morning accomplishing things in my office before I leave for the city. I have also discovered that if I can complete my business in Accra and head toward home before 2:00 p.m. I will avoid heavy traffic caused by people leaving Accra. For this reason I often do not stop to eat at the noon hour, but I keep going and eat small things while I am driving or waiting at an office. This practice not only saves me time but it also saves on fuel that is wasted while waiting in slow traffic. Waiting in slow traffic is an activity, but is not accomplishing much.

(B) **WORK SMARTER, NOT HARDER:** Working smarter means working on the things you can do well and finding others to do the things you cannot do well. Why work hard on something you cannot do well?

(C) **ORGANIZE OR AGONIZE:** To agonize means to suffer emotionally. If we can learn to organize our activities well, then we can become more efficient in the use of our time. For example, I live near a very large metropolitan city. I often have to go into the city to conduct business. Before I go, I make a list of everything I want to accomplish. I also collect together everything I will need to conduct the various items of business. Then I plan the shortest and the quickest route to take inside the city so that I will avoid heavy traffic, reach every destination on my list and avoid driving any more kilometers than are necessary.

I have learned that the best time to drive through one large roundabout is between 11:00 a.m. and 1:00 p.m. Otherwise I take a little longer route around the roundabout in order to save time. My time is more valuable than the extra fuel it will take to drive around the traffic jam. I have been able do office work in the morning, leave later in the morning to do my business in the city during the middle of the day, then return in time to do more office

work at the end of the day. The other way is to leave at the beginning of the morning and waste time in slow traffic. Then drive back and forth across the city to various destinations wasting more time and fuel. Then return late in the afternoon wasting more time and more fuel in slow traffic. To me, fuel is valuable and my time is even more valuable.

(D) **EVALUATE OR STAGNATE:** To stagnate means to stand still, to go nowhere, to stop moving. To evaluate means to investigate to determine the importance or usefulness of something. We must occasionally take the time to evaluate the way in which we are doing things. We get into habits that are comfortable for us and do not require much planning on our part. The problem is that our habits may not be accomplishing anything or they may not be the best use of our time or our resources. There may be better, more effective or more efficient ways to accomplish the things that need to be done. If we do not investigate to discover new possibilities and compare them to the way we are presently doing things, our activities may eventually become a total waste of time and resources.

For example, a church may be comfortable with only a set of drums for musical instruments. In the mean time, the youth of the community are going to churches where keyboards and other instruments are being used. The church becomes stagnant. Old members die off and no new people come to the church. The church no longer grows. The set of drums were useful for a time, but now they are not enough.

(E) **SCHEDULE YOUR PRIORITIES:** Plan exactly when you will do each thing during the day. If you do not do this, the day will control you. Have a plan for the day and then stick to the plan. If you do not have a plan, others will be controlling the things you do and your priorities will never be accomplished. When you have a plan, then you can tell others your plan and insist that they plan anything they need from you around your schedule. You can make an appointment at a time that is convenient for both of you, then both of you will use your time wisely.

(F) **REACTING IS NOT LEADING:** Some people are trapped in a system that I call *crisis management leadership*. As soon as they solve one crisis, another crisis comes along. They are constantly solving unexpected problems and have no time to work on projects. They have totally lost control of their life. They are like a drowning man who can barely keep his head above the water and stay alive. They get into this serious situation by neglecting things that are important, by not being organized, by not planning their work, by not setting priorities and focusing on them and by trying to solve other people's problems first before they deal with their own.

(G) **SAY NO TO LITTLE THINGS:** Leaders must learn to say *no* to small things so that they can say *yes* to the big things. If someone else can do it, then arrange for that person to do it. We cannot solve everybody's problem and meet everybody's need. In the next frame we will give you some creative ways to say *no* without offending people.

Review the above practical applications of the 80/20 principle and then complete the following statements:

- (a) A person may be busy and yet accomplish _____ if he does not use his time wisely. Activity does not equal _____.
- (b) A smart worker will work on the things that he does _____ and find others to do the things that he does not do _____. Work _____ not _____.

- (c) If we take time to _____ our activities, we can save both T_____ and M_____. Organize or you will _____.
- (d) We need to occasionally stop and _____ the way we are doing things in order to discover ways that may be _____. Evaluate or _____.
- (e) We need to _____ each day otherwise we will never _____ our priorities.
_____ your priorities.
- (f) People who neglect important things and fail to plan usually end up spending all their time solving _____. _____ is not leading.
- (g) Leaders who say yes to every invitation and yes to every request for help may find that they are unable to say _____ when the big, important opportunity comes along.
Say _____ to little things.

12. There are many things we can do to be more effective in getting the Lord's work done. Many people make the mistake of thinking that being busy is the same as accomplishing something. A smart person focuses on doing the things he does well. He will organize his activities in order to save both time and money. He will occasionally evaluate the way he does things to discover better, more effective and more efficient ways to do the same thing. He will plan each day so that he can accomplish his priorities. Those who fail to do this end up spending their time solving problems instead of working on projects. Leaders must learn to say no to things that are not so important so that they can have the time and the resources to do the things that are most important.

Now, let us think about some ways to say *no* without offending someone. When we know that we are doing the right thing that God has called us to do, it is easier to say no to things that do not fulfill God's purpose for our life. When a task would not fulfill or contribute toward the work God has called you to do, you need to say no. However, you need to say it in a way that is not offensive. Here are three suggestions.

(1) **Learn to say no to the idea without rejecting the person.** Let the person know that you are not rejecting him. Let the person know that you like him and you respect him. You are only saying no to the thing he wants you to do. Let him know that the thing he wants you to do does not fit into your busy schedule or that it does not fit into the things that you must accomplish. Point out that he needs to respect your needs just as much as he expects you to respect him.

(2) **Respond in terms of the thing that is best for the person who is asking you.** Let the person know that you really want to help him. However, because of your own responsibilities and work load, you could not give the person your best effort in helping him. Let him know that your help would not be the best help for his need. If he tries to depend on you to meet his need or solve his problem, he will probably be disappointed in the end. In doing this you are being honest with him. If you try to help him and fail because of the above reasons, you will do more damage to your friendship than if you had said no.

(3) **Come up with an alternate solution.** Advise him or even help him in finding someone else who can meet his need. Advise him in how he can do the thing himself. This will help him in solving his problem, and remove the responsibility from you.

Let us see if you understand these three ways to say no.

- a. We can avoid offending the person if we let the person know that we _____ him, but his request does not fit into our _____.
- b. We can avoid offending the person if let the person know that we are not the _____ person to meet their needs.
- c. We can avoid offending the person if we help him to find _____ to meet his need or we _____ him on how he could do the thing himself.

13. Before we tell someone no, we must assure him that we respect him and have love for him. Then we can explain to him that his request does not fit into our schedule or into the things that we must accomplish. Let the person know that because of the heavy responsibilities that you have you could not give his request or problem your best effort. Then go on to suggest someone who might be able to help him or advise him on how he could do the thing.

Here are some suggestions that will help you make better use of your time.

(1) **Make a TO DO list.** Write down a list of the things you would like to accomplish. Write down everything from big projects to small things like replacing a burned out light bulb.

(2) **Set your priorities.** Give each item on your list a priority rating. Beside the most important things you could write the number 1 or the letter A. Beside the things that are less important you could write the number 2 or the letter B. Beside the least important things you could write the number 3 or the letter C.

(3) **Use your TO DO list to plan your day and your week.** Each morning mark off of your list the thing you have completed and determine the things you need to work on today. Each Week revise and even rewrite your TO DO list. You will need to add things to the list. You may need to change the priority of items on your list. Decide which things you would like to complete during the week and determine everything that will be needed to complete them.

(4) **Don't waste idle time.** You may find that you have completed a project or you have come to a certain place in the work on a project where you need to stop and take a break. There may not be enough time left in the day to start a new project or to take the next step in the current project, but you still have a few minutes of working time left. Look at your TO DO list. Is there some small thing on the list that may not be so important, yet it could be completed in the time you have left such as replace a burned out light bulb.

(5) **Avoid being a perfectionist.** A perfectionist is someone who wants everything he does to be perfect. He wants to do everything very well. We should want things to be the best they possibly can be. However, sometimes we can spend a lot of time trying to make something perfect when it is not necessary. This is where the 80/20 principle may work in reverse. We may spend 80% of our time on the project just to accomplish that 20% step to perfection when perfection was not necessary for the project to be successful.

(6) **Question everything.** Question or evaluate every habit and every emotion that may keep you from saying no or that may cause you to put unnecessary items on your TO DO list.

(7) **Welcome stress.** Do not let stress confuse you. Instead, let stress move you toward your goal. Stress causes increased mental activity. It can also cause us to be thinking of several things all at the same time. This is when our productivity can slow down. Control this increased mental activity to focus your attention on one goal at a time. This will enable you to be more effective in working toward each goal.

(8) **Avoid clutter.** Arrange your tools and your information in an organized way so that you can easily find the things you need for a certain project. Have a certain place for everything that is important to a project. Someone has said, "A place for everything and everything in its place." When you finish using something, put it back in its specific storage place. This way, when you start a project or resume work on a project, you will not waste time trying to find the information or the tools you need to do the work.

(9) **Avoid Procrastination.** Procrastination is a bad habit of putting off doing things that we know need to be done. Usually they are things that we do not enjoy doing. The problem comes when things get worse because we failed to take action. Do the hard thing first so that you can then enjoy the easy and the fun things.

(10) **Control interruptions and distractions.** Make efforts to reduce or change the circumstances that can interrupt your work or distract you from working on a priority projects.

(11) **Find someone to cover your weaknesses.** Know the things that you do well and the things that you do not do well - your weaknesses. Focus your efforts on the things that you do well and hire someone or find a volunteer who can do well in those things that you do not do well - your weaknesses.

(12) **Use a calendar.** Buy a calendar that has an open square area for each day of the month where you can write notes. Write notes in the appropriate date boxes to remind yourself of important meetings and important deadlines. Look at the calendar often to remind yourself of the coming events and the deadlines that you must prepare for and meet.

Review the above suggestions and then complete the following statements:

- (a) A TO DO list is a list of everything you would like to _____.
- (b) Everything on your TO DO list should be given a _____ rating.
- (c) The purpose of the TO DO list is to help you _____ your _____.
- (d) When you find that you have a few minutes of extra time, you can use your _____ to discover something that could be accomplished during that short time.
- (e) The 80/20 principle can work against us when we try to make a project _____ when it is not necessary for the success of the project.
- (f) We must _____ everything that we do to be sure it is necessary.
- (g) Stress can be useful if we use the increased mental activity to focus on _____ goal at a time.
- (h) Arranging your tools and information in an _____ way will save you time when you work on a project.
- (i) Problems can get worse when we _____ taking action.
- (j) We should do something about circumstances that can _____ or _____ us from our work.
- (k) The best way to handle things that we do not do well is to find _____.

(l) Writing notes on a _____ can help us prepare for important dates and events.

14. Put everything on your TO DO list that you want to accomplish. Give every item a priority rating then use the list to plan your day and week. The list will also help you to make good use of a few minutes of extra time. Success does not always depend on making a project perfect. We need to question everything we do to determine if it is really necessary. Stress is useful if we can focus on one goal at a time. Being organized can save us time. Problems only get worse when we put off taking action. Circumstances that disrupt or detract us from our work must be dealt with. More work can be accomplished by finding staff members or volunteers who can do well in the things we cannot do well. One way to keep organized is to write reminder notes on a calendar.

Now let us do some self-evaluation.

PERSONAL NOTES FOR PERSONAL GROWTH:

WHAT IS REQUIRED OF ME? Ask yourself, what things are you obligated to do or obligated to accomplish in order to meet the responsibilities of your leadership position in the home and in the Lord's Kingdom. Write these obligations out in general terms on the lines below.

WHAT GIVES ME THE GREATEST RESULTS? When you determine activities that must be priorities for you, you need to also decide which activities will bring about the greatest results? The 80/20 principle again. You should spend your time working in the areas where you do well. Know your gifts and use them wisely. A wise man does not waste his resources on something that he cannot do well. What activities bring the most results when you do them?

WHAT GIVES ME THE GREATEST SATISFACTION? When you think about priority ratings for your TO DO list, think about the things you enjoy doing the most. Usually these are also things that you do well. As you fulfill God's purpose for your life based on the gifts he has given you, you will experience your greatest feeling of satisfaction with your life. In what areas of your life do you feel the greatest satisfaction? These are areas where you can say, I did well and I enjoyed doing it.

Using the 80/20 principle, write down the top 20% in each category below based on your own leadership strengths and priorities:

Who are the top 20% influential people that you should pour your life into?

What are the top 20% of your activities that should occupy 80% of your effort?

Which leadership roles are giving you the greatest amount of personal satisfaction?

Who are the top potential leaders around you that you can mentor for leadership in the Lord's Kingdom?

What are other priorities that you should pursue as you fulfill Gods purpose in leadership?

Unit Six: Develop Basic Leadership Skills
Lesson Two: Time Management

1. The world around us just seems to be moving faster and faster. And, we seem to have less and less time in our life. It use to be that people had plenty of free time. Now we do not seem to have enough time. We might think that modern technology, faster communications and modern conveniences would give us more time. However, that is not happening. The truth is that we have more opportunities to do things today than we could have imagined possible even five years ago. We have more information than ever to process through our mind. As a result of this increase in information and opportunities, we are adding more activities to our life. We have higher expectations for ourselves and for others. It is easy for a leader to become exhausted (extremely tired) in these modern times because of the pressure that is on him to produce more and more and to produce better and better.

Modern day leaders are under pressure to produce both _____ and _____ things.

2. The pressure on leaders to produce more and better things can lead to exhaustion. It is like being on a highly traveled dirt road. If leaders do not produce, they will find themselves eating the dust of others who pass them by with more effective programmes and more exciting activities. If you stand still, you will soon get knocked down. How can you keep up?

If we are going to keep up and not become exhausted, here are some basic things we must accept about our time. (*complete the last statement yourself*)

FACTS:

- We cannot change time.
- We cannot increase the amount of time in a day.
- Time is the most important resource we have because we can never replace it.

HOWEVER:

- We all waste time.
- We all procrastinate.
- We have many opportunities, but we cannot do everything.

THEREFORE:

- The only solution is to learn how to M _____ our time.

3. If we do not learn how to manage our time, we will either become exhausted or we will fail to keep up with the responsibilities of our leadership position. Let us think about some things that may help us to manage our time better.

Treat time as a valuable resource. Time can never be replaced. You can always get more money, but you can never get more time. You cannot make the day longer. You cannot add more days into the year. Your time is limited. Once it is gone, it is gone forever. Do not think about how you are going to spend your time; think about how you are going to invest your time to get the greatest return.

Our time is not something to spend; it is a resource that we have to _____ wisely.

4. Time is a resource that must be invested wisely. A wise person does not waste money on useless things. A wise leader does not waste time on useless activities.

A wise person will **make a record of how he spends his money** in order to determine if he is making the best use of the little money he has. His record will cover every pesewa, CFA or naira that he spends. He may do this for a week or for a full pay period of his salary. When he looks over his spending record, he may discover some spending habits that are wasting his money. He will then be careful in the future not to waste his money on unnecessary items.

In the same way, a wise leader will make a record of how he spends his time in order to determine if he is making the best use of the limited time he has. His record will cover every minute in his day and every day of his week. He may do this for a week or a month. It is better to do it for a month. When he looks over his time-use record, he may discover some time habits that are wasteful. In the future, he will be careful that he does not waste his time on unnecessary activities.

Time management starts by making a _____ of how you invest your time for one week or one month.

5. A record of how you invest your time for one week, or for one month will help a wise leader to discover the best use of his time. We all have the same amount of time, but some people can fit more useful activities into their time than others. A time record will help to discover ways you can make better use of your time.

The management of your time must be **based on how to get the best results from the time you have available**. It is not how busy you are, but how much you produce that is important. Look at your time record and identify activities that wasted time. Some things you did were not necessary. Some of the things you tried to accomplish you had to try two or three times before you succeeded because you did not have everything you needed to do the job, or you met unexpected problems, or the person you needed to see was not available. Some things were poorly done because you had to prepare at the last minute. Important things did not get done and this caused other problems that had to be solved. Some things were poorly done because you cannot do those things well. If any of this describes the things recorded on your time record, then you have opportunity for better use of your time.

The important thing is not to keep busy, but to get the best _____ from the time you have available.

6. Successful time management is based on results, not activities. Once you determine which activities have priority, then you need to **plan those activities well**. Each minute spent in planning how you will do the activity will save you at least ten minutes in doing the activity. As you plan, think about these questions: What will you do? How will you do it? What resources will you need? When will you do it? Where will you do it? How can it be done quickly?

One way to get results from your activities is to take time to _____ each activity well.

7. Plan each activity well. Our next lesson on strategic planning will give you more help with planning.

When you have several activities to accomplish, you need to **set an agenda**. An agenda is a list of activities. The activities on the list must be arranged in a logical order or in an order that will be the most effective to get the best results. Priority items must be given special attention. The agenda will keep you focused on the best plan for all of your activities. It will also insure that you do not forget something important.

One way to keep focused on the best plan for your activities is to prepare an _____.

8. An agenda keeps you focused on the best plan for accomplishing all of your activities.

Another way to make better use of your time is to **delegate authority**. This means that you give another person the authority to do some of your work. It is not just that he does the work, but he also makes most of the decisions about how the work will be done. In order to do this well, you must make it clear to the person the things that you want him to accomplish. You will need to clearly explain to him your goals, your guidelines and your policies for the work he is to do. You must let him know which decisions he can make and which decisions he must bring to you as he does the work. You will still have control over the work, but you will not spend your time doing the work nor use your time making the small decisions necessary to get the work done.

We can make better use of our time by delegating _____ to someone else to do some of the things we need to accomplish.

9. Delegating authority is a good way to get more work done. If there is something that you do not do well, but it is your responsibility to get it done, then find someone who does that particular work well. Give him the authority to do it, but make it clear the things you expect out of him and keep in touch with him to see how he is doing it. Be sure to give him the necessary resources to get the work done. It may take some time to get the process going, but in the long run, more will be accomplished and you will have more time to do the things you do well.

Four mistakes can be made in delegating authority:

First, you may interfere too much in the decisions the person is making. We call this "micro-managing." This means you insist on knowing every detail of the work the person is doing. You try to manage his daily activities and determine his agenda for getting his work done. If you do this too long, many problems will develop and no time will be saved.

Second, the person may become too dependent on you to tell him the things he should be doing. In the beginning the person may come to you often just to be sure he is doing his work correctly. But as time goes on, he should know the things he needs to do and come to you less and less. If this does not happen, then the person is robbing you of your time. Here are some suggestions on how to avoid this problem.

- (1) Insist that, before he brings a problem to you, he does some research and also bring a list of possible solutions to the problem.
- (2) Let him know that you have confidence in him and that you expect him to make as many decisions as possible before coming to you.

- (3) Think of yourself as a mentor training this person to do a certain work. As time goes on, the mentor must withdraw and let the trainee do more of the work alone.

Third, the person to whom you delegated authority may go beyond his authority. He may turn your work into his work by setting different goals and ignoring your guidelines and your policies. He may take total ownership of the work and ignore your authority. It is good to have something written on paper that describes the line of authority, the purpose of his work and any important guidelines and policies. This document will help to avoid any misunderstandings about his delegated authority. This document can also be used, if necessary, when the person goes beyond his authority and refuses to change his ways. Such a document should be prepared even if the person is a volunteer worker. It should be prepared in a friendly way and explained that the primary purpose is to avoid misunderstandings.

Fourth, you need to be open to suggestions from the person who is doing the work. Listen carefully to his ideas and realize that he may understand some things that you do not since he is actually doing the work. If you are not convinced of the things he is telling you, ask for documentation or verification of the things he is telling you. He will do his work better when he knows that you respect his opinion.

If delegating authority does not save you time because of any of these problems, then you must take action to solve the problem or find someone else who can work well with delegated authority.

When we delegate authority, we must be sure that the person eventually takes on his _____ to get the work done and does not depend too much on us. At the same time we must be careful that we do not waste our time micro-_____ the person. A written document that properly explains his delegated authority will help insure that he does not go _____ his authority. Be open to his _____ on how best to do the work.

10. Keep responsibility where it belongs. Don't micro-manage the person. Don't let him depend on you. And, don't allow him to go beyond his authority. Be open to his suggestions on how best to do the work.

Another thing that will help you to manage your time well is to **be honest about your energy level**. When you are tired you slow down and accomplish less in the same amount of time. When you are exhausted from long hours of work or from a long period of stressful work over several days, you tend to make mistakes and to work slower. Continuing to work under these circumstances can be a serious waste of time. It is better to take a break, refresh your body and refresh your mind so that you can be more effective when you do work. Take one or two days away from your work. This will enable you to accomplish more in the long run. Also, the quality of your work will be much better. Occasionally you need to take a long break, a vacation. Failure to keep up your energy level and failure to keep your mind sharp may result in bad health, bad decisions and failure in your work.

We can accomplish more in less time when our _____ level is high and our _____ is sharp.

11. Keeping up our energy level and our mental sharpness will enable us to use our time better. This can happen only when we give our body and our mind time to rest and relax.

We must also **be honest about our personality**. We inherited our personality from our parents. We cannot change our personality very much. We must learn the weaknesses and the strengths of our personality and build around them. Some people are energized by being with people and others are made tired by being with people. Some people work better in the morning and others do better work later in the day. The time of day that we do things and the kind of things that we do should fit our personality in order to get the best use of our time. We will learn more about our personality in week seven, lesson three.

Adjusting our work schedule and our work responsibilities around our _____ will enable us to make better use of our time.

12. Our temperament should determine when we do things and also the kind of things we do.

We all have certain things that we must do every day, every week and every month. We can save time if we **have a system for doing these things**. By system, I mean a method that you follow in order to accomplish the task. The system will guide you to automatically do certain things at certain times in order to fulfill regular responsibilities in your life. Once you set up these automatic systems that fulfill these needs, you will spend less time deciding how to meet these needs and less time doing them.

For example, suppose you need to prepare a new sermon each week for the Sunday morning worship service. A good system is to carry a small note book to write down sermon ideas as they come to you. Give each sermon idea a page or two where you can add more information as it comes to your mind from time to time. You should have several sermon ideas going at the same time in your note book. On Wednesday or Thursday morning take 30 minutes to look through your sermon ideas in order to choose the one you want to develop for the coming Sunday. Make a brief outline for the sermon. This becomes the bones of your sermon. On Friday morning discipline yourself to spend the morning putting some good meat on the bones of your sermon. Set aside 30 minutes on Saturday to review your sermon to be sure it is ready for Sunday. This is a good time to add some illustrations to your sermon. The best creations do not happen in one preparation session. Instead, they develop over a period of time. If you keep this system going every week, your sermons will be better, the total time you spend in sermon preparation will be shorter and you will not be stressed by the weekly preparation of sermons.

You can save time by developing a _____ for accomplishing the regular responsibilities in your life.

13. Developing systems for regular tasks will save you time. One way to get started is to make a list of the things you do every day. Make another list of the things you do every week and another list of the things that you do every month. Look over these lists and see if you can develop systems that will enable you to do them effectively and automatically. When you follow systems for regular tasks, you can increase your production by 30%.

Another way to save time is to **do the job right the first time**. Someone has wisely said, "If you do not have time to do the job right, when will you have time to do it over?" Someone else said, "If a job is worth doing, it is worth doing well." If you are going to spend your time and your resources doing something, then do it the best you possibly can. Give it the best of your time and the best of your resources. Do it well and be through with it. Any job that is poorly done is less than half done. Work that is poorly done will come back to steal your time and your resources.

We save time when we do a job _____ the _____.

14. Save yourself time and resources by doing every job right the first time. You may think you are saving time and money by doing it as quickly and as cheaply as possible, but failures and breakdowns cost valuable time and money. In accounting, it takes much longer to find an accounting mistake than it does to take the time to be careful to avoid the mistake. It takes less time and less resources to avoid a problem than it does to correct a problem. It is always wise to use the best possible plan and the best possible resources.

Setting deadlines can help to overcome time wastage and eliminate stress. Without a deadline, it is easy to put off doing a job. It is easy to accept interruptions to your work when you do not have a deadline. Deadlines make us accountable for the use of our time. Deadlines help us to prepare in advance so that we do not try to do something at the last minute and end up doing it poorly. Any deadline for a project should be at least two or three days before the thing is actually needed. I have found that there are always more than enough unexpected last minute things to do without waiting until the last minute to do the thing I know I have to do.

One way to avoid poor results and wasting time is to set _____ for projects.

15. Deadlines avoid poor results and force us to make better use of our time. When we have a deadline then we will plan how we can complete the project on time. Without a deadline, we will not plan well.

Review the time saving ideas in this lesson.

PERSONAL NOTES FOR PERSONAL GROWTH:

Which of these ideas are you doing well? _____

Which of these could you start doing and when will you start doing them? _____

Unit Six: Develop Basic Leadership Skills

Lesson Three: Strategic Planning

1. Someone has wisely said, "***Failing to plan is a plan to fail.***" When Solomon became King, God invited him to ask for anything he wanted. Solomon wisely replied, "*Give me wisdom and knowledge, that I may lead this people, for who is able to govern this great people of yours?*"(2 Chronicles 1:10). Every Christian leader should pray this prayer. God not only gave Solomon wisdom and knowledge, but he also gave him wealth and honor.

Strategic planning starts with _____ and _____ from God.

2. It takes both wisdom and knowledge from God to make a good plan. The person who plans with godly wisdom and knowledge may also be blessed with honor and wealth. Good planning starts by knowing God's purpose for your life. Good planning focuses on the work that you and God can accomplish together. God has a mission for you to accomplish. Do you know that mission?

Evaluate your understanding of your mission:

Mark the box in front of the answer that best describes you for each of these statements. Either the statement describes you -YES, it does not describe you -NO, or it might describe you -MAYBE.

I have complete knowledge of my mission.	NO	MAYBE	YES
I have complete knowledge of my capabilities.	NO	MAYBE	YES
I have complete knowledge of my team's capabilities.	NO	MAYBE	YES
I receive evaluations and communications from others.	NO	MAYBE	YES
I use this information to adapt and change when necessary.	NO	MAYBE	YES

3. Strategy is the science of how to gain an advantage that will enable you to be successful in battle. For a Christian leader, strategic planning is planning that will enable you to be successful in accomplishing your mission. Your battle is against Satan and his demons. Strategic planning starts with knowledge of the things that are most important in accomplishing your mission. It also involves an understanding of the things that are currently happening in the area of your mission (facts) and how that will affect your plans. Plans that are based on emotions and opinions will fail. You need knowledge about the work you will do. You need the facts about what is happening. Ignoring the things that are happening around you is a sure way to fail. You need both facts and knowledge. You need to wisely apply the facts and the knowledge in your planning.

Strategic planning involves having _____ of the skills needed to accomplish your mission, having the _____ concerning things that are happening in the area of your mission and making _____ decisions based on this information.

PERSONAL NOTES FOR PERSONAL GROWTH:

What is your mission? _____

What is keeping you from accomplishing your mission? _____

4. Strategic planning requires a knowledge of the skills needed to accomplish the mission, having facts about things that are happening in the area of your mission and wisdom to make good use of this information to plan your work. Knowledge, facts and wise decisions are necessary for strategic planning. Every successful person takes time to plan well. God told Isaiah, *"Have you not heard? Long ago I ordained it. In days of old I planned it; now I have brought it to pass"*(Isaiah 37:26). Things do not happen automatically. Even God plans the things he wants to accomplish.

God called Noah to build a boat to save himself and his family. Noah spend 120 years building the boat according to God's plans (Genesis 7-9). God gave him the measurements and some basic instructions about how to build it and the materials to use. Noah had to plan the construction, secure the materials and then build the boat. He was successful and he saved his family.

God called Nehemiah to rebuild Jerusalem. Nehemiah had to convince the King to let him do it. He had to organize his people and lead them back to their homeland. He had to organize his people to build and defend themselves at the same time. In spite of all these obstacles, he managed to rebuild the walls of Jerusalem in only 52 days (Nehemiah 1-5). It happened because of strategic planning.

When should we make our plans to accomplish something? (*Write yes or no for each statement.*)

- a. The day before we want to accomplish it. _____
- b. Anytime we feel like making a plan. _____
- c. When we are faced with the problem. _____
- d. As early as possible before the need arrives. _____

Big things are accomplished: (*Write yes or no for each statement.*)

- in one day. _____
- in a few days. _____
- over a long period of time. _____

5. If you want to accomplish something big and important, you need to start planning as early as possible. Big things take a long time to accomplish. And, they will not be accomplished without a good plan. Although Nehemiah built the wall around Jerusalem in 52 days, he spent a lot of time preparing and planning for those 52 days. Noah did not wait until it started raining before he started building the boat that saved his family. He spent 120 years preparing for the flood. When the flood came, he was ready.

Jesus told three parables about the need to plan: the wise and the foolish builder (Matthew 7:24-27), the builder counting the cost (Luke 14:28-30), and the king planning for battle (Luke 14:31-31). God is not going to plan your work for you. But he will help you to make a good plan. You must do your part by getting the knowledge and the facts. You must also understand the will of God. The will of God is the wisdom of God and is found in his Word, the Bible.

You must be careful that you do not fall into the trap of following human wisdom. Human wisdom is based on the sinful nature and will not fulfill God's will. The Bible is full of God's wisdom, yet wise men of the world ignore Jesus' teachings and God's advice because they think they know better. This is why we must know the Bible well. We must respect the way God has asked us to do things even if we do not fully understand it. *"Oh,*

the depth of the riches of the wisdom and knowledge of God! How unsearchable his judgments, and his paths beyond tracing out! "Who has known the mind of the Lord? Or who has been his counselor?"(Romans 11:33-36).

Read the scripture at the end of each statement below, then complete the statement about true wisdom.

- a. The _____ of God is wiser than the wisdom of men.
1 Corinthians 1:25
- b. Our faith must not rest on man's wisdom, but on God's _____.
1 Corinthians 2:5
- c. The will of God seems foolish to men of the world, because the wisdom of God's teachings can only be understood with the help of the _____ of God. *1 Corinthians 2:13-15*
- d. We must ask God to fill us with a knowledge of his _____ which will give us spiritual _____ and _____. *Colossians 1:9*
- e. The words of _____ will enable us to lead people with wisdom.
Colossians 3:16
- f. Anyone who doubts the wisdom of God's will becomes Un_____ in his leadership. *James 1:5-8*

6. Never underestimate the power of following God's will in every plan that you make. God's will brings God's power to any plan. God's will brings wisdom to every plan. God's will and God's wisdom come through a trust in the teachings of the Bible which are understood with the help of the Holy Spirit working in our life. Ask God for knowledge and understanding of his will and for spiritual wisdom to lead. Do not be unstable because of doubts about God's will.

Be careful not to be deceived by some religious leaders and some modern day theologians who claim to know God's will. The Pharisees and the teachers of the Law of Moses were supposed to be the experts in the time of Jesus. But think about how the Pharisees and the teachers of the Law of Moses were deceiving people and leading them into the wrong pathways.

Read every passage of Scripture listed below. Notice how the Pharisees treated Jesus and his teachings about the will of God. Notice how Jesus described their teachings. As you read each passage, think about the things that Christians are taught to do by present day Christian leaders and modern day theologians. Make a list of modern day teachings and practices that you feel are misleading Christians to take a wrong pathway. List the false teachings that are taking people away from God's will instead of leading them to following God's will.

Matthew 3:7-10, 5:20, 12:14, 12:38-39, 15:1-3, 15:12-13, 16:6, 16:11-12, 21:45-46, 22:15, 23:1-35.

Mark 7:5-13

Luke 7:30, 12:1, 16:14,

John 12:42-43

List modern-day teachings and practices that are misleading Christians to follow wrong ways. List present-day false teachings that are taking people away from God's will.

7. We will discuss your list of false practices and false teachings at our next meeting.

Now, let us move on to something called the growth curve. The line diagrams on the next page will help us to understand how growth takes place in a changing world. Charles Handy explains that most organizations grow like the number (1) diagram. Start-up will be slow because of the planning stage and the preparation stages, but then growth will come quickly. Quick growth is taking place at point A on the diagram. However there will come a time when growth naturally slows down. Slow growth is represented by the line turning downward and slow growth is indicated at point B on the line diagram.

There are many different things that can cause growth to slow down. Things are always changing in our culture. People expect new things to come. If you keep following the same plan for too long of a time, it will eventually lose its effect. For example, if you sing the same Christian songs every month and every year without introducing new songs, people will grow tired of the old songs. They will sing the old song without thinking of the meaning of the words. The songs will become rituals instead of a meaningful experience in worship. At the same time, other churches are introducing new Christian songs. If you do not make changes, people may leave and go to worship where they are singing new songs.

The church must adjust its programmes to provide the right witness to meet the present challenges in the culture. We do not change our purpose, but we do change how we will accomplish the purpose so that we can have the most effective witness possible.

Every approach to worship, evangelism, discipleship training and leadership training has a time limit of effectiveness. Every Christian leader must understand that when growth is at point A on the diagram it is time to start planning for the action the church will take when the growth reaches point B and is slowing down. If you wait until you reach point B before you start planning something you will experience a greater loss before you are able to put a new plan into action and things start growing again. It will be difficult to start growing again.

Some people feel it is foolish to think about doing something different when things are going well. They will say, why change anything since we are doing great right now. However, the idea is to have a vision for the future and to prepare for the things that will be needed in the future while you are still growing. Start now to put things in place so that you can introduce the new programme at point B on the line diagram when the present programme is no longer effective. See line diagram (2).

If you start planning at point A, then you will have something to keep growth going when you arrive at point B. Don't wait until thing start dying before you take steps to keep things alive in the church. You will keep the church growing by coming up with newer and better ways of doing the things you are already doing well. Never become satisfied with the way you are doing things now. Always be looking for more effective ways to build God's Kingdom.

If you start planning at point A and introduce the new way of doing things no later than point B, then your growth curve will look like diagram (3). If you wait until point B to think about changing things, your growth curve may look like diagram (4).

THE GROWTH CURVE:

diagram 1

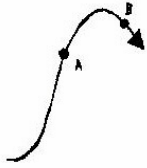


diagram 2

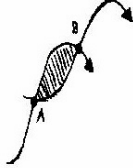


diagram 3

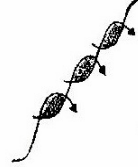
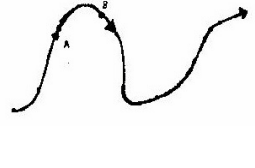


diagram 4



The best time to start planning a new and better way to worship, evangelize, do discipleship training or leadership training is when your present programme for that work is _____.

8. We will discuss the growth curve at our next meeting. It is a simple truth that things are always changing and we need to start planning for change while things are going well instead of waiting until our present programmes start to lose their effectiveness.

There are twelve steps to effective strategic planning. The first one is simple. Plan to plan. Take time to plan your work. Set aside special time whose only purpose is to plan for the future following the idea of the growth curve. Try to anticipate the needs of the future and start making plans now to meet those needs when they arrive. That is strategic planning. This strategy will give you an advantage in the battle against Satan and his demons.

Many churches and organizations are operating on a **crisis-management system of leadership**. They wait until the problem arrive before they take any action. They spend all of their time solving problems instead of planning for the future. Satan keeps throwing problems at them so that they do not have time to plan for the future and do better work.

Take enough time to plan well. This is the reason you need to start early. The longer you spend in planning something, the less time you will spend in putting the plan into action. In the long run, you will save time. The two diagrams below show how this works.

The diagrams below represent the way two different groups accomplished the same project. The length of each box represents the total amount of time used for the project. The length of each section inside each box represents the amount of time used for that part of the project. Study these diagrams and answer the questions below.

COMPARE THE TIME SPENT IN PLANNING TO THE TOTAL TIME USED TO ACCOMPLISH THE PROJECT:

Group A



Group B



Which group took the most amount of time to **plan** the project? _____
 Which group took the least amount of time to **execute** their project? _____
 Which group took the least **total** amount of time to accomplish the project (planning plus execution), the one with more planning or the one with less planning? _____

9. It is a documented fact that more time spent in planning results in less time spent in accomplishing the task. It also results in less total time spent on the project. A second advantage of more planning is that less resources are wasted in executing the project. And, a third advantage of more planning is that the project is usually more successful or of better quality than the project that had less planning.

Step two in strategic planning is to **determine your primary purpose**. You do this by answering two simple questions: (1) Why do we exist? Why does your church or your organization exist. What purpose in God's will do you want to fulfill? (2) What do you want to accomplish? What projects do you want to complete or what programmes do you want to put into action? If you do not know where you are going, how can you make a plan that will get you there? Someone has said, "If you aim at nothing, then you will hit nothing."

You cannot make a strategic plan until you know your _____.

10. Without a primary purpose, you have no strategic plan.

Step three is to **evaluate your circumstances**. You must fully understand where you are starting from and the challenges you will face. What are you already doing in this area? What resources are available? What obstacles must be overcome? What are others already doing in this area?

We need to look at our situation from different angles. How do the members of your church or organization see your circumstances? How do those outside the church or organization see your circumstances? What challenges do you face now? What challenges will you face in the future?

A realistic approach to planning will include an _____ of the circumstances surrounding your plan.

11. Evaluation of your circumstances is necessary for a wise plan. Evaluation gives you certain facts that have to be considered in making a strategic plan. Ignoring your circumstances is a sure way to fail.

Step four is to **prioritize your goals**. What is most important and what must be done first? If you do not decide this, important things will not get done but the easy jobs will. We have a tendency to do the easy things first. But when we know that something must be done first in order to be successful, we will discipline ourselves to do it no matter how difficult the task may be. If we neglect the most important, we will fail in our planning.

If we do not prioritize our goals, the _____ things may not get done.

12. Prioritizing goals is a necessary step in strategic planning to be sure that important things get done.

Step five is **ask the right questions**. Some times, we are planning in areas where we have no experience. We do not know the right questions to ask. Our plan may be incomplete because we left out something important. It is good to seek advice from people who have already done the things we want to do. They can warn us about things that they never thought about until they were in trouble.

Here is a list of general questions you need to answer in making a strategic plan.

- **Purpose:** Whom are you trying to serve and what needs are you meeting?
- **Leadership:** Do you have the right people in leadership who can accomplish the goal?
- **Counsel:** Whose advice do you need in order to be successful?
- **Organization:** Who will be responsible for what? Who will supervise whom?

- **Funding:** What will our expenses and our income be?
- **Reporting:** How will we evaluate our progress?
- **Communication:** How will we keep people informed both inside and outside of the group?
- **Evaluation:** How will we know if we are successful?
- **Growth:** How will we keep focused on our primary goal and keep improving what we do?

Asking the right questions will help insure that you have a _____ plan.

13. Strategic planning requires knowing and asking yourself the right questions. If you do not ask these questions and have no answers for them, your plan is not complete.

Step six is **set specific goals**. Goals need to be written out so that you can refer to them to remind you of where you want to go. They need to have details that will enable you to see the way of reaching the goal more clearly. The details need to be realistic. Setting high goals that sound good does not insure success. Successful goals are the ones that are reached. Make the goals personal to fit the personality of your team and the heart desires of your team. The goals must come from a conviction in your heart. Otherwise, you will not be willing to invest your life and your resources into reaching the goals.

Here are two goal for the same purpose.

- a. Win the whole world for Christ within the next ten years.
- b. Plant 5 new churches in unreached areas this year and increase the number of churches planted by 5 each year until the world is won for Christ using the Jesus film, Faith Comes by Hearing, Theological Education by Extension and any other programme that will enable us to reach the goal.

Which of the above goals is better and why is one goal better than the other? _____

14. Goals without specific details are like shooting an arrow into the air and watching to see where it lands. It may not hit anything.

Step seven is to **clearly explain how the goal will be accomplished** to those who need to understand it. Members of your team and even those who are only observing your work need to clearly understand the thing you plan to do and how you plan to accomplish it.

Each team member will need guidelines and goals for his or her specific part of the work. Each member of the team will need to know the resources that are available to him, the responsibilities he must carry, the deadlines he must meet for each step he takes and the first step he needs to take. It is best to put this information in writing.

Those who are observing need to know the overall goal, some general information about how the goal will be accomplished and who is responsible for each part of the plan.

The way in which the goal will be accomplished must be _____ explained.

15. Strategic planning requires a clear explanation of how the goal will be accomplished. This involves specific details for each team member.

Step eight is to **identify possible problems**. Imagine the worst things that might happen which would slow progress or cause you difficulties in accomplishing your goal. Plan the things you will do if any of these problems occur. Take steps now to avoid these

problems. This is clearly an area where time spent in planning can save time in the long term. Solving problems can take valuable time and resources. Avoiding problems takes less time and less resources.

Strategic planning requires identifying possible _____ that need to be avoided.

16. Failing to plan is a plan to fail. Failing to identify possible problems is not very realistic. Problems will come. First, try to avoid them. But, be sure to have a plan for the action you will take for each problem that might come.

Step nine is to **be aware of outside influences**. The things you can do will be affected by other people and other organizations. Although your group may be separate from other groups or organizations, you never operate alone. You will impact each other through your activities and through the individuals you work with. You need to be aware of how you will impact others and how others will impact the work you want to do. You may need to adjust your plans so that your impact on each other will be positive and not destructive. It is wise to discuss your plans with other groups to be sure you do not cause each other problems.

Never underestimate the impact of _____

17. Strategic planning takes into consideration the impact of outside influences. Plans must be made to minimize the negative effect of these influences and, where possible, to make the impact positive for reaching your goal.

Step ten is to **manage and direct your resources**. Time, money and people are your most valuable resources. Schedules for activities have to be made ahead of time to keep everyone on track to reach the goal. The costs for the projects have to be determined and the exact time that the money will be needed must be anticipated.

T_____, M_____ and P_____ have to be kept on schedule if the goal is going to be accomplished.

18. Strategic planning involves managing and directing time, money and people. A good plan is useless without good management and direction.

Step eleven is to **monitor results and correct weaknesses**. The best plan is never perfect because circumstances are always changing. Changing circumstances change results and require adjustments to the plan. If you are not keeping track of the results you may discover too late that your plan is failing to accomplish the desired results. The failure may be difficult or even impossible to correct if it goes too far.

In order to avoid failure, we must continue to monitor _____ and correct _____

19. Strategic planning requires monitoring results and correcting weaknesses. You cannot start something, then relax and expect everything to go according to your plan. Adjustments to the plan will be needed as time goes on.

Step twelve is to **evaluate the results**. Are you making progress toward the goal? Are the small steps that lead to the final goal being completed? Are you on schedule? Any changes to the plan must be based on documented evaluation of progress toward the goal.

The only way to know if we are reaching our goal is to evaluate the _____
of our work compared to the plan we made.

20. If we do not evaluate, there is no way we can be sure we are reaching our goal. Evaluation is a necessary part of strategic planning.

Strategic planning is necessary for good Christian leadership. Failing to plan is a plan to fail. Below is the list of the twelve steps in strategic planning.

- | | |
|---|---|
| 1. <i>Plan to plan.</i> | 8. <i>Identify possible problems.</i> |
| 2. <i>Determine your primary purpose.</i> | 9. <i>Be aware of outside influences.</i> |
| 3. <i>Evaluate of your circumstances.</i> | 10. <i>Manage and direct your resources.</i> |
| 4. <i>Prioritize your goals.</i> | 11. <i>Monitor results and correct weaknesses.</i> |
| 5. <i>Ask the right questions.</i> | 12. <i>Evaluate the results.</i> |
| 6. <i>Set specific goals.</i> | |
| 7. <i>Clearly explain how the goal will be accomplished.</i> | |

PERSONAL NOTES FOR PERSONAL GROWTH:

What are some things you can do to make better plans for the work you and God want to accomplish? (*Write your answer below.*)

Unit Six: Develop Basic Leadership Skills

Lesson Four: Communication Skills

1. The success of your leadership, your marriage and all of your relationships depends much on your ability to communicate. Communication has two important parts. First it means to pass along information. Second it means to deliver that information in a way that is clear and understandable. Some people are highly intelligent. They have much knowledge. However they do not know how to pass along the information they have to others in a way that others can use it. In leadership you have to share your ideas and your visions. You have to encourage people and teach people. All of this requires good communication skills.

You cannot be a successful leader if you do not know how to _____ the things you know.

Communication is the ability to _____ information in a way that is _____ and _____.

2. Jesus was a great communicator. He passed along to mankind important spiritual truths. He knew how to talk to people in such a way that they could clearly understand important spiritual truths and apply them to their life. Matthew chapter 13 is a good example of his effective communication skills. Let us look at six things that made Jesus an effective communicator.

A good teacher takes something complicated and **makes it simple**. Jesus took important spiritual truths and made them simple to understand by using parables. There are seven parables in Matthew chapter 13. A parable is a story about something that people already understand which enables them to apply an important spiritual truth to their life. Good communications builds on the things people already understand and enables people to have a fuller understanding of a subject or some other subject by making it as simple as possible.

The first key to good communications is to make your explanation as _____ as possible.

3. Important truths do not have to be complicated. Effective communicators know how to make the explanation simple. Here are some guidelines for how to make explanations simple.

- a. Focus on only one truth at a time.
- b. Use ordinary words.
- c. Use common events to illustrate the idea.
- d. Have only one clear purpose for your communication.
- e. Say it from your heart with conviction.

The most effective communications use _____ words and _____ events to explain only _____ truth at a time.

4. Keeping it simple means to use common words and ordinary events to explain one truth at a time.

Jesus **knew the people well**. He lived among them. He attended their social gatherings, weddings and funerals. Jesus knew the problems they faced and the way they tried to solve problems. He knew the spiritual mistakes they were making in their life. When he taught them, he spoke about the problems they were facing every day.

A good communicator must know well the _____ his people face.

5. Effective communications require a good understanding of the problems your people face on a daily basis. Jesus never lectured to his audience about theological matters that did not touch their every day lives. He was not a public speaker; he was a communicator. Look at the comparison below:

Public Speaker	Communicator
a. concerned about his message	a. concerned about his people
b. asks, "What do I know?"	b. asks, "What do they need to understand?"
c. concerned about his speaking techniques	c. concerned about the hearts of his audience
d. passes along information	d. passes along a desire to change
e. wants to complete his message	e. wants to complete his people

The difference between a public speaker and a communicator is that a good communicator is concerned about his _____.

6. A communicator is concerned about the people in his audience. He understands the spiritual needs of his people and he speaks to those needs.

A good communicator **knows the best time to speak** to a need. Jesus taught long and hard when the people were open to hear the things he had to teach (Matthew 13:2-3). At other times he withdrew from the people when they rejected his message (Matthew 13:57-58). There are times when people are not willing to listen and there are other times when the people will be open to listen. Sometimes people are spiritually hungry for a truth that will help them. A good speaker is able to feel these attitudes in his people and respond in the best way.

A good communicator knows when to _____ and when _____ to speak.

7. Good communicators know when not to speak. You cannot help people who do not want help. A communicator recognizes an opportunity when his people are willing to listen.

Here are some questions you can ask that will help you know when you have an opportunity to speak the truth.

- What are the questions and the needs in their hearts right now?
- What is God's answer to their present questions and their immediate needs?
- What is the most important thing that they need to understand right now?
- Are they ready to receive God's answer now?

e. How can I develop a relationship with them that will bear the weight of God's truth?

We can know we have an opportunity to communicate when God's truth speaks to a need that is in their heart right _____.

8. People will always listen when you talk about a problem that is troubling them right now. Someone has said, "You cannot save a person until you get him lost." This means that until the person realizes he has sinned against God and needs salvation, he will not come to Jesus. Until the person feels the need in his heart to repent of his sins, he will not listen to any truth about salvation through Jesus Christ. A good communicator is sensitive to those needs and sees them as opportunities to communicate. The best communicators know how to convince people that they have a problem so that they will listen to God's solution.

A good communicator also builds a loving, trusting relationship with his people so that when he tell them a truth of God that seems harsh, offensive or difficult to accept, they will look beyond their emotions and seek to understand the truth. They will know that you are trying to help them even though their emotions are telling them that your words are harsh.

Good communicators also **demonstrate the truth in their own life**. They show by the way they live that following God's truth will bring a blessing. They show by their well disciplined life that God's truth is valuable. No one will listen to someone whose life is out of control.

Before people will listen, a good communicator must _____ the truth of God in his own life.

9. No one listens to a loser. We want to follow someone who is successful. We want to know the reasons they are successful so we can apply the things they have learned to our own life and also be successful. Until a leader demonstrates the value of God's truths in his own life, he has no right to tell others how to live their life.

Every time you speak, members of your audience are asking these questions:

- a. Why should I listen to you?
- b. Can I trust you?
- c. Do you care about me?
- d. Do you really know what you are talking about?

If we cannot demonstrate the truth of God in our life then people will _____.

10. People will never listen to our communications if we cannot demonstrate the value of our teachings in our own life. Jesus lived among the people and demonstrated the value of everything he taught. Hebrews 2:18 says, *Because he himself suffered when he was tempted, he is able to help those who are being tempted.* Hebrews 4:15 says, *For we do not have a high priest who is unable to sympathize with our weaknesses, but we have one who has been tempted in every way, just as we are--yet was without sin.* How well are you demonstrating the truth of God in your life? Until you do it well, people will not listen to you.

Jesus **spoke from his personal convictions**. Convictions are moral values and spiritual truths which you strongly feel must be respected and followed. Jesus was convinced in his heart that the things he taught were the best solutions to their problems. When he spoke, people knew he was serious. He was not just giving a nice talk. He was emotionally involved with the things he taught. His audience knew that the things he said

were important and valuable to him. It came from his heart, not just from his mind.

Good communicators speak from the _____ that are in their heart.

11. If you are not convinced in your heart that you are teaching the best possible way to do something, you will never convince someone else to do it. If it does not come from heart-felt convictions, people will know. They will not respect the things you say and they will not be convinced to make a change in their life.

Here are some suggestions on how to speak with conviction:

- a. Speak on topics that you have struggled with yourself (Hebrews 4:14).
- b. Have one specific thing that you want your audience to do or to understand.
- c. Concentrate on how you can convince your audience to make a change.
- d. Look individuals in the eye to let them know you are speaking directly to them.
- e. Use good practical illustrations and real life events.
- f. Ask God to use his Holy Spirit to make the message His message.
- g. Use the Scriptures to help the audience see God's will, not your will.

We must first of all _____ ourselves before we can convince others to follow God's truth.

12. Powerful communications come from a conviction within our heart. Without that conviction, we will never change the lives of other people. Conviction comes through personal experience and a personal walk with God. We seek to follow His will as it is revealed in the Bible even when it may bring difficulties into our life.

Jesus always **expected his audience to make a decision** based on the things he was teaching. His message always contained something to know, something to feel and something to do. At the end of his message he challenged his audience to do something. Any message that does not have this challenge is incomplete.

A good communicator will challenge his audience to make a _____ about the things he has been saying.

13. Research has shown that only about 20% of an audience will automatically make a decision after hearing a message. The 80% may agree that it was a nice message but then forget about it unless you challenge them to make a decision. Part of the impact of your message must be to convince your audience that they have to make a decision. We do not want all of our hard work in preparing the message to become a failure. We must take the time to convince them that a decision is necessary.

Here are some suggestions on how to get a decision from your audience:

- a. Clearly explain the decision that the listener needs to make.
- b. Reduce the decision to one simple sentence and write it down.
- c. In the sentence, use a powerful word or a phrase that will be easy to remember.
- d. Use both Biblical information and practical examples to convince them.
- e. Provide an opportunity for them to take action based on their decision.
- f. Let them clearly know the decision you feel they need to take.

Failure to ask for a decision at the end of a message may result in the message becoming a _____.

14. All of our efforts in developing a powerful message from our heart may become a failure if we do not ask for a decision. Asking for a decision shows that we are serious about the things we have said. If we do not ask for a decision, people will think that the things we have said are not important.

PERSONAL NOTES FOR PERSONAL GROWTH:

Review the six keys to good communications and then evaluate yourself below:

What weaknesses do you have in the skill of communications?

What steps can you take to improve your communication skills?

Unit Six: Develop Basic Leadership Skills

Lesson Five: Getting The Job Done

1. Our goal as Christian Leaders is not to look good, but to produce fruit for the Kingdom of God. Oxen are animals that are used in doing farm work. A manger is the place where animals are kept. The writer of proverbs said, *Where no oxen are, the manger is clean, but much increase comes by the strength of the ox* (Proverbs 14:4, NASB). The writer is saying that without oxen, the place where the oxen are kept can easily be kept clean. But there is no value in an empty clean place for oxen. Oxen, who will make the place dirty, are necessary to produce a harvest. If we are more concerned about how we look than we are about doing the messy, dirty things that are necessary to produce a harvest, we are in serious trouble.

We can hold meetings and be busy with activities, but activity does not equal accomplishment. We must work smarter. We must get our hands dirty so we can accomplish the important work of building God's Kingdom. In this lesson we are going to look at some ways to get the Lord's work done through the people in your church or your organization.

It is not how good we look that makes us good leaders, but how well we get the job _____.

2. The important thing is how well we get the Lord's work done. Fancy clothes, fancy equipment and fancy programmes do not guarantee that we will produce fruit for the Lord's Kingdom.

What do your followers talk about? The things they talk about are the things they are interested in. ***The things they talk about are the things that they will get done.***

The things you talk about show your followers the things that are most important to you. If they respect you, those are the things they will focus their attention on. You are constantly sending a message to your followers about the things that should be important. What kind of message are you sending to your followers?

The things we _____ are the things that will get done.

3. The things we talk about have an influence on the things our followers will get done. Your priorities become their priorities. It is not just the things we say in planning meetings, but the things we talk about every day at work and in our free time. Followers learn your real priorities by listening to the things you talk about in ordinary conversations.

Here are some ways to use ordinary conversation to encourage your followers to get the job done:

- a. You, the leader, have to be the one saying it. Others may be saying that something needs to be done, but unless you the leader say it, the job will not get the proper attention it deserves.
- b. The more often you talk about it the more important the task will become in the eyes of your followers.
- c. The more you can relate the task to their personal life and their mission in life, the more important it becomes to them to get the job done.
- d. Ask yourself, "Do my own activities demonstrate to my followers the importance of getting the job done?"

Talking about the importance of accomplishing a task in our _____ conversations will help to get the job done.

4. The things we talk about in ordinary conversations are the things that our followers will focus on and get done.

Our followers need to be equipped to do the work. They may need training in a specific skill. Without this training, they do not feel confident to do the work. They may need special equipment, special tools or finances. Without these resources they cannot do their job well and they become discouraged.

The job will not get done if the person does not have the proper T _____ or the proper R _____ to do the work.

5. **Training and Resources are necessary to get the job done.** Don't overlook these important things when you plan a project.

Our followers fail to get the job done because of four reasons:

- a. They do not know **the things** they are supposed to do.
- b. They do not know **how** to do the work.
- c. They do not know **why** they should do the work.
- e. There are **obstacles** beyond their control.

The **things to do**, the **how** and the **why** all involve training. The obstacles may require your help and advice.

Sometimes the job does not get done because of a lack of _____.

6. Time and money spent on training is a wise use of resources. Without proper training, the job will not get done. Your followers will know that something is important to get done when you take the time or the resources to give them training. Take time to train, or find someone who is qualified to give training for the job that needs to be done.

Your followers will know the things that are important to get done by the things you take time to measure. Setting specific goals to be reached by certain deadlines is a way to measure accomplishment. Following through to see if those deadline and goals are reached shows your followers the things that are important. Requiring regular activity reports and responding with your own evaluation of their activity reports is a way to measure accomplishment. It is not enough to set goals; goals must be followed up by evaluating the progress made toward reaching those goals. If we do not take time to measure progress, the job will not get done.

The job will get done when we take time to _____ progress.

7. Measuring progress is necessary for getting the job done. **When followers know that you are going to be checking and measuring their progress, they will get the job done.**

One of the hardest things to do in leadership is to confront someone who is not getting the job done. No one feels comfortable confronting someone who is not producing. However, you must remember that the progress of the church or the organization is more important than your personal comfort. If someone is being irresponsible and you fail to confront him about it, you are also being irresponsible. As the leader, you become part of the problem because you will not confront.

We become part of the problem when we fail to _____ an irresponsible person who is under our leadership.

8. **Failure to confront an irresponsible person is failure in leadership. When this happens, the job will not get done.** Here is a list of things to consider when you confront someone who is not producing:

- a. Confront the person as soon as possible before the problem becomes worse.
- b. Remind the person of your friendship and respect for them.
- c. Be specific in explaining why you feel there is a problem.
- d. Tell the person how you personally feel about the problem.
- e. Do not condemn the person's actions, talk only about the problem.
- f. Give the person an opportunity to explain the things he thinks are causing the problem.
- g. Offer suggestions on the things you feel the person himself can do to overcome the problem.
- h. Do not make jokes out of the problem. This will only confuse the message you want to give to the person.
- i. Let the person know that you expect him to overcome the problem or find a solution.

When we confront someone, we should confront him as a _____, not as an enemy.

9. Make any confrontation as friendly as possible but at the same time let the person know that you are seriously concerned about the problem and that you expect them to do better.

We must also have a habit of rewarding those who do good work. People try harder when they know their efforts are appreciated. When you see that a project is moving along well, give a few words of praise both privately and publicly. Put your words of appreciation in writing when and where possible. Be sincere and do it often. When a big project is finished well, offer a physical reward such as a gift or a party.

People will get the job done when we _____ them with praise and gifts.

10. **We should reward people as often as possible with praise and gifts for doing good work. This will encourage them to get their work done.** It will also encourage them to do their work well.

Try to develop an attitude of excellence in your church or organization. To excel means to go beyond the average. We want to do our best for the Lord Jesus Christ. We want to do more than just fulfill our duty. We want to be able to say we did a great job.

Excellence will come only when:

- a. we care more than others think is necessary.
- b. we risk more than others think is necessary.
- c. we dream more than others think is necessary.
- d. we expect more than others think is necessary.
- e. we work more than others think is necessary.

Excellence will come into our church or organization when our people feel that the things they produce must be _____ than the things most people think are _____.

11. Excellence is to be above average. We will never be above average if our people do not want their work to be more than most people think is necessary.

Excellence is not an accident, it is an attitude. It does not come automatically. It is something that we must continually work at. Here are some things we must focus on if we want to develop an attitude of excellence in our group:

- a. Pay close attention to the details of how the work will be accomplished (plan the details).
- b. Don't be satisfied with average. Look for ways to do the best possible job.
- c. Don't ignore integrity and character. Without them there can be no excellence.
- d. Give respect to all members of your group and earn their respect.
- e. Take opportunities to go beyond the things that are expected.
- f. Continually look for ways to improve the things you are already doing well.
- g. Do everything in the best way possible.
- h. Don't look for the quick fix, look for the best fix for a problem.
- i. Do the things you do best and find others to do the things you do not do well.
- j. Do not give up under pressure, but examine your options and let God guide you.
- k. Make excellence your lifestyle, not something you do only in one part of your life.
- l. Always do things in a way that will bring honor to Jesus Christ.

Excellence will develop when it becomes an A_____ that influences everything that we do.

12. ***Excellence is an attitude.*** We must approach every project with the attitude that we will do it the best possible way for the best possible results to bring the most possible glory to God. ***When we have this attitude, and when we encourage others in our group to have this same attitude, the job will get done and it will get done well.***

PERSONAL NOTES FOR PERSONAL GROWTH:

What does your church or organization do well now?

In what areas could your church or organization do better at getting the job done?

How can you as a leader help your organization do better at getting the job done?
