

## Unit Eight: Fulfilling Your Leadership Potential

### Lesson One: The Five Levels of Leadership

1. People follow leaders for different reasons. The type of relationship you have with a person will determine the reason the person will follow you. Dr. John Maxwell identifies five levels of leadership. The lowest level has the fewest followers and the least amount of responsibility whereas the highest level of leadership has the highest number of followers and the greatest amount of responsibility. Remember that leadership is influence. The higher you go in these levels, the more influence you will have.

Here is a summary of the five levels starting with the lowest. After each summary are statements for you to complete that will enable you to name the level, explain why people will follow at that level, evaluate the influence of that level and describe the success of leadership at that level.

**POSITION:** You are the leader because you were appointed to a position of leadership. You have been given a title such as chairman, supervisor, president, elder, deacon, etc. You have been given the authority to lead a group of people to accomplish a certain purpose. You are given guidelines for the things you are to accomplish with the authority given to you. People will follow you only because they have to follow you. It is their duty to follow you. They follow you only because you are in the position of leadership - you are the boss.

This is the lowest level of influence. If you expect people to follow you just because you are the boss and you continue on this level, your followers will become discouraged and soon leave you.

POSITION: You are a leader only because you have been \_\_\_\_\_ to the position and given a title. People follow you because it is their \_\_\_\_\_ to follow you. This is the \_\_\_\_\_ level of influence and your followers will easily become \_\_\_\_\_.

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2. Position leadership is a beginning point, but it is the lowest level. Since you were appointed to the position, people follow only because it is their duty and they will quickly become discouraged if you do not move on to the next level.

**PERMISSION:** If you build a good emotional relationship with those you are leading, they will give you emotional permission to be their leader. This means they like you and are willing to follow you because of who you are not just because you are the boss. People follow you because they want to follow, not because they have to follow.

This is still a low level of influence in leadership. Relationships are important, but people also want to see results from their efforts. You may be a nice person, but if you are going no where, you are not giving your followers a future to look forward to. Followers who want to see results from their labour will soon give up and look for another leader to follow.

PERMISSION: People will give you emotional permission to lead them when you develop a good \_\_\_\_\_ with them. They follow because they \_\_\_\_\_ to follow you. Your influence level is still \_\_\_\_\_ if they do not see you giving them a \_\_\_\_\_ to look forward to.

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3. You cannot build successful leadership totally on relationships. Although people may follow you because they like you, they will soon leave if they see that you are not offering them a good future. Leadership based on relationships alone is a low level of influence.

**PRODUCTION:** You reach this level when your leadership causes good things to happen. When your followers see that, under your leadership, the team is producing something useful or accomplishing its goal, you have moved to a higher level of leadership. People will follow you because of the things you are doing for the team, for the organization or for the church. People are always happy to be a part of something that is successful. They will follow someone who can lead them to success.

This is a good level of leadership. Every leader must reach this level before he can say he is successful. However, you should never be satisfied when you reach this level. It is an important step in developing your leadership potential, but it is not the final step.

PRODUCTION: You have reached a \_\_\_\_\_ level of leadership when your church, organization or team is \_\_\_\_\_ its goals and purposes. People follow you because of the good things you are doing for the \_\_\_\_\_. It is only at this point that a leader can feel he is being S\_\_\_\_\_ in his leadership.

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4. Success in leadership can never be felt until you are doing a good job of accomplishing the goals of your organization or group. Although this is a good level of leadership, You must never be satisfied to stay on this level.

**LEADERSHIP DEVELOPMENT:** This is where the principle of multiplication comes in. You select certain people who have leadership potential. You mentor them and give them the training they need so that they can become leaders. You enable these leaders to help you accomplish the goal. You give them responsibilities and release them to lead their own group within the organization or church. You develop leaders for the future. These leaders follow you because of the things you are doing for them personally. You are enabling them to become successful leaders.

This is the best level of leadership. You should never rest until you are leading on this level. This level gives your organization or church a future. In the future, you can walk away from the organization or church and it will continue in a strong way without you. The church or organization becomes a power within itself. It is not dependent on you.

LEADERSHIP DEVELOPMENT: The \_\_\_\_\_ level of leadership is when you develop others to become \_\_\_\_\_ within the organization. When you do this, you will become a leader of leaders and people will follow you because of the things you do for \_\_\_\_\_. This level of leadership also gives the church or organization a \_\_\_\_\_ because they can carry on without you.

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5. Developing leaders within the organization or church is the best level of leadership. This gives the organization or church a future. Leaders will be following you because of the things you are doing for them. The church or organization will grow and will have a strong influence in the community and perhaps the nation.

**PERSONHOOD:** It takes a long time to reach the highest level of leadership. Very few make it to this level. At this level, people respect you because of who you are and the things you have done for churches and organizations. You have enabled churches and organizations to become strong from within. You have started several churches or organizations and enabled them to stand alone without your leadership. They became independent because of your leadership.

People who do not know you personally and people who have never met you respect you and are willing to follow your advice and your leadership because of all the good things they have heard about you. Your successful leadership in developing other leaders, in team

building, and in enabling churches and organizations to become strong and independent represents a success that others want to encourage and become a part of. You can train leaders to become leadership developers. You can write books that will help others to be better leaders. You can do consultation work in the area of your successes in leadership.

PERSONHOOD: The \_\_\_\_\_ level of leadership comes when people follow you because you have enabled churches and organizations to become \_\_\_\_\_ and \_\_\_\_\_. People who do not know you R\_\_\_\_\_ you and follow your advice. Your experience and success gives you the background needed to teach other leaders how to \_\_\_\_\_ leaders.

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6. Successfully enabling churches and organizations to become strong and independent leads to the highest level of leadership. People will respect you and seek out your advice. People will ask you to teach them how to develop leadership within their organization or church.

Before we go ahead in this lesson, let us review the five levels of leadership. Answer the same three questions about each level.

POSITION:

Level of leadership is \_\_\_\_\_. (lowest, low, successful, best or highest)  
You are a leader because you \_\_\_\_\_.  
People follow you because \_\_\_\_\_.

PERMISSION:

Level of leadership is \_\_\_\_\_. (lowest, low, successful, best or highest)  
You are a leader because you \_\_\_\_\_.  
People follow you because \_\_\_\_\_.

PRODUCTION:

Level of leadership is \_\_\_\_\_. (lowest, low, successful, best or highest)  
You are a leader because you \_\_\_\_\_.  
People follow you because \_\_\_\_\_.

LEADERSHIP DEVELOPMENT:

Level of leadership is \_\_\_\_\_. (lowest, low, successful, best or highest)  
You are a leader because you \_\_\_\_\_.  
People follow you because \_\_\_\_\_.

PERSONHOOD:

Level of leadership is \_\_\_\_\_. (lowest, low, successful, best or highest)  
You are a leader because you \_\_\_\_\_.  
People follow you because \_\_\_\_\_.

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7. Here is a brief description of each level. *Position*: lowest, lead because you have the position, follow because it is their duty. *Permission*: low, lead because of relationships, follow because they want to follow. *Production*: successful, lead because you accomplish something, follow because of the things you do for the group or organization. *Leadership Development*: best, lead because of the leaders you are developing, follow because of the things you do for them personally. *Personhood*: highest, lead because you enabled others to become strong and independent, follow because they respect you. Let us look at some

biblical examples of these five levels of leadership.

When King Solomon died, his son Rehoboam inherited the position as the King. He asked advice for how he should begin his leadership from two different groups of people. The first group he asked were the elders who had advised his father (1 King 12:6-7). They advised him to work on developing a good relationship with the people. The second group he asked were the young men he had grown up with (1 King 12:8-11). They advised him to show the people he was the boss by using his position of authority to make demands on the people. Rehoboam rejected the advice of the elders who had experience and took the advice of his youthful friends. Rehoboam's dependency on his position of authority alone to lead the people resulted in splitting the Jews into two kingdoms. A powerful nation became divided and began to die.

Rehoboam depended on his \_\_\_\_\_ alone to give him leadership influence. Was his leadership a success or a failure? \_\_\_\_\_

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8. Rehoboam's dependency on position alone resulted in a failure of his leadership. It brought about great destruction to the nation of the Jews. He rejected the wisdom of his elders who advised him to develop a good relationship with the people.

About 500 years later, most of the Jews had been taken to Babylon as slaves. The Persians overthrew the Babylonian nation but left the Jews in Babylon as a scattered nation to continue doing the lowly jobs. Nehemiah was a Jew who came into a position of service close to King Artaxerxes. He developed a close relationship with the King. Eventually the King granted him his heart's desire to rebuild the nation of the Jews. The king gave Nehemiah supplies, authority and clear passage of his people to return to Jerusalem, rebuild the city and rebuild the nation as a nation under the authority of King Artaxerxes.

The Jews had a lot of hard work to do in rebuilding the city after 70 years of being abandoned. They had to establish a self-sustaining nation with a system of government and a means of self-support. They had enemies who did not want them to succeed.

Nehemiah was able to get the people to follow him because he developed a good relationship with them. He reminded them of their common goal to rebuild the nation. He reminded them that they had faith in the same powerful God. He motivated them to take ownership of Jerusalem and make it their home. He offered them hope to have pride in themselves again. He organized and encouraged them to get the work done in the face of hardships (Nehemiah 2:17-18,20).

Nehemiah was able to lead a group of defeated refugees to rebuild their nation because he developed an emotional \_\_\_\_\_ with them. His relationship with them was based on their \_\_\_\_\_ goals and their faith in the same \_\_\_\_\_.

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9. Nehemiah used emotional connections to get the emotional permission to lead his people. They wanted to follow him. Relationships in leadership must always start with emotional connections. Those connections are usually common goals. For Christians, our emotional connection involves serving the same God and bringing glory to his name.

Our third example is King David. He had a strong faith in God that enabled him to accomplish great things. That strong faith is first seen when he killed the giant enemy soldier named Goliath. He immediately won the loyalty of Jonathan, King Saul's oldest son. Soon he won the respect of the citizens of the nation when he was successful in military battles. Although he was in exile when King Saul died, there was no doubt in the minds of the people about who the next king should be (2 Samuel 5:1-2). They knew David's leadership would be good for the nation.

David was chosen by the people to be the King of the Jews because he was able to \_\_\_\_\_ G \_\_\_\_\_ things. His leadership would be good for \_\_\_\_\_.  
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10. Everyone agreed that David's leadership would be good for the nation of Jews because he was able to accomplish great things in military battles. David's leadership was on the production level.

Our fourth example is the Apostle Paul. The goal of the Apostle Paul was to develop leaders who could train other leaders. Paul wrote this to Timothy whom he had trained to be a leader: *The things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others* (2 Timothy 2:2). Paul began training Timothy when Timothy was a young man. As Timothy grew in his leadership abilities, Paul sent him on missions to churches in other nations to train leaders. He gave Timothy advice about personal matters as well as leadership strategies. Timothy became a leader and a trainer as a result of Paul's plans to develop leadership in the churches he planted. Paul also mentored the leadership of Titus, Priscilla and Aquila, Luke, Silas, Onesimus, Philemon and probably many others. He took a personal interest in everyone he trained to be a leader. Paul made sure that elders were appointed in the churches that he established (Acts 14:23, Titus 1:5).

The Apostle Paul was able to establish strong churches because he took the time to \_\_\_\_\_ Timothy, Titus, Luke and others were leaders who were willing to follow Paul because they knew Paul C \_\_\_\_\_ about them.  
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11. The Apostle Paul was an evangelist, a missionary and a church planter who greatly multiplied his ministry by developing leaders and sending them out to assist him in his work. He personally cared about the welfare of everyone he trained. When Paul became a prisoner, his work went on because of those he had trained. Paul planted churches, trained leaders and moved on to plant more churches. He may have planted churches as far away as Spain before he died (Romans 15:24, 28).

Our last example is Samuel in the Old Testament. Samuel became both a high priest and a prophet of God. He listened to God's voice from his youth and he obeyed God's commands. His leadership influence grew to the point that everyone recognized him as God's spokesman (1 Samuel 3:19-20). He helped the nation of Israel go through a leadership transition from judges to kings. God used him to ordain the first and the second king of the Jews (Saul, then David). The whole nation respected everything Samuel said because they accepted him as the prophet sent by God. When he died, the whole nation mourned (1 Samuel 25:1).

Samuel became a leader who was \_\_\_\_\_ by the whole nation. He was viewed as a man who spoke for \_\_\_\_\_.  
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12. Samuel is one of the few leaders who reached the highest level of leadership. Every Jew respected him. His words were respect as words from God. People who never met him respected him because of all the good reports they had heard about him.

You can enter a position of leadership on almost any level. Usually you start out at the lowest level unless you already have a good relationship with the people you are called to lead. If you have been successful somewhere else and then take a new leadership position in a different place, some of the success you had in your previous leadership position will give you influence in your new leadership position. However, you always have to take time to develop relationships before you begin to lead effectively. If you were on the

production or leadership development level in your previous position of leadership you will still have to take time to convince people that you can accomplish the same things in your new leadership position.

Here are a few other facts that are involved in moving up to higher levels in your leadership.

- (a) The higher you go, the longer it will take you to go to the next higher level.
- (b) The higher you go, the greater commitment you must make in being a servant-leader.
- (c) The higher you go, the more influence you will have.
- (d) The higher you go, the more leaders you will have following you.
- (e) The higher you go, the more you will be able to multiply your work instead of just add to it.
- (f) The higher you go, the more you will need other leaders following you who are working on all levels below you.

One thing that is clear from the above statements is that if you want to go to the higher levels of leadership you must develop good \_\_\_\_\_ who are willing to follow you.

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13. You can never go to the higher levels of leadership without developing good leaders who will follow you and assist you in accomplishing common goals.

**PERSONAL NOTES FOR PERSONAL GROWTH:**

What level of leadership are you operating on now? \_\_\_\_\_

What is needed if you are going to move up to a higher level of leadership? \_\_\_\_\_

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Make a list of the things you need to be working on now so that you can move up to the next level of leadership. \_\_\_\_\_

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## Unit Eight: Fulfilling Your Leadership Potential

### Lesson Two: What is Your Potential Now?

1. This lesson will mostly be a review of some things we have already studied. It will help you to evaluate your potential to move up to higher levels of leadership.

Remember that a leader who develops followers only A\_\_\_\_\_ to his efforts in building the Kingdom of God, but a leader who develops leaders will M\_\_\_\_\_ his efforts in building the Kingdom of God.

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2. Developing leaders within the church or organization multiplies your efforts in building God's Kingdom. A wise leader focuses on developing more leadership. A wise leader can recognize someone who has leadership abilities. A wise leader can set a good example for other leaders to follow. A wise leader can mentor and equip others to become leaders.

Dr. John Maxwell says, "It takes a leader to develop a leader." Before you can develop a leader, you must be a serious leader yourself. We are going to look at seven points of advice that the Apostle Paul gives to Timothy in 2 Timothy chapter two. Here we see some illustrations of the things that are needed in leadership and some direct instructions for good leadership. As we go through this advice, ask yourself, "Am I a serious leader?"

(1) *And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others.* The first advice in 2 Timothy 2:2 is to find reliable men, train them in the important things of following Christ and train them how to teach others. If you do not have an ongoing training program for leaders, then you will never go to a higher level of leadership. You must continually be involved in training leaders through training classes and one-on-one mentoring.

A serious Christian leader has an on\_\_\_\_\_ training program for leaders.

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3. Training leaders is not an event; it is a process. It takes more than a leadership training seminar and a few classes. Leaders have to be chosen, taught and mentored until they can stand alone as leaders.

(2) *Endure hardship with us like a good soldier of Christ Jesus. No one serving as a soldier gets involved in civilian affairs--he wants to please his commanding officer (2 Timothy 2:3-4).* Our commanding officer is Jesus Christ. Leaders are at war with Satan and his evil powers. Read Ephesians 6:10-18. We have to make sacrifices and endure hardships if we are going to be strong leaders in God's Kingdom.

Satan has never declared a cease fire. Every day he is doing his evil work to destroy the good work that we are trying to do. We can never relax and think the battle is over. Paul warns us not to become distracted by things that are unimportant to winning the battle. Involving ourselves in social activities and projects in this world can take away valuable time that is needed to train more leaders for the battle against Satan. We have to take time to relax emotionally and strengthen ourselves for the battle. But we must be careful not to use our emotional, mental and physical strength for projects and activities that lie outside the battle field against Satan.

A serious Christian leader focuses his strength on the \_\_\_\_\_ against \_\_\_\_\_.

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4. Our battle is not against human beings, but against Satan. We must focus all of our strength and resources on that battle.

(3) *Similarly, if anyone competes as an athlete, he does not receive the victor's crown unless he competes according to the rules (2 Timothy 2:5).* We do not build the Lord's Kingdom just "any how." Jesus has told us how to build his kingdom. We cannot make up our own rules. Our purpose is not to fill a building with people. Our purpose is stated in the Great Commission. *Go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you (Matthew 28:19-20).* We are to make disciples of Jesus by teaching them how to follow his commands. Everything we do must be based on the teachings of Jesus. Those are the rules we must follow.

Jesus told us the problem that would come on those who make up their own rules. He said, *"Not everyone who says to me, 'Lord, Lord,' will enter the kingdom of heaven, but only he who does the will of my Father who is in heaven. Many will say to me on that day, 'Lord, Lord, did we not prophesy in your name, and in your name drive out demons and perform many miracles?' Then I will tell them plainly, 'I never knew you. Away from me, you evildoers!' (Matthew 7:21-23).*

A serious Christian leader does everything according to the \_\_\_\_\_ of Jesus Christ.

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5. A Christian Leader is serious about knowing and following the teachings / commands of Jesus Christ. If we base our work on anything else, we are deceiving ourselves. (Read 1 Corinthians 3:11-15.)

(4) *The hardworking farmer should be the first to receive a share of the crops (2 Timothy 2:6).* Notice that it is the hardworking farmer who receives a share of the crop. A lazy farmer will never do well. If his farm is small or he fails to plant or weed or harvest at the best time, his yield will be small. By the time he pays all of his debts, he will have little left. It is only the hardworking leader who will see growth in his work.

The members of the group, the organization or the church who benefit from his hard work will want to show their appreciation. This may result in personal blessings being given to the hard working Christian Leader by those who are blessed by his good leadership.

A serious Christian leader is a hard \_\_\_\_\_.

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6. Nothing can be successful without hard work. Some people have the skills and abilities to be leaders, but they do not give it their best effort. Some use their skills and abilities to avoid work instead of using them to get work done. You will never move to a higher level of leadership doing that. Blessings will come to you when you work hard to be a blessing to others.

(5) *Do your best to present yourself to God as one approved, a workman who does not need to be ashamed and who correctly handles the word of truth (2 Timothy 2:15).* This advice is related to the things Paul said about being like an athlete. We must follow the rules. But, before we can follow the rules, we must know the rules. If we want to be approved by God and not suffer his wrath as described in Matthew 7:21-23, we must know the things that God's Word teaches us to do. We do not want to be ashamed of our work because we did the wrong thing or because we did it in a wrong way. We may do the wrong thing because we did not understand the rules. In order to understand the rules, we have to correctly handle God's Word - the word of truth.

Many Christian leaders are very loose in the way they interpret God's word. They twist it and misuse it to teach and practice things that are not God's will. Some of the things they teach and practice are directly against God's will (2 Timothy 2:16-19). We cannot handle God's word "any how." We have to handle it correctly. We will have lessons on how to correctly handle the word of God in a later week of study. A strong Christian leader correctly interprets, correctly teaches and correctly applies God's word to the problems and the culture of his followers.

A serious Christian leader \_\_\_\_\_ the word of God.

7. Christian leaders must correctly interpret, correctly teach and correctly apply the word of God. Those who do not, may lose their rewards in heaven. Some will even lose their salvation. Misusing, abusing and twisting God's word is a serious offense to God, especially when it is done by a leader (James 3:1).

(6) *In a large house there are articles not only of gold and silver, but also of wood and clay; some are for noble purposes and some for ignoble. If a man cleanses himself from the latter, he will be an instrument for noble purposes, made holy, useful to the Master and prepared to do any good work (2 Timothy 2:20-21).* You cannot be a strong noble leader unless you clean up your life. You have to remove everything from your life that does not please God. Every bad habit, every bad attitude, every bad activity must be removed before you can move to a higher level of leadership. You must be holy before you can be useful to God and able to do his good works.

A serious Christian leader will remove everything from his life that keeps him from being \_\_\_\_

8. A Christian leader must be holy because God is holy. God cannot enable you to be a strong leader when you are unholy in your personal life.

(7) *And the Lord's servant must not quarrel; instead, he must be kind to everyone, able to teach, not resentful. Those who oppose him he must gently instruct, in the hope that God will grant them repentance leading them to a knowledge of the truth, and that they will come to their senses and escape from the trap of the devil, who has taken them captive to do his will (2 Timothy 2:24-26).* Being a strong leader requires patience and a willingness to forgive those who offend us even when they do not ask for our forgiveness.

We cannot hold grudges or be resentful of those who make it difficult for us to lead. We must be kind to those who oppose us. We must pray for them. We must gently teach them God's word so that the Holy Spirit, working through God's word, will lead them to repentance and to an understanding of the truth.

Remember that those who oppose us when we are following God's will are being deceived by the devil (2 Corinthians 4:4). If we can help them see the truth that leads to repentance, they will leave Satan's army and join God's army. Some will never admit that they were wrong, but you will see them following you and supporting you. You will move up to a higher level of leadership.

A serious Christian leader will deal \_\_\_\_\_ with those who oppose him.

9. People who oppose a serious Christian leader usually are self-deceived or deceived by Satan. A wise leader will deal with such people as gently as possible, teaching them and praying for them so that the person may repent and join God's army. Remember how Paul opposed the church in the beginning. Once he understood the truth about Jesus Christ, he became the most powerful of the Apostles. Those who oppose you may become your best future leaders if you take the time to teach them. The best leaders can be the most difficult to find, the most difficult to teach and the most difficult to mentor, but they are worth the effort. If you are a serious Christian leader, then you are ready to choose some people to develop for future leadership.

We have already talked about some of the biblical qualifications for a Christian leader. Here are some more guidelines for choosing the right people:

- a. Some people have a natural gift for leadership. They are **already influencing others**. It is important to notice who they influence, how many they are influencing and when they influence them.
- b. Natural leaders **want to see things improve**. They are the first ones to change and to make changes. They will be challenging you to make changes. They are ambitious and want to get things done.
- c. Natural leaders **have vision**. They can see ways to improve things and ways to solve problems that others never thought about. They can see opportunities that others do not recognize. Rick Warren explains in his book, "The Purpose-Driven Church," that he tries to recruit anyone who brings him a suggestion for a new project or new program to become the leader of that project or that program. Such a person already has the vision and the desire to get the job done.
- d. Potential leaders **work well with other people**. They know how to find a common ground on which to build a relationship. They realize the importance of building relationships.
- e. Potential leaders **work well under pressure**. They do not give up easily. They can endure difficulties when necessary in order to bring progress. Problems are viewed as a challenge, but not as a discouragement.
- f. Potential leaders **solve problems well**. They look at a problem as a barrier to go around not as a stop sign to quit. They find creative ways to overcome problems and keep things moving.
- g. Potential leaders can **communicate effectively**. They have a natural ability to teach. They know how to explain and defend their ideas. They can cause people to think. They can convince people to change.
- h. Potential leaders **have confidence in themselves**. They are happy with who they are and the work they are doing. They believe they can make a difference and they want to prove it.
- i. Potential leaders **have a positive attitude**. They see good possibilities for the future even in difficult circumstances. They do not dwell on the bad, but seek out options and answers and look for opportunities.
- j. Potential leaders **want to be known for their accomplishments**. A title means little to them unless it gives them an opportunity to accomplish something. It is not who they are, but the things they have accomplished that are important to them.

Review the above guidelines for choosing potential leaders. On the left below is a list of the guidelines for choosing potential leaders. On the right is a list of reasons why these guidelines are important. Write the letter of the reason in front of the guideline it describes.

	<b>Guideline</b>	<b>Importance of this Guideline</b>
_____ a.	already influencing others	A. They find ways to keep things moving.
_____ b.	want to see things improve	B. They cause people to think and change.
_____ c.	have vision	C. Influence is leadership.
_____ d.	work well with other people	D. They see the future during difficult circumstances.
_____ e.	work well under pressure	E. They will be the first ones to change.
_____ f.	solve problems well	F. They are not easily discouraged.
_____ g.	communicate effectively	G. More interested in results than titles.
_____ h.	have confidence in themselves	H. Want to prove they can make a difference.
_____ i.	have a positive attitude	I. They see opportunities others do not see.
_____ j.	want to be known for their accomplishments	J. They build good relationships.

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10. The correct answers above are in this order: C, E, I, J, F, A, B, H, D, G. A potential leader will not have all of these characteristics. Don't choose someone to be a potential leader just because he has one or two of these characteristics. Look for people who have as many of these characteristics as possible. Some characteristics are more important than others. Also realize that some of these characteristics may be present in a person but just need to be encouraged.

We have learned two important things in this lesson. First, before you can develop leaders and move to a higher level of leadership, you must be a serious leader yourself. Only serious leaders can develop more leaders. Second, choose wisely those in whom you will invest your time of training and mentoring. They must have both the potential and the moral character to be a Christian Leader. Some are leaders, but without a strong Christian background, they will lead in a wrong direction.

**PERSONAL NOTES FOR PERSONAL GROWTH:**

Review the seven characteristics of a serious leader found in 2 Timothy chapter two. Then evaluate your leadership with these questions:

Is there anything that you need to change in your life so that YOU can become a SERIOUS leader who is able to develop future leaders? \_\_\_\_\_

Who can you choose now that has the potential of becoming a Christian leader? \_\_\_\_\_

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## Unit Eight: Fulfilling Your Leadership Potential

### Lesson Three: What is Your Leadership Style?

1. Leadership is influence. We know that our leadership strength is based on our ability to influence people. However, leaders influence people in different ways. The way you influence people is your leadership style.

Your leadership style will be determined by several things in your life:

- (a) **Your personality** (sanguine, melancholic, choleric, phlegmatic) will play a big part in the way you influence people because it determines the best way for you to relate to other people.
- (b) **The organization** in which you lead will determine the amount of influence you have and how you can influence.
- (c) **Your cultural background** and the culture of those you are influencing will become involved in the way that you influence.
- (d) **The timing** of when you influence will be a part of your style. Some try to influence a decision or an action before it officially comes up for discussion, others wait until it is time for discussion and some wait until after the decision is made.
- (e) **Traditions** concerning your position of leadership and how leaders in your culture influence others will affect your style.
- (f) **The issue** that you are influencing will determine how you will try to influence it. Every issue has its factual, its social, and its political aspects. All of these aspects will determine how you will try to influence any decision or action involving the issue.

When we consider the above mentioned aspects of leadership influence, we can say that everyone's leadership style will be \_\_\_\_\_ . (*the same* or *different*)

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2. We each have a different leadership style. Our style is determined by many things and those things are different for each person. The best way for you to lead is in a way that best applies your personality and your skills to items (b) through (f) listed in frame one.

There is not one correct way to lead. Great leaders will seriously consider all the things listed in frame one and adjust their style to be the most effective when applying their personality to influence others. Their style of influence may be different from one issue to another because the circumstances demand different approaches. Leaders who continue to have influence will pay close attention to the people they want to lead and adjust their style to that which has the greatest influence on the people. Keep in mind that, although a leader may change his style, he must never compromise his moral principles or his doctrinal beliefs. He must always approach leadership influence in a Christian way.

A good leader will adjust his style to have the greatest influence on the I \_\_\_\_\_  
to be dealt with and on the P \_\_\_\_\_ involved.

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3. Wise leadership will consider the circumstances of the issue and the people involved in the issue before deciding how to influence any decision or action. The wrong approach will make things difficult. The right approach will enable things to go smoothly.

Another consideration in leadership influence is where do you want to lead the people?

- a. Do you want to enable the people to meet **their** goal? Sometimes their goal is selfish. Sometimes their goal is too low. Sometimes their goal is inadequate to meet the need and build toward the future.

- b. Do you want to influence the people to meet **your** goal? Your goal may be selfish. Your goal may not be the thing that is best for them or the thing that is best for the church or the organization.
- c. Do you want to influence them to do that which is **best** for them and for the church or organization? Are you using your influence to build for everybody's future?

Mark the best answer to finish this statement: *(mark only one)*

A servant-leader will use his influence to take people from where they are to where:

\_\_\_\_\_ he wants them to be.

\_\_\_\_\_ they want to be.

\_\_\_\_\_ they need to be.

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4. A servant-leader uses his influence to take people where they need to be. He will convince people of the things they need to accomplish and why they are the best things to do. Robert Townsend said, "*True leadership must be for the benefit of the followers, not the enrichment of the leaders.*" Rosalyn Carter, Jimmy Carter's wife, said, "*A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be.*"

Although there are many different leadership styles, we can summarize them into five basic styles. As we look at these basic styles, decide which style describes you.

(1) **DOMINATING:** This style is very forceful. It must be combined with love, or it can become very destructive. This leader gets people to do things because he is the boss and this is the thing he wants to accomplish. Communications are only in one direction. The leader gives orders and the people obey. There is no discussion about the work that will be done nor how it is to be done. Everything is decided by the leader. People do the things they are told to do because they fear what will happen if they do not follow orders. Followers have to obey orders even when they do not understand why certain things have to be done in certain ways. They are blindly doing their work with little understanding of the work they are doing.

Dominating leaders can become stubborn. They can become self-deceived about the wisdom of their own decisions and the things they think are best for the people. Followers eventually become discouraged. They either leave or lose interest in their work. Followers who stay under this leadership must learn to follow directions without evaluating the work they are doing. They must not take failures nor criticism of their work personally. No matter what the leader may say about failures, all failures are the responsibility of the leader who insists on controlling everything. Followers must not allow the leader's evaluation of them to destroy their self-respect.

In dominating leadership, the leader gives \_\_\_\_\_ and the followers \_\_\_\_\_ . All decisions are made by the \_\_\_\_\_ .

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5. The dominating leader makes all the decisions and gives orders. The followers are required to obey the orders. Followers are not consulted on any decisions.

There is only one circumstance where a dominating leadership can be good. That is when an experienced leader takes over the leadership of a church or organization that is in serious trouble because of past leadership failures. Using his experience, he will have to make some difficult decisions and take some serious actions to remove problems and straighten up the group so that it can begin to operate in a good way. Once he has the group under control, he can begin to train up leaders and enable them to work as a team. After he has trained and mentored leaders, he can back away from the dominating style of leadership. The dominating style of leadership must be a temporary solution to a difficult

problem. A leader who has to continue dominating in order to keep the group functioning has somehow failed in his leadership.

(2) **NEGOTIATING:** This leadership style depends much on group discussion and group decisions. The group discusses the things that need to be done and how they can be accomplished. Accomplishing the goal depends on both the leader and the followers wanting to accomplish the same thing. Success involves discussion of how everyone can work together and the part each one will play in the project. The negotiating leader guides the group in finding their own plan to success. Not only the leader, but the followers have ownership of both the goal and the plan to reach the goal. **Ownership** is a valuable key to the success of any project and becomes the primary influence in this style of leadership. We will learn more about the value of *ownership* in the next frame.

Here are some guidelines involved in negotiating leadership:

- a. Always start discussions with a high expectation.
- b. Everyone must win. Both the leader and all the followers must get the things they want. This makes it easier to build the group into a team.
- c. Fully agree on the goal before discussing how to accomplish the goal.
- d. Set some general principles, moral values and guidelines about how you will accomplish the goal before you prepare a plan of action. Be sure to mention things that you do not want to happen.
- e. Secure a commitment from the group members to respect each other, to be honest with each other and to listen to each other with an open mind. No one is to keep secrets or to make threats. Make an effort to work on an equal level with one another.
- f. Encourage and enable everyone to express their ideas, their feelings and their expectations. Where there are disagreements, discussion must deal with the facts and not with personality conflicts within the group. Those who want to dominate must be warned.
- g. Discover, research and discuss as many options as possible before making a decision.
- h. Do not allow disagreements to become a trading session where one party gives up something to the other in exchange for a favour. Try to find a real solution that all are happy with.
- i. Carefully research new ideas you have never considered before.
- j. Do not delay a decision too long. Sometimes a trial decision has to be made. You decide to try something with the idea that, if it does not work well, you will discuss it again and try again to find a better way. Trying something may enable you to find a better way. Delaying too long may lead to discouragement and failure.

In negotiating leadership, everyone is treated E\_\_\_\_\_ and the leader guides the \_\_\_\_\_ in finding a plan for reaching their goal.

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6. Negotiating leadership requires good people skills. The leader must guide the members in treating each other equal as they develop a group plan for reaching the goal. The values of this style are that it gives the group ownership of the project and the decision making process helps to turn the group into a team.

**Ownership** is an important key in leadership. The people who help you accomplish your goal need to feel that the goal is theirs. If it is their goal, they will work hard and even sacrifice when necessary to accomplish the goal. Here are some suggestions on how to develop ownership in accomplishing the goal.

- a. **Share your vision** for the group or the organization with everyone. Lesson five will give you help with this.

- b. **Share the decision making process** with as many as possible through discussion and by asking others to help you do research and bring suggestions.
- c. **Share the responsibilities of accomplishing the goal.** Give certain people or certain groups specific goals to accomplish that will work toward accomplishing the main goal. Let them work out the details of how they will accomplish their part.
- d. **Share all kinds of information.** Do not keep secrets or withhold information. The more you share, the more it feels like a family instead of a job or a duty.
- e. **Keep everyone updated** on the progress and the problems.
- f. **Encourage questions** and give the answers or find the answers.
- g. **Welcome suggestions.** Take time to listen and to ask questions.
- h. **Share the rewards** with everyone. Remember, you could not do it alone.
- i. **Share social time together** in prayer meetings and social activities.

The key to creating ownership of a goal or a vision is to learn how to S\_\_\_\_\_ it in as many ways as possible.

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7. Do not try to protect the goal or the vision as if it is your private property. The more you share it, the more others will own it and help you make it successful.

In America, the local labour union and the management of a steel factory fought each other for many years. Finally, the large corporation that owned the steel factory decided to close it down because it was not making a profit. When the members of the labor union heard it was going to be closed down, they organized themselves into a private company. The men and women who had been working in the factory invested their personal money into the new company and bought the factory from the large corporation. There was no longer a separation between management and labour. They turned the factory back into a profit making business because they owned it. They were working for themselves. That is how ownership brings success. The more people you can share the ownership with, the more people you will have investing their lives into the success of your goal or your vision.

(3) **PERSUADING:** This leadership style depends on having *a charismatic personality, a successful past* and *a true concern for the needs of others*. In order to lead by persuading, the leader must be able to do all of the following:

- a. Demonstrate a passion (an emotional, heart-felt reason) for accomplishing the goal.
- b. Be aware of all that is needed to accomplish the goal and be sensitive to the problems and the needs of those who will help you accomplish the goal.
- c. Have experience and success in life that will cause the group to have confidence in you.
- d. Have a reputation of integrity that will cause the group to trust you.
- e. Have a well thought out plan that you can clearly defend with facts and support with actual resources. You must also include solutions to anticipated problems.
- f. Demonstrate a genuine love for the people and a concern about their needs.

In persuading leadership, the leader must have a S\_\_\_\_\_ past, a well thought out \_\_\_\_\_ and he must demonstrate a genuine \_\_\_\_\_ for the people and the project.

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8. The ability to persuade people depends on successful experience, a convincing plan and a genuine love for people. Aristotle, an ancient Greek philosopher, said that the three ingredients for persuasion are credibility, reason and emotion.

(4) **MENTORING:** We have already explained the process of mentoring. A leader who uses the mentoring style will focus on developing the leaders within the group. He will convince people to follow him because they see that he has already done the thing he is asking them to do. They know he can do it and they know he can teach them how to do it. The mentor spends more time in one-on-one leadership than in group leadership. He then uses the new leaders to develop more leaders to help grow the organization or the church. The mentoring leader must continue to increase his own skills so that he can keep raising everyone under his leadership to a higher level. His success depends on developing new leaders and raising present leaders to higher levels of leadership.

In mentoring leadership, the leader focuses on developing more \_\_\_\_\_ from within the group. In order to be successful, he must continue to raise himself and others to \_\_\_\_\_ levels of leadership.

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9. Mentoring leadership is developing more leaders. The goal is to raise everyone to a higher level of leadership ability so that the organization or group can better accomplish its goal.

(5) **EMPOWERING:** This style of leadership gives the organization or the group a future. This leader develops other leaders to the point where they no longer depend on him. They have confidence to lead on their own. The empowering leader gives his power away. Pittacus said, "The measure of a man is what he does with power." Some people use power for personal glory or personal gain. A Christian leader will use power to empower others so they can do the work without him. Someone has said that a successful leader works himself out of a job. This means that he develops the leadership within a group so well that he is no longer needed. He can leave and the group will continue to be successful and continue to grow.

Here are some characteristics of an empowering leadership style:

- a. The leader has a vision for accomplishing something that he knows he cannot do alone.
- b. The leader is optimistic about the abilities of others to accomplish his vision.
- c. The leader has a strong confidence in himself. He is confident that he is right with God and that he is doing God's will.
- d. The leader focuses on developing people.
- e. The leader has a humble servant attitude.
- f. The leader is honest and open about his life and his motives.
- g. The leader is highly successful in life.
- h. The leader is dependent on the guidance of the Holy Spirit.

In empowering leadership, the leader has C\_\_\_\_\_ in himself, C\_\_\_\_\_ in others and focuses on enabling \_\_\_\_\_ to accomplish his vision.

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10. Empowering leadership style requires self-confidence, confidence in others and a desire to enable others to accomplish your vision. People who have a lot of influence have a tendency to hold onto the power it gives them. Often, they do not want to give up the privileges that power brings to them. They do not realize that, the more they empower others to lead, the more influence they will have. It is the empowering leader who rises to the *personhood* level of leadership. When you empower others, you also empower yourself. Those who hold onto power usually destroy the future of the group or organization they are leading. They destroy the valuable feeling of ownership that builds teamwork into the organization or group.

Here is a summary of the five styles of leadership:

<b><u>STYLE</u></b>	<b><u>REQUIRES</u></b>	<b><u>GOOD POINT</u></b>	<b><u>POSSIBLE PROBLEMS</u></b>
<b>Dominating</b>	blind obedience	immediate action	discouraged followers
Negotiating	equal participation	team building	takes longer to organize
<b>Persuading</b>	charismatic	personality	contented followers too dependent on leader
<b>Mentoring</b>	one-on-one	loyalty to leader	too dependent on leader
<b>Empowering</b>	self-confidence	enables a future	the temptations of power

**PERSONAL NOTES FOR PERSONAL GROWTH:**

Which of the five leadership styles are you using? \_\_\_\_\_

How are you building *ownership* into your leadership style? \_\_\_\_\_

What changes do you need to make in your leadership style and how will you make the changes? Remember, your leadership style must fit your personality and your leadership skills.

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## Unit Eight: Fulfilling Your Leadership Potential

### Lesson Four: Making Wise Decisions

1. Effective leadership requires wise decisions. For a Christian leader, decisions have to be based on God's Word and God's will. Before Moses turned leadership of the Jewish nation over to Joshua, he reminded the Jews of God's commands and God's will. Then he said, "*This day I call heaven and earth as witnesses against you that I have set before you life and death, blessings and curses. Now choose life, so that you and your children may live*" (Deuteronomy 30:19). The decisions that leaders make are decisions to follow God or not to follow God. To follow God is to choose life and blessings. To choose not to follow God is to choose death and curses.

There are two truths a leader cannot avoid in decision making. **First**, God is in control and he will do the things that please him. **Second**, God has allowed us to choose whether we will cooperate with him in our leadership or not. If we choose not to follow him, he may allow us to suffer death and the curses. Or, He may treat us like Jonah. Remember that the prophet Jonah fought against God's will and ended up in the belly of a big fish. Later he repented, accepted God's will and fulfilled God's purpose for his life.

Leadership decisions are decisions to \_\_\_\_\_ God or not to \_\_\_\_\_ God.  
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2. Christian Leadership is a serious responsibility. The decisions that leaders make involve God's will. God wants leaders to know and to follow his will. Some leaders are willing and humble students of God's will and quickly learn to follow God. Others are stubborn like Jonah. They do not fully understand or they do not fully accept God's will. They end up suffering from bad decisions which are based on human wisdom. It is only after suffering from bad decisions that they finally take God's word seriously like Jonah. Are you going to make wise decisions or are you going to be stubborn like Jonah?

Who is the first one to suffer when a leader makes a bad decision? \_\_\_\_\_  
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3. The leader himself will be the first person to suffer from a bad decision. Jonah quickly ended up in the belly of a big fish.

Leaders are not the only ones who suffer from bad decisions. Followers also suffer because of bad decision made by their leaders. Here are some other reasons why leadership decisions are serious decisions:

- a. It is the leader's responsibility to see that decisions are made. There are some areas where we have no choice, but there are other areas where decisions have to be made.
- b. Leaders have the responsibility of bringing others to a point where they feel confident with the decision they make. Others need to feel ownership of the decision.
- c. Leaders have the responsibility to be sure that the right decision is made.
- d. The right decision must be made as soon as possible to avoid problems.
- e. Leaders have to be the first ones to make a decision so that they can help others make the best decision.
- f. The decision of the leader will always influence the decision of his followers.

Leadership decisions are serious because they always affect the lives of those who \_\_\_\_\_  
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4. Leaders have to take the lead in making decisions, but they must never forget that their decisions have an effect on those who follow. If we do not seriously know and follow God's will, we will be like the blind guides that Jesus talked about. If a blind person leads a blind person, both will end up in a pit, but the one leading is responsible for both of them being in the pit (Matthew 15:14).

Some decisions are easy to make and others are difficult. One managing director of a large corporation said that 95% of his decisions were based on common sense and could be made by anyone who knew the facts. However 5% of his decisions were difficult and required careful consideration. Those decisions were the ones that made him the leader.

Wise decision making is necessary for good leadership. Let us look at six steps for making wise decisions:

(1) **The Background:** What is the history behind the decision that has to be made? What has happened in the past that brought us to this decision? What events, struggles, victories, failures, policies and goals made this decision necessary? Discovering failures and mistakes of the past will help you to avoid a bad decision. Giving recognition, evaluation and value to the past will enable your decision to be accepted.

(2) **The Facts:** Do not depend on opinions and feelings. Facts are detailed, true information that can be documented. Get all the facts you can. Do your own research if necessary. If there is a disagreement or a conflict, fully understand how both sides view the issue. You must have facts to explain and defend your decision.

(3) **The Feedback:** Listen to those who will be affected by the decision you must make. How do they view the circumstances and the decision that must be made? What can they tell you that may give you a better understanding of the decision that must be made? What are they willing to do to be a part of the solution? How much are they a part of the problem? *(Note: As you allow feedback, you are also allowing others to have ownership in your decision.)*

(4) **The Focus:** This is where you make a decision. Carefully consider all that you have learned about the background, the facts involved and the feelings and understanding of those who will be affected. Apply God's will to the things that have already happened and to the things that need to happen in the future. Focus on God's will for this decision. Remember that God's will takes priority over man's desires. The decision must now go against God's will nor against the goal of the group or the organization.

Sometimes the difficulty is not in knowing the right decision, but in being willing to take the right decision. The right decision may lead to more difficulties and more problems that have to be solved. The wise decision is to follow God's will and trust him to enable you to solve all future problems. Remember that going against God's will brings death and curses. The easy way out seldom builds for the future.

(5) **The Plan:** Once you have made the wise decision based on God's will, you put together a plan of action to implement your decision. You have to think about possible obstacles when you put the decision into action. How will you avoid or deal with those obstacles? You must determine the best way to communicate the decision to those who will be affected. You must prepare to explain and defend your decision. You must determine the information that needs to be made public and the information that needs to be kept private. You must be ready to explain how you will deal with the problems your decision will cause. Failure to anticipate and prepare for problems will lead others to believe that you did not fully understand the decision you have made.

(6) **The Action:** This is where you prove that you are a leader. You follow through with your plan of action. The important issue is when to put into action each phase of your plan. The right plan at the wrong time can become a failure. You must chose the best time to put into action each phase of your plan.

Review the Six Steps to Wise Decision Making. Write the letter of the correct description in front of each step.

- |                                |    |  |
|--------------------------------|----|--|
| _____ 1. <b>The Background</b> | A. | Make a decision based on all information gathered.       |
| _____ 2. <b>The Facts</b>      | B. | Do research to be sure you have ALL the information.     |
| _____ 3. <b>The Feedback</b>   | C. | Decide the best way to put your decision into action.    |
| _____ 4. <b>The Focus</b>      | D. | Discover past events that made this decision necessary.  |
| _____ 5. <b>The Plan</b>       | E. | Prove you are a leader by following through.             |
| _____ 6. <b>The Action</b>     | F. | Gather information from those affected by your decision. |

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5. The correct answers above are in this order: D, B, F, A , C ,E. Every step mentioned above is important. The order in which you take these steps is also important. You must have all the information before you make a decision. You must take time to evaluate how the information should affect your decision. Only then can you make a plan of action. The plan of action needs to be well thought out before you start taking action.

James 1:2-8 gives us advice on how to make wise decisions under difficult circumstances. There are three important points.

(1) **Look for God's purpose** in allowing the problem: *Consider it pure joy, my brothers, whenever you face trials of many kinds, because you know that the testing of your faith develops perseverance. Perseverance must finish its work so that you may be mature and complete, not lacking anything* (James 1:2-4). Every problem, every difficulty, every challenge, every failure is either an opportunity to learn something from God or an opportunity to demonstrate your faith in God. Sometimes it is both. God has a purpose for allowing you to face this problem. You must ask yourself two questions: (a) What does God want me to learn from this difficult problem? and (b) What does God want me to do for him?

(2) **Seek God's wisdom** in developing a plan to overcome the problem. *If any of you lacks wisdom, he should ask God, who gives generously to all without finding fault, and it will be given to him* (James 1:5). God's wisdom comes through a combination of two things, Bible study and prayer, both under the direction of the Holy Spirit. Pray, asking God to show you his will concerning the difficulty you are facing. Research the Bible to find his teachings and commands that deal with the difficulty you are facing. Pray again, asking God to show you how to apply his commands and teachings to the problem.

(3) **Expect and accept God's answer.** *But when he asks, he must believe and not doubt, because he who doubts is like a wave of the sea, blown and tossed by the wind. That man should not think he will receive anything from the Lord; he is a double-minded man, unstable in all he does* (James 1:6-8). Our faith must be strong in three ways. **First** we must believe that God will provide us with an answer that agrees with his will. Possible solutions may come our way that do not agree with God's will. We must reject those solutions to the problem. **Second**, we must be patient and endure until God provides His answer. We may have to endure the problem for a long time before the solution comes. **Third**, we must accept his answer even when it is not the thing we would like to happen. God knows more about the problem than we do and he knows the things that are best. We must have faith that God will answer and that his answer is best.

Review the above advice in making wise decisions under difficult circumstances. Then write the letter of the correct description in front of each step listed on the next page

<u>Steps to wise decisions</u>	<u>Description</u>
_____ 1. <b>Look for God's purpose</b>	A. God's answer is not always the one we want.
_____ 2. <b>Seek God's wisdom</b>	B. Holy Spirit guided prayer and Bible study.
_____ 3. <b>Expect and accept God's answer</b>	C. God allowed this to happen for a reason.

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6. The correct answers above are in this order: C, B, A. Every challenge is an opportunity to mature as a Christian leader. How you handle the challenge will determine if you really do mature.

Occasionally, the correct answer to a question or the best solution to a problem is not simple. The circumstances can be very complicated and thus the solution or the answer may be very complicated. The Apostle had this type of problem in the question of whether a Christian should eat food that had been offered as a sacrifice in celebration of an idol. Paul called this a *question of conscience*. Your own understanding of God's will, your conscience, may convince you that the thing you are doing does not offend God. However, someone else may view your action as an offense against God because of both his understanding of God's will (his conscience) and his interpretation of your action.

The Apostle Paul gives us three principles to apply when making a decision concerning a question of conscience. Read 1 Corinthians 10:24-33 to prepare you for the explanations below.

(1) **Do the thing that is best for others.** *Nobody should seek his own good, but the good of others* (1 Corinthians 10:24). This is the primary guideline in making a decision that involves a question of conscience. The word *others* refers to both Christians and non-Christians (1 Cor. 10:32). Your understanding of an issue may be the view that works best for you. However, others do not understand the issue like you. Since you are the leader, they look to you to do the right thing. If they think that you are not doing the right thing because of their limited understanding, it will destroy your leadership influence over them. It may cause them to lose faith in Christ. A servant-leader always does that which is best for others even when it is not that which is best for himself.

(2) **Does the decision glorify God?** You may know that a certain action does not offend God. However, another person may see your action to be an offense toward God.

In the example Paul gave, he is invited to eat with an unbeliever. The host makes it clear to Paul that the meat was sacrificed to an idol. Since Paul preached that Christians worship only one God, the non-Christian feels that eating meat sacrificed to an idol would be worship of another god. He felt that if Paul ate the meat he would be worshiping another god and would offend the God of the Christians. He felt that if Paul ate the meat he would be a hypocrite.

Paul's deeper knowledge of God's truth led him to understand that it is not worship when he eats the meat. To Paul, an idol is not a god, but just an object that the demons use to confuse non-believers. The meat was not sacred. It had no special powers or significance to a Christian. Paul did not feel he was dishonoring God or worshiping the idol if he ate the meat. It was just food that God provided for his body. However, Paul would not eat the meat because it would confuse his host and bring dishonor to God in the opinion of his host.

(3) **What action will encourage others to follow Christ?** Our most important purpose is to bring others to follow Christ. Even when we have a right to do a certain thing, if that action causes someone else not to follow Christ, we have done a bad thing. Paul said, *Do not cause anyone to stumble, whether Jews, Greeks or the church of God* (1 Cor. 10:32). If we do something that we know will cause someone to become confused about Christianity or that will cause someone to turn away from following Christ, we have sinned. *Anyone, then, who knows the good he ought to do and doesn't do it, sins* (James 4:17). Paul wrote these words, *Do not destroy the work of God for the sake of food. All food is clean, but it is wrong for a man to eat anything that causes someone else to stumble. It is better not to eat meat or drink wine or to do anything else that will cause your brother to fall* (Romans 14:20-21).

When we have a right to do something, but others may see it as a sin, we call it a question of \_\_\_\_\_.

When we face this type of decision we need to remember three things:

- a. We must always do that which is \_\_\_\_\_.
- b. We must always do that which will bring \_\_\_\_\_ to God.
- c. We must always do that which will cause others to \_\_\_\_\_ Christ.

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7. Questions of conscience are not easy to deal with. We do not always realize when our action may cause someone to become confused or even lose their faith in Christ. When we make decisions, one of the problems we must always try to anticipate is how will others interpret our actions. Any time our actions fail to do that which is best for others we must seriously try to find a better solution. If our action fails to bring glory to God or causes others to stop following Jesus Christ, then it becomes a sin.

Here are some other important facts about wise decision making:

(a) **Choice, not circumstances determine your future.** Many people want to blame their problems on the circumstances in their life. However, circumstances can be overcome with the help of God. An important part of the process of overcoming your circumstances is to discover the will of God and to make wise decisions based on the will of God.

Making wise decisions will enable you to overcome your \_\_\_\_\_.

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8. Circumstances do not have to be an excuse for failure. Making wise choices will enable you to overcome circumstances.

(b) **If you choose not to decide, you are choosing to let someone else control your life.** A leader makes decisions because he wants to control the direction of his own life and the direction of the things that are happening around him. Followers are happy to let someone tell them what to do. Followers do not like to make decisions. A leader has to make decisions and take control or he is not a leader.

Choosing not to make decisions makes you a \_\_\_\_\_ not a \_\_\_\_\_.

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9. Someone else will have to take over leadership if you do not make decisions. You will become a follower.

(c) **When you make a decision, you take responsibility for the results of that decision.** This is one of the burdens of leadership. However, if you involve others in the decision making process by asking for information and opinions concerning the decision, you give some ownership of the decision to others. This ownership will cause them to share in some of the responsibility for the results.

One of the burdens of leadership is taking \_\_\_\_\_ for the results of your decisions.  
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10. A leader is responsible for his decisions. This is one good reason to develop ownership by sharing the decision making process with others.

(d) **Being unable to make a decision is a sign of fear.** The person who delays a decision usually is afraid of something. He cannot be an effective leader until he overcomes his fears and takes action. He must take his fears before the Lord in prayer, put his trust in God and follow God's will in making the wise decision.

A leader must overcome any \_\_\_\_\_ involved in making a decision.  
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11. Fear may be due to a lack of faith in God or a lack of courage to endure the difficulties that the decision may bring. Leaders must be fearless because they have faith in God.

(e) **A true leader is able to make a wise decision and take action in a reasonable amount of time.** Effective decision making is one of the qualifications of leadership. If you cannot do this, then you do not have the skills and the personality to become a leader.

Leadership requires making \_\_\_\_\_ and taking \_\_\_\_\_.  
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12. Making decisions and taking action are necessary for leadership. Anyone who delays or prolong the process is not a true leader.

(f) **People can follow without certainty, but not without clarity.** People are willing to follow without assurance of the results, but they will become discouraged if they do not clearly understand the reasons the results may not be certain. The worse thing a leader can do is to make a decision that leads in an uncertain direction without sharing the reasons such a decision was made. You need to make clear the difficult circumstances that led to a decision with uncertain results. Your followers must be convinced that you made the best decision with the information you had available.

People will follow a leader into uncertain circumstances when they \_\_\_\_\_ understand why it is necessary.  
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13. A clear understanding of why a decision does not promise results will enable people to follow. The worst thing is to allow a decision with uncertain results to be view as a definite answer to the need or to the problem. If the decision leads to failure and you did not warn them of the possibilities, it will destroy your leadership influence. Such a decision must be

viewed by all as a *trial decision* - let us try it and see if it works.

(g) **A leader who insists on being fully convinced that his decision will be successful will never make a decision.** There is always some risk in every decision. A leader is willing to take risks. A follower is afraid to take a risk. He wants someone else to be responsible.

Every leadership decision always involves some \_\_\_\_\_.  
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14. A person who is not willing to take a risk can never be a leader. Some decisions involve more risk than others, but all decisions have an element of risk. It takes a strong leader to make a trial decision like the one described in frame 12.

(h) **Making a decision enables followers to take action and make a commitment.** Many times, followers are anxious to take action but are just waiting on the leader to tell them which direction to go and to allow them to do the work. This is one reason why delaying a decision can discourage followers. Followers want to see action. They want to do something. But they want you to be in charge. Once they know the decision and they are released to do the work they will begin using their creative abilities to get the work done.

Most followers are ready to take \_\_\_\_\_, but they are waiting on a leader to make the \_\_\_\_\_.  
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15. Followers cannot effectively take action until the leader makes a decision. Leadership decisions release a lot of energy and creativity among followers.

(i) **Leading a larger group brings pressure to please people instead of making wise decisions.** We call this political pressure. When we lead a small group we usually know how people will respond to our decisions and we can take action to avoid problems. The larger a group gets, the more difficult it is to keep control of the group. In a large group, most of the followers do not fully understand the circumstances of the decision. Their opinion is based on limited knowledge. Some leaders of large groups feel the pressure to make decisions that will please most of the people so that they can keep control of the group. This approach will cause leaders to make bad decisions instead of wise decisions.

Leaders, who make decisions just to keep themselves popularity, usually make several bad decisions. Their followers eventually lose confidence in them and blame them for making the wrong decisions. This is one problem with followers. If you do not agree with them, they can be critical. But if you make a decision that agrees with them and it fails, they will still blame you. Followers expect you to make the right decision and keep them out of trouble.

Large groups bring political pressure on a leader to make decisions that will keep him \_\_\_\_\_.  
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16. Wise leaders are not always popular. Wise decisions may go against the thing that most people think is best. It takes a strong Christian leader to make wise decisions that are not popular. In the church, followers must learn to trust their leaders even when they do not understand the wisdom of their decisions (*Hebrews 13:17*).

(j) **Great leaders are ordinary people who make extraordinary decisions.** If you are not willing to take a risk and make a hard decision, you cannot become a great leader. Great leaders take greater risks based on wise decision making processes. Making extraordinary decisions wisely is the thing that makes them great.

Leaders become great by taking \_\_\_\_\_ risks based on \_\_\_\_\_ decision making.  
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17. Great leaders take greater risks because of their wise decision making process. Great leaders prepare well and then take a risk.

(k) **Decisions should be made at the lowest level possible in an organization.** This goes back to the important truth about ownership. The people who are going to carry out the decision need some ownership of the decision. They need to be directly involved in the decision making process. It needs to be at least partly their decision. If they decide to do something, then they will support it in their action and in their attitude. For example, if a church committee or a department within an organization is told to do something in a certain way by the Elders or by the board of directors, the committee or the department may not respect the order because they feel it is not the best way to do something. Their efforts to carry out the order may be weak.

It is better if the decision making is done in a sharing way and the details are decided by the people who will do the work. The department head or the committee chairman can discuss a need or a problem with his group and then take a proposal to the higher authorities for their approval. The higher authorities may make some suggestions that will keep the action of the committee or the department focused on the common goal. Another approach is for the higher authorities to point out a need, give some suggestions and ask the committee or the department to come up with a plan of action that is brought back to the higher authorities for approval. When the decision making process is shared, both the leaders and the followers are happy and both groups support the decision. Everyone owns the decision and wants to make it successful.

A decision has a better chance of being successful when more people share in the decision making process and can claim O \_\_\_\_\_ of the decision.  
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18. Ownership is an important key to wise decision making. The more people you can involved in making the decision, the more supporters you will have of the decision and the better chance it will have of being successful.

(l) **Success goes to those who choose to be successful.** Making wise decisions is a skill that must be developed. Wise decisions do not come automatically. You must choose to seek out all the necessary information. You must choose to discover God's will. You must choose to follow the guidelines given in this lesson for making wise decisions. Success is a choice you make not a gift you inherit. You do not inherit success from someone else. You build it yourself through wise decisions.

Success is not automatic, it is something you C \_\_\_\_\_ to do.  
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19. Wise choices bring success. You must choose to seek out and discover the best way to solve a problem or accomplish a project that will fulfill God's purpose. Don't copy the things others are doing. Don't follow the example of others around you. Do research, use your imagination and call on the guidance of the Holy Spirit to show you the best way for your group to be successful. Above all else, be sure that nothing you do offends God's will.

We have looked at many things involved in wise decision making. We have learned six steps needed to make wise decisions. We have learned how to make wise decisions under difficult circumstances. We have learned how to make decisions that involve questions of conscience. We have thought about twelve important facts about wise decision making [items (a) through (l) above]. It is now time for you to review all this good advice about decision making and then evaluate your own decision making process.

**PERSONAL NOTES FOR PERSONAL GROWTH:**

Answer the following questions after reviewing this lesson.

How would you describe your present method of making decisions? \_\_\_\_\_

\_\_\_\_\_

In what areas do you have difficulty making decisions? \_\_\_\_\_

\_\_\_\_\_

In what ways do you feel you could improve your decision making process? \_\_\_\_\_

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What leadership decision do you need to make now and how will you make it wisely?

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## Unit Eight: Fulfilling Your Leadership Potential

### Lesson Five: Your vision

1. Good leaders are driven by a vision. It is their vision that gives them direction. It is their vision that keep them going in difficult times. Without a vision, you are only fulfilling duties and carrying out procedures. You may be fulfilling someone else's vision. Without a vision, you are a manager, not a leader.

Leaders are not satisfied with the way things are. They see possibilities for something better. They want something better. A Good leader with the right vision sees a way to make present things better. He sees a way to do new things in a better way. Dr. John Maxwell gives this definition of a vision: ***A clear mental picture of a better tomorrow, given by God, which moves a person to believe that it not only could be done, but it should be done.***

You cannot be an effective leader without a \_\_\_\_\_ of where and how you are going to lead your people to a B\_\_\_\_\_ tomorrow.  
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2. A leader has a vision of where he wants to lead his people so that there will be a better tomorrow. A successful leader feels compelled to fulfill his vision. Let us look at the different parts of Dr. Maxwell's definition of a vision: *A clear mental picture of a better tomorrow, given by God, which moves a person to believe that it not only could be done, but it should be done.*

a. ***A clear picture:*** A vision is not a wild idea that no one else has tried. It is not something that you saw someone else do so you want to do it. A vision is a well-thought-out possibility that you have examined carefully and can clearly see how it could be accomplished.

b. ***A positive change:*** A vision brings improvement to the circumstances around you. You want to make things better and you see a way to make things better. We do not make changes just to make things different. We make changes to make things better. If your idea is not going to make things better, then it is not a vision.

c. ***A future focus:*** A vision always looks to the future. What will we be doing tomorrow? What will we be doing next year? What will our children be doing when they become mature? The positive change is not just for today; it is a change that will carry through to the future and bring a better future. A leader does not live for today, he lives and works for the future.

d. ***A gift from God:*** A Christian leader receives his vision in partnership with God. The vision involves God's will and the leader's God-given skills.

e. ***It could be done:*** A leader see ways to accomplish his vision. It is not some impossible dream or foolish idea. It is a real possibility.

f. ***It should be done:*** A leader knows that the thing he wants to accomplish is the best thing for everybody and he feels strongly about the need to accomplish it.

Review the explanation of Dr. Maxwell's definition of a vision and match the explanation with the points listed below.

- |          |                          |    |                                       |
|----------|--------------------------|----|---------------------------------------|
| _____ a. | <b>A clear picture</b>   | A. | It will make things better.           |
| _____ b. | <b>A positive change</b> | B. | It is a real possibility.             |
| _____ c. | <b>A future focus</b>    | C. | It is well thought out.               |
| _____ d. | <b>A gift from God</b>   | D. | It is the best thing for everybody.   |
| _____ e. | <b>It could be done</b>  | E. | It fulfills God's will for your life. |
| _____ f. | <b>It should be done</b> | F. | It improves tomorrow.                 |

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3. The correct answers above are as follows: C, A, F, E, B, D. Visions are practical ideas that meet a need and fulfill God's will.

Here are two more important points about a vision. A vision is always **for a specific group of people at a specific time**.

**A specific group:** The group of people that you lead have specific skills, specific resources, specific opportunities, specific problems and specific needs. Your vision must take into consideration all of these things. You may see someone accomplish a great thing. You may say, I want to do the same thing here. That is good, but you must realize that the circumstances that enabled that person to accomplish something are not the same circumstances you may have. Your vision must fit the group of people you are working with. Your vision may be similar, but the details will be different. You cannot simply copy the way the other person did his work and expect it to be successful for you. You must determine the things that will make the vision work under your circumstances. Without that, you do not have a workable vision.

**At a specific time:** You may have a good vision that could work, but your group is not ready for it. Your vision could be too late. The opportunity to put your vision into action may have already passed. Circumstances may have changed. It would be useless to implement your vision now. Maybe you just realized you made a mistake, but it is now too late to correct that mistake.

Or, your vision is good, but the circumstances will not allow it at this time. You may have to wait until the circumstances change or you may need to do some preparations that might bring about the opportunity to put your vision into action.

A successful vision must take into consideration the specific C \_\_\_\_\_ of the group you are leading.

A good vision may fail if it comes too \_\_\_\_\_ or if present circumstances will not A \_\_\_\_\_ it to be successful.

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4. Circumstances will determine much about the details of your vision and the time that your vision can be successfully put into action. A vision can come too late or it may have to wait until circumstances will allow it to be successful.

Good visions do not instantly and automatically come into our mind. Normally a vision starts out as a small idea with a few details and little understanding. As time goes on, we become more and more interested in the idea. We do research and we develop a serious desire to do something about the idea. It becomes a desire in our heart. Our mind works on the details of how the idea could become a reality. We think about it often. It becomes a priority in our life. Eventually we develop a plan of action and we take action to make our vision become a reality.

Good visions normally start out as an \_\_\_\_\_ in the mind. The idea grows because of personal \_\_\_\_\_ I \_\_\_\_\_ in the idea and R \_\_\_\_\_ done on the idea. Eventually the idea becomes a desire of the \_\_\_\_\_ and a P \_\_\_\_\_ is made to put the idea into \_\_\_\_\_.

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5. Visions start out as small ideas in the mind and grow through interest and research to the point where they become a desire of the heart with a plan of action. Dr. John Maxwell compares the development of a God-given vision to five steps in the birth of a child.

(1) **Intimacy:** Before a child can be born, a husband and wife have to join their bodies together in a very special loving way. Before you can know God's will for your life and discover the vision he wants you to fulfill, you have to spend special time with God in personal Bible study and prayer. You must show your love to God by praising him, thanking him for his kindness and seeking his will for your life. God will show his love toward you by protecting you, providing for you and guiding you to understand the blessings of following his will.

(2) **Conception:** Conception of a child does not happen every time a husband and wife joint together. In the same way, God will not give you a vision every time you meet with him. When he does give you a vision, it will be small like a seed and it will need to germinate before it can grow and become mature. Just as a child looks like both the father and the mother, the vision will look like both you and God. It will fulfill God's will and it will fit your skills and personality.

(3) **Gestation:** This is the longest period in the process of child birth. It takes nine months from conception to birth. The child starts out small inside the mothers womb. It does not look like a human being. Feet, legs and a head begin to develop. As time passes, the details of the child are more clear. By the time it is born it looks very much like both the father and the mother. In the same way, a vision grows from an idea inside the mind. As time goes on, it takes on general guidelines and goals. Then the details of how the vision can become a success develop. If a child is born too early, it will die because it is not developed enough to live on its own. In the same way, if a vision is put into action before a detailed plan is developed, it will die.

(4) **Labour:** This is the most painful step. The mother suffers pain which increases as the birth gets closer. This also happens with a vision. As you get closer to the time of putting a vision into action, Satan will try to discourage you. There may be unexpected difficulties. You will have fears of failure or disappointment. However, just like the birth of a child, there is no way to turn back. You have to keep pushing forward in the face of opposition. Although labour is difficult, it is a sign that something great is about to happen.

(5) **Birth:** Finally the vision is put into action. The things people could not fully see or understand are now out in the open for everyone to see. Just as the beauty of a child cannot be seen until birth, so the full beauty of your vision cannot be understood by others until it is put into action. It is then that people will praise you and God for the beautiful thing that you have produced together. Some who took no interest in your vision will now come to celebrate it and will want to become involved in it. They can now help you develop the vision to maturity.

Let us review the five steps to the birth of a vision. Write the letter of the description of each step in front of each step listed below.

<u>STEP</u>	<u>DESCRIPTION</u>
_____ a. <b><i>Intimacy</i></b>	A. Develop a close loving relationship with God.
_____ b. <b><i>Conception</i></b>	B. Allow enough time for the development of necessary details.
_____ c. <b><i>Gestation</i></b>	C. You will face difficulties in putting the vision into action.
_____ d. <b><i>Labour</i></b>	D. People will see the beauty of your vision and support it.
_____ e. <b><i>Birth</i></b>	E. It will be a combination of God's will and your skills.

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6. The correct answers above are in this order: A, E, B, C, D. If your vision is going to include God's will, you must maintain a close relationship with him and seek his will. You must give your vision enough time to develop to a point where it is strong enough to stand on its own. People will not fully understand the beauty of your vision until they see it in action.

Here is a comparison of man-made visions and God-given visions:

<u>Man-Made Vision</u>	<u>God Given Vision</u>
A. Based on your skills alone.	A. It came as a results of prayer and Bible study.
B. Success depends on your skills.	B. Success depends on your obedience to God.
C. Similar groups are seen as competitors.	C. Similar groups are seen as possible partners.
D. Goal is to build an organization.	D. Goal is to honor God and build his kingdom.

The main difference between a man-made vision and a God-given vision is that a God-given vision fulfills God's \_\_\_\_\_.

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7. A God given vision fulfills God's will because it is a result of Bible study, prayer and a desire to bring glory to God.

Here is a biblical example of how to receive a God-given vision and put it into action. Read Matthew 9:35-38 and 10:1-8 to prepare for the explanation that follows.

(1) **Get active in serving God now.** *Jesus went through all the towns and villages (9:35a).* Jesus did not sit down in his home village of Nazareth and wait for people to come to him for help. He left his home and went out to discover the things he could do to help others. We must go out and look for opportunities to be servant-leaders.

(2) **Share the things you already know.** *Teaching in their synagogues, preaching the good news of the kingdom (9:35b).* You already have something valuable you can use to help others. It could be your personal testimony, or a skill to do something that others cannot do for themselves. Any small thing you can do now will lead you to greater things and great visions. Don't wait for something great to happen, do the things you can do now.

(3) **Discover the things that are troubling people.** *When he saw the crowds (9:36a).* Jesus went among the people to see what was happening in their lives. He saw the problems they struggled with. He saw the challenges they faced. Take time to observe and understand what is happening in the lives of your people.

(4) **Allow God to burden you with a specific need.** *He had compassion on them, because they were harassed and helpless, like sheep without a shepherd (9:36b).* Jesus had sympathy for their problems. They were harassed and helpless because they did not have a proper leader who could help them deal with their problems. What problems are people facing that you could help them with? You can see solutions to their problems, but they cannot do it alone, they need your help.

(5) **What is causing the problem?** *The harvest is plentiful but the workers are few (9:37).* The people in Jesus' day needed spiritual leaders. The Pharisee and the teachers of the Law of Moses were not giving any practical advice on how to deal with the daily problems people had to face (Matthew chapter 23). The people were willing to listen to a leader who would help them with their real needs, but no one was doing that. What is causing the problems you see around you? Until you know what is causing the problem, you cannot find a good solution.

(6) **Ask God to show you the things that are needed to solve the problem.** *Ask the Lord of the harvest, therefore, to send out workers into his harvest field (9:38).* Jesus saw that they needed more people who could teach them the practical application of God's will in their life. Jesus asked his Father to raise up spiritual shepherds to guide the people. Jesus did not pray for buildings or money, but for more people committed to helping others with their spiritual problems. Any solution must be long-term. Sometimes money and other things will take care of a problem today, but it will not take care of the thing that is causing the problem. A long-term solution deals with the thing that is causing the problem. A good vision has long-term effects in solving a problem and meeting a need. Do not think about solutions for today. Think about solutions that will solve the problem for the long-term future.

(7) **Make a plan that, with God's help, will solve the problem.** *He called his twelve disciples to him and gave them authority (10:1).* Jesus knew the answers to their problems, but he could not help everyone who had a problem. He gave special teaching to 12 men and mentored them to become spiritual shepherds. He called them together and laid his vision on their hearts. He gave them authority to do the things he had been doing - teaching, driving out evil spirits, healing disease and sickness. Jesus not only prayed, he made a plan of action and he made the necessary preparations to put his plan into action. Now that you know the need and the solution to the problem, what plan can you make to bring about the solution? What preparations do you need to make before your plan can go into action?

(8) **Put your plan into action.** *These twelve Jesus sent out with instructions (10:5).* Jesus put together a team of people to meet the need he saw. After training and mentoring them, he sent them out with specific instructions on how they were to accomplish their goal (Matthew 10:5-42). Jesus also continued to do the same thing (Matthew 11:1). Now there were 13 men instead of just one helping the people. Later, Jesus trained 72 men and sent them out in pairs of two (Luke 10:1-20). These men became the answer to his prayers and his vision. With God's help, he met a very important need.

Review the above biblical example of receiving a God-given vision and putting it into action. Then complete the following statements.

HOW TO RECEIVE AND IMPLEMENT A GOD-GIVEN VISION:

- a. We will never receive a God-given vision until we get \_\_\_\_\_ in \_\_\_\_\_ God.
- b. You start by doing the small thing you already \_\_\_\_\_ you can do.
- c. Find out the things that are \_\_\_\_\_ the people.
- d. Which problem becomes a \_\_\_\_\_ on your heart?
- e. Discover the thing that is \_\_\_\_\_ that problem.
- f. Ask God to show you a \_\_\_\_\_ - \_\_\_\_\_ solution to that problem.
- g. Ask God to help you make a \_\_\_\_\_ that will meet the need and to make the necessary P \_\_\_\_\_ to implement it.
- h. It is only after careful preparation that we can put our \_\_\_\_\_ into \_\_\_\_\_.

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8. Receiving and implementing a God-given vision takes time. We must first get active in serving God in the small things that we already know we can do. While we are helping others, we need to find out the things that are troubling them and the things that are causing them to have problems. Our vision will involve one of their problems that becomes a burden on our heart, a problem we know we could solve. We will want to discover a long-term solution to that problem. With God's help we will make a plan and make the necessary preparations to put the plan into action. After we have prepared well, we will put the plan into action.

Most visions are bigger than we are. They require more time and more resources than we can give. Jesus wanted to help people with their spiritual problems. He did not have time to help everyone in his nation. The need was too great for one man. Jesus recruited disciples to help him. He developed them into a team of evangelists to take the Good news to the Jewish nation. But, before he could develop a team, he had to convince the team members that his vision was important. He had to share his vision in a way that would convince them to be a part of it. He had to plant his vision in their hearts so that they would be willing to sacrifice for it just like he did.

To be successful in implementing a big vision, we have to plant it in the \_\_\_\_\_ of our team members so that they will be willing to \_\_\_\_\_ in order to accomplish the goal.

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9. A successful team must have the same vision in their heart as the team leader. They must share the burden of the vision so strongly that they are willing to sacrifice for it just like the team leader.

If your vision is going to be successful, you must be able to share it in a way that the team members will feel the burden of it. People are different and they feel burdens in different ways. Some will feel it right away, others will have to think about it longer and some will have to hear it several times before they fully feel the impact of it. Each team member will feel the burden in a different way.

Here are seven different ways to share your vision so that at least one of them will touch each team member.

- a. **Explain it.** Teach and preach about the need and the solution to the problem. People need to understand the problem and they need to understand how the solution can work.

- b. **Visualize it.** People will understand something better when they can see it. Use pictures and videos that help explain the problem and that help explain the solution. Include personal testimonies about the problem and the solution.
- c. **Defend it.** Gather facts about the problem and the solution. Publish these facts in a letter or a pamphlet which you distribute. Let the facts prove that there is a problem and prove that you have the right solution.
- d. **Dramatize it.** Create a motto that expresses your vision well. Create a symbol that reminds people of your vision. Have someone create a song that expresses the heart felt burden of your vision. Mottoes, symbols and songs are easy for people to remember and keep them focused on the vision.
- e. **Discuss it.** Organize small group discussions on the problem and the solution. Encourage people to ask questions and to make suggestions. Let them own the problem and the solution through the discussion.
- f. **Meditate about it.** Ask people to pray about it. Prepare a daily devotional guide on the vision. Maybe you could develop a week of daily devotions to hand out and ask people to pray about the need and the solution during their daily prayer time.
- g. **Experience it.** Take people to where the problem is so they can see for themselves. Ask them to try the solution to see how effective it can be.

Review the above ways to sharing your vision with others then write the letter of the correct explanation in front of each way to share your vision listed below.

<u>Share your Vision</u>	<u>Explanation</u>
_____ a. <b>Explain it</b>	A. Prove it with facts and documentation.
_____ b. <b>Visualize it</b>	B. Get people praying about it.
_____ c. <b>Defend it</b>	C. Teach and preach about it.
_____ d. <b>Dramatize it</b>	D. Take people to see the problem.
_____ e. <b>Discuss it</b>	E. Use mottoes, symbols and songs.
_____ f. <b>Meditate about it</b>	F. Use pictures and videos.
_____ g. <b>Experience it</b>	G. Enable people to ask questions and make suggestions.

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10. The correct answers above are in this order: C, F, A, E, G, B, D. You need to share your vision in all seven ways to effectively convince team members to join you in accomplishing the goal.

It is not just your team members who need to feel and accept your vision. You may need financial supporters and the approval of influential people to enable you to put your vision into action. Those whom you are going to help may need to be convinced that you have the right answer to their problem. You will need to present your vision to those people in these same seven ways. The details of each way may be different from the way you present it to your team members, but the general approach will be the same.

In addition to your team members, who else may need to be burdened by your vision?

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11. You may need to share your vision with people who can provide financial support and people who can open the door for action because of their influence in society. You may need to share it with those whom you are going to help.

In this lesson you have learned about God-given visions. You have learned two ways to receive and implement a God-given vision. You have learned seven ways to share your vision with others so that it becomes their vision and a burden in their heart as well.

**PERSONAL NOTES FOR PERSONAL GROWTH:**

Review this lesson and then do some self-evaluation.

1. Do you have a vision you are working on? Explain it here.

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2. How do you know it is a God-given vision?

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3. At what point are you in the process of developing it and putting it into action?

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4. How will you share your vision with others so that they will assist and encourage you in accomplishing the vision?

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