



MILLION LEADERS MANDATE

NOTEBOOK SIX



EQUIP™
Equipping Leaders To Reach Our World

A Word from Dr. John C. Maxwell

Dear Church Leader,

Words cannot begin to describe how excited we are, at EQUIP, to be a part of your leadership development. Let me explain why.

We believe God has called us to a *“Million Leaders Mandate.”* It is a huge goal. We plan to reach every continent of the world before we are finished. The goal is to equip one million Christian leaders to impact their world for Christ... and you are a part of this vision. You are one in a million!

The challenge is we can only accomplish our goal with your help. Our objective for this training manual is not simply to give you tools to become a better leader. We do hope that will happen. Our goal, however, is far more than that. We are challenging everyone who experiences this training to identify twenty-five other leaders (or potential leaders) whom you could equip in this material as well. We want you not only to be a leader, but a leader of leaders. We want you to be a mentor to leaders, who will multiply in others the training you’ve received. Do you remember what the Apostle Paul said to Timothy? He wrote...

“And these things which you have heard from me, in the presence of many witnesses, entrust these things to faithful men, who will be able to teach others also...” (II Timothy 2:2)

Remember, leadership development is not an “event” but a “process.” We don’t believe you can prepare to be a great leader in a day. That’s why this notebook is only part of the journey. Additional notebooks will be provided over a three-year period. This curriculum reflects 25 years of my leading and developing leaders. We are asking you to decide now to be a student of leadership. Be a part of the process. Learn it. Live it. Pass it on to others.

I am humbled and honored to join you in this endeavor. I have prayed for months, even years, about this vision. Thank you, thank you, thank you for taking the challenge of leading and equipping other leaders for the Church of Jesus Christ.

Many people are coming to Christ each day around the world. The crying need of the hour is for healthy, effective, spiritual leaders to guide them. We invite you to take this journey with us. May we enter heaven rejoicing together that we were part of the greatest leadership movement the world has ever seen.

May God bless you as you multiply,



Dr. John C. Maxwell

The EQUIP Team



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Today Matters: Leadership and Personal Growth

(Stop Learning Today and You'll Stop Leading Tomorrow)

"... We are to continue to grow in all aspects, in Him, who is the head, even Christ." (Ephesians 4:15)

BIBLICAL
BASIS

Personal growth is vital to your leadership. If you cease to grow, you cease to be a healthy leader. Healthy things naturally grow. To grow personally requires you to seize opportunities daily. Each day – you must determine how you can grow as a leader.

Benjamin Franklin wisely said, "One today is worth two tomorrows; what I am to be, I am now becoming." It is true. You will become what you are becoming right now. Poet and novelist Oscar Wilde ended his life with great regret. He had failed to seize the day. Late in life he wrote: "I forgot that every little action of the common day makes or breaks my character; ... I ceased to be lord over myself. I was no longer the captain of my soul, and didn't know it. I allowed pleasure to dominate me. I ended in horrible disgrace."

Key Principle:

Successful people make right _____ early and _____ those decisions daily.

Preparing or Repairing

Without a plan for your personal growth, you will be reacting to life instead of living on purpose. You'll be forced to make repairs on your life because it will fall short of its potential. So, here is the question: Do you want to invest time _____, or spend time _____?

Martha and Mary are vivid illustrations of these two drives or compulsions. Martha wants to impress Jesus, and she attempts to perform for Him. Mary determines she must first be served by Jesus before she attempts to serve Him.

Preparing

1. Allows you to focus on today
2. Increases efficiency
3. Increases confidence
4. Saves money
5. Pays now for tomorrow
6. Takes you to a higher growth level

Repairing

1. Makes you focus on yesterday
2. Consumes time
3. Breeds discouragement
4. Increases costs
5. Pays now for yesterday
6. Becomes an obstacle for growth

● Good decisions without daily discipline equals:

_____.

● Daily discipline without good decisions equals:

_____.

● Good decisions combined with daily discipline equals:

_____.

KEY
POINTS

Twelve Important Decisions to Manage for Personal Growth

1. _____: Choose to display the right attitudes daily.

Leadership Truth: Today's attitude gives me possibilities.

- a. My attitude as I begin a task affects its outcome more than anything else.
- b. My attitude towards others often determines their attitude towards me.
- c. My attitude, not my achievements, gives me happiness.
- d. My attitude – good or bad – is contagious.

The earlier you make a decision about possessing a good attitude, the greater the compounding effect on your life and leadership. Remember: attitude is a decision.

Personal assessment: Where is it most difficult for you to keep a positive attitude?
What is one step you could take to improve your attitude?

2. _____: Determine and act upon important priorities daily.

Leadership Truth: Today's priorities give me focus.

- a. Time is our most precious commodity.
- b. We cannot manage time, we only manage opportunities.
- c. We cannot change time, only our priorities.
- d. Priorities help us choose wisely.

Your time is priceless. Someone wisely noted that time is more valuable than money. You can always get more money, but you cannot get more time. Ralph W. Emerson said: "Guard well your spare moments. They are like uncut diamonds. Discard them and their value will never be known. Improve them and they can become your brightest gems."

Personal assessment: What are your top three most important priorities?
Do you stick to them?

3. _____: Know and follow healthy guidelines daily.

Leadership Truth: Today's health gives me strength.

- a. Lasting leaders recognize their body is a vehicle that carries them to their mission.
- b. Proper diet and exercise provide the energy to lead well over the long haul.
- c. Your physical health will impact your spiritual stamina and perspective.

Our health is often the gift we take for granted the most. Frequently, we don't think about it until something goes wrong. Then, we live with regret that we didn't do something earlier about it. Once again, we do more repairing than preparing.

Personal assessment: Rate your diet, your exercise, and your rest. Are you healthy?

4. _____: Communicate with and care for my family daily.

Leadership Truth: Today's family gives me stability.

- a. Families are often lost – spent as the price for successful ministries.
- b. If we cannot lead our homes, we cannot expect to lead the Church.

- c. Success is having those closest to me, love and respect me the most.
- d. Families are like gardens; they must be cultivated and watered regularly.

Values that foster healthy family relationships include: 1) commitment to God, 2) continual growth, 3) common experiences, 4) confidence in each other and the Lord, and 5) making a contribution to life together. Even with these in place, balancing work and family life is a challenge!

As leaders, we must...

- Put our family on the calendar first.
- Find ways to spend time together.
- Express appreciation for each other.
- Be honest and resolve conflict as quickly as possible.

Personal assessment: How do you demonstrate that your family is a top priority?

5. _____: **Practice and develop good thinking daily.**

Leadership Truth: Today's thinking gives me an advantage.

- a. A major difference between successful and unsuccessful people is how they think.
- b. God is the original Source of creative ideas, and He has made us in His image.
- c. All that a man achieves or fails to achieve is the direct result of his thoughts.

Thinking Skills of Effective People:

- Big Picture Thinking: ability to think beyond yourself and your world
- Focused Thinking: ability to think with clarity by removing distractions / clutter
- Creative Thinking: ability to break out of your "box" and explore new ideas
- Realistic Thinking: ability to build a solid foundation on facts and reality
- Strategic Thinking: ability to implement plans that increase potential tomorrow
- Possibility Thinking: ability to unleash enthusiasm / hope to solve the impossible
- Reflective Thinking: ability to revisit the past and gain perspective
- Questioning Popular Thinking: ability to reject common thinking; gain new ideas
- Shared Thinking: ability to include others to go beyond your own thoughts
- Unselfish Thinking: ability to consider others, and to think with collaboration
- Bottom-line Thinking: ability to focus on results and reap the best rewards

Personal assessment: Do you have a place and time to simply sit and think?
Where and when do you do your best thinking?

6. _____: **Make and keep proper commitments daily.**

Leadership Truth: Today's commitment gives me tenacity.

Why Commitment Matters Today:

- a. Commitment can change your life. (Most life changes are connected to decisions.)
- b. Commitment helps you overcome many of life's obstacles.
- c. Every day your commitment will be tested.

"The moment one definitely commits oneself, then Providence moves too. All sorts of things occur to help one that would never otherwise have occurred. A whole stream of events issue from the decision, raising in one's favor all manner of unforeseen incidents and meetings and materials, assistance which no man could have dreamed would happen." William H. Murray

KEY
POINTS

KEY
POINTS

Ken Blanchard writes: "When you're interested in something, you do it only when it's convenient. When you're committed to something, you accept no excuses, only results."

Personal assessment: What are the top three commitments of your life?
How could you deepen your commitment in those areas?

7. _____: Make and properly manage money daily.

Leadership Truth: Today's finances give me options.

Three simple truths about finances:

- a. Money won't make you happy.
- b. Debt will make you unhappy.
- c. Having financial margins give you options.

"Money doesn't change men, it merely unmask them. If a man is naturally selfish or arrogant or greedy, the money brings it out; that's all." Henry Ford

John Wesley's Rule for Money: Make all you can, save all you can, give all you can.

Personal assessment: How does your spending reveal what's in your heart?
What changes should you make in where your money goes?

8. _____: Deepen and live out my faith daily.

Leadership Truth: Today's faith gives me peace.

- a. Faith gives me divine perspective today.
- b. Faith gives me strength for today.
- c. Faith gives me resilience today.

Where there is no faith in the future, there is no power in the present. We need it to live our lives well. The Bible says without faith, we cannot please God. Philip Yancey writes: "Faith is trusting in advance what will only make sense in reverse."

Personal assessment: As a leader, do I model strong faith?
How can I grow in my faith?

9. _____: Initiate and invest in solid relationships daily.

Leadership Truth: Today's relationships give me fulfillment.

- a. You'll enjoy life more if you enjoy people.
- b. You'll get further in life if people enjoy you.
- c. Most people can trace their successes and failures to the relationships in their life.

Leadership is about relationships. Leaders must connect with people. Christianity is about relationships. Jesus said, "You shall love the Lord your God...and you shall love your neighbor..." It all comes down to relationships.

Personal assessment: Do I experience healthy, close relationships?
Or do I isolate myself and withdraw from them as a leader?

KEY
POINTS**10. _____: Plan for and model generosity daily.**

Leadership Truth: Today's generosity gives me significance.

- a. Giving turns your focus outward.
- b. Giving adds value to others.
- c. Giving helps the giver.

King Solomon said: "The world of the generous gets larger and larger; the world of the stingy gets smaller and smaller. The one who blesses others is abundantly blessed; those who help others are helped." We are in the world to enrich it, to bless it, to advance God's Kingdom-and we impoverish ourselves if we lose sight of that. You cannot light another person's path without lighting your own.

Personal assessment: Do others see me as a generous person?
How can I increase my generosity?

11. _____: Embrace and practice good values daily.

Leadership Truth: Today's values give me direction.

My values function as...

- a. An anchor-holding me fast to what I believe in and know to be true.
- b. A faithful friend-keeping me true to myself and to my God.
- c. A north star-guiding the decisions of my life and keeping me on mission.

Every individual needs to identify their personal core values they will live by. Every family should do the same. Every church needs them, too. Core values are the principles that guide the major decisions you make. They are the horsepower behind those decisions as well. Methods are many, values are few. Methods always change. Values never do.

Personal assessment: What are your personal core values?Your family's?Your church's?

12. _____: Seek and experience improvements daily.

Leadership Truth: Today's growth gives me potential.

Pulitzer Prize winning composer Gian Menotti said, "Hell begins on that day when God reveals all that we might have achieved, all the gifts we wasted and all that we might have done that we did not do." Robert Louis Stevenson said, "To become what we are capable of becoming is the only end of life."

Misconceptions about Personal Growth:

- a. Growth is automatic. (This is not true-we must deliberately pursue growth.)
- b. Growth comes with experience. (Some never learn from it. We need to evaluate it.)
- c. Growth comes from information. (Knowledge doesn't guarantee growth.)

"The greatest gap in life is the one between knowing and doing," says Dick Biggs.
Deep down, our problem is not a lack of information. Our problem is application.

ASSESSMENT: *In which of these twelve areas are you growing? Which ones are weak?*

APPLICATION: *What is one step you could take to grow in each of these twelve important areas?*

ACTION PLAN

ANSWER KEY

**ANSWER KEY – MLM Book 6, Lesson 1:
Today Matters: Leadership and Personal Growth**

Key Principle:

DECISIONS

MANAGE

Preparing or Repairing

PREPARING

REPAIRING

A PLAN WITHOUT A PAYOFF

A REGIMENT WITHOUT A REWARD

A MASTERPIECE OF POTENTIAL

Twelve Important Decisions to Manage for Personal Growth

1. ATTITUDE
2. PRIORITIES
3. HEALTH
4. FAMILY
5. THINKING
6. COMMITMENT
7. FINANCES
8. FAITH
9. RELATIONSHIPS
10. GENEROSITY
11. VALUES
12. GROWTH

Leadership and Credibility: Making the Tough Call

Earning Your Right to Have Followers

BIBLICAL
BASIS

We loved you so much that we were delighted to share with you not only the Gospel of God, but our very lives as well, because you had become so dear to us. Surely you remember, brothers, our toil and hardship; we worked night and day in order not to be a burden to anyone while we preached the Gospel of God to you. (1Thessalonians 2:8-9)

In order to be a leader, a man must have followers. And to have followers – at least in today's world – a person must have credibility. Leaders must earn the right to be followed. The greatest reason pastors fail to get more followers in their church is the lack of credibility. Many talk the talk, but fail to walk the walk. Others pass the integrity test, but fail to lead their church effectively. People may like them as a friend, but they won't follow them as a leader. There is a big difference between the two.

The Leadership Equation

_____ plus _____ equals _____

Your credibility as a leader comes from both your strong character and competence. People must believe that you have integrity and that you can get the job done. While God grants you the grace for both, you must develop them through discipline and personal growth in the area of your gift.

This is why we have focused on three categories in these leadership notebooks:

- ♦ The Spiritual Formation of a Leader (character and spiritual life)
- ♦ The Skill Formation of a Leader (leadership skills and behaviors)
- ♦ The Strategic Formation of a Leader (wise use of strategy to fulfill the mission)

Making the Tough Call

Probably the acid test of credibility for leaders lies in their ability to "make a tough call." This test answers two questions: *Can* a leader make and follow through on a difficult decision? *Will* the leader make and follow through on a difficult decision?

Marion Folsom said, "You're going to find that 95% of all the decisions you'll make in your career could be made by a reasonably intelligent teenager. But they'll pay you for the other 5%."

According to a study of unsuccessful executive leaders in more than 200 organizations, the inability to make decisions is one of the principal reasons why executives fail. The greatest difficulty in making decisions is not in knowing the right decision but in making it.

What Makes a Tough Call Tough?

1. _____
Choosing to do what is right even when it goes against popular belief.

KEY
POINTS

2. _____
Placing the interests of others before my own.
3. _____
Letting go of things I enjoy so I can continue my growth journey.
4. _____
Making disciplined choices in the weak areas of my life.
5. _____
Moving forward even when it is expensive. Growth stops when the price gets too high.
6. _____
Knowing that I don't know, yet knowing that I have to make the call.
7. _____
Choosing to swallow my pride and admit: I have found the problem...and it is me.
8. _____
This is the toughest call: choosing to confront situations or people who have strayed.
9. _____
A leader may make a call without others, but once it is made, it will affect others.

Common Ingredients in Tough Calls

1. Each tough call requires much _____, _____ and _____.
2. Each tough call demands _____.
3. Each tough call is _____ and _____.
4. Each tough call _____ leaders greatly.
5. Each tough call _____ a leader's ministry to a higher level.

Ten Helps in Making the Tough Call

1. **Accept tough calls as a requirement of _____.**

All through Scripture, great leaders stepped out and took a risk in obedience to God. Often they must have looked foolish to outsiders. Think about Joshua who marched his troops around Jericho without weapons, attempting to knock down the walls. What about young David who confronted Goliath with five little stones? And I am sure when Moses stepped into the Red Sea he wondered out loud, "Why must I always go first?"

2. **Do your _____.**

Research can make or break a major decision. According to Professor Baruch Fischhoff, "Some of the biggest mistakes in decision making come from leaving out pieces of the puzzle."

Steps to Complete the Decision Puzzle:

- a. Define the issue and write it down.
- b. Gather information. Seek insight not just information.
- c. Question your first impressions.
- d. Outline a strategy.

KEY
POINTS

3. Set a _____.

"Again and again the impossible problem is solved when we see that the problem is only a tough decision waiting to be made." Dr. Robert Schuller

A Deadline Should Be Set When:

- a. Others depend on our decision.
- b. It is part of a larger decision.
- c. Our homework is complete.
- d. Our decision will not be a pleasant one.
- e. Our fear of failure delays our decision.

4. Make sure the _____ is right.

The wrong decision at the wrong time is a _____.

The wrong decision at the right time is a _____.

The right decision at the wrong time is _____.

The right decision at the right time is a _____.

5. Seek _____ from the right people.

Proverbs reminds us several times that there is wisdom in much counsel. Why seek greater participation from others? One compelling reason is the great need. No single leader today can possibly know enough about all the areas of ministry they're involved in to be able to make intelligent solo decisions. Second, good leaders know that no decision will succeed without buy-in from their people.

As one leader said: "Remember, the boss can't execute decisions alone, and execution is 90% of the job. What we have learned the hard way is that conceptual planning needs to involve everybody who is accountable for turning plans into reality."

6. Make your decisions based on your _____ and _____.

Cowardice asks the question: Is it safe?

Consensus asks the question: Is it popular?

Conscience asks the question: Is it right? Dr. Martin Luther King, Jr.

7. Develop _____ that enable you to make the tough call.

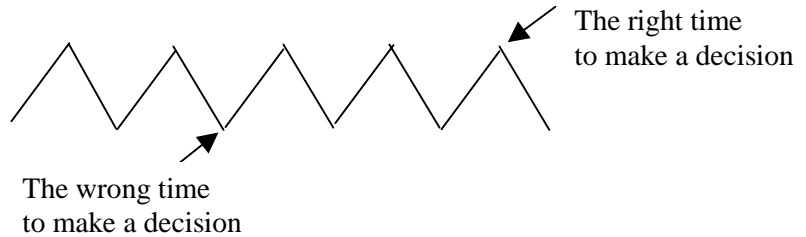
One of the wisest decisions you can make as a leader is to establish systems to help you make decisions. Identify the principles you embrace and use those principles to guide your process.

TRUTH IN A PICTURE

Example for a Board Agenda

- a. Information Items – Discuss what is happening in the organization.
- b. Action Items – Vote on what has been previously discussed.
- c. Study Items – Address issues to be discussed and explored, but not voted on.

Example of Timing for Tough Decisions



8. Understand the _____ of making a tough call.

"The best decision-makers are those who are willing to suffer the most over decisions, but still retain their ability to be decisive." M. Scott Peck

Decisions mean change and change can be threatening. Fears may try to force you back to your comfort zone. Remember to:

- a. See second thoughts as normal. Major steps of faith come with major doubts.
- b. Take time to mourn what you are leaving behind. It's OK to grieve the loss.
- c. Accept the principle of trade-offs. Take hold of the new and let go of the old.
- d. Pray for strength and passion. You will find courage, as Jesus did in Gethsemane.

"Successful leaders dare to be unpopular when they have to make tough decisions...and they accept that there may be long periods before the rewards of their efforts finally appear." Andrew Sherwood

9. Understand _____ part and _____ part.

"My obligation is to do the right thing. The rest is in God's hands." Martin Luther King, Jr.

We must live just like the three Hebrew children in Daniel 3:15-18. They determined to do what was right and trust God for the results.

10. Pray for _____ and _____.

"If any of you lacks wisdom, let him ask God, who gives to all men generously and without reproach, and it will be given to him." (James 1:5)

"I have been driven many times upon my knees by the overwhelming conviction that I had nowhere else to go. My own wisdom and that of all about me seemed insufficient for that day." Abraham Lincoln

ASSESSMENT: Identify two tough decisions in front of you. How are you handling them?

APPLICATION: Based on the list above, what steps should you take to handle these decisions well?

ACTION PLAN

ANSWER KEY – MLM Book 6, Lesson 2: Leadership and Credibility: Making the Tough Call

The Leadership Equation

CHARACTER COMPETENCE CREDIBILITY

ANSWER
KEY

What Makes a Tough Call?

1. THE UNPOPULAR CALL
2. THE SERVANTHOOD CALL
3. THE TRADE OFF CALL
4. THE CHARACTER CALL
5. THE COSTLY CALL
6. THE INEXPERIENCED CALL
7. THE EGO CALL
8. THE CONFRONTATION CALL
9. THE INFLUENCE CALL

Common Ingredients in Tough Calls

1. ENERGY TIME PRAYER
2. RISK
3. QUESTIONED CRITICIZED
4. COSTS
5. LIFTS

Ten Helps in Making the Tough Call

1. LEADERSHIP
2. HOMEWORK
3. DEADLINE
4. TIMING
5. COUNSEL
6. PRINCIPLES VALUES
7. SYSTEMS
8. EMOTIONS
9. YOUR GOD'S
10. DISCERNMENT COURAGE
- DISASTER
- MISTAKE
- UNACCEPTANCE
- SUCCESS

BIBLICAL
BASIS

The Leader's Time: Tick Tock, Manage the Clock

How to Steward Time and Manage Opportunities

"Teach us to number our days, O Lord, that we may apply our hearts with wisdom and let the beauty of the Lord our God be upon us, and establish the work of our hands; Yes, establish the work of our hands." (Psalm 90:12, 17)

Leaders around the world agree: one of the greatest needs of their life is more time. Most admit that they don't manage their time as wisely as they should. Leaders are inundated with opportunities and activities, and frequently end up merely reacting to life instead of leading from a sense of purpose. There's just too much to do! One leader said: "God put me on this earth to accomplish a certain number of things. Right now-I am so far behind that I will never die!"

Basic Facts on Time Management

1. We all _____ time.
2. We cannot _____ time.
3. We must accept this fact: time is the most _____ resource to mankind.
4. We cannot do anything to _____ the quantity of time.
5. We can only _____ time.
6. We can do anything, but we cannot do _____.
7. We must accept the fact that we all _____.

Management consultant, Peter Drucker once said, "Perhaps nothing else distinguishes effective executives as much as their loving care of time." It is an interesting paradox we have today. Why is it that in primitive societies, nobody had a watch, but everybody had time. Yet, in today's society, nobody has time, but everybody has a watch! Where does time go that we gain by moving information faster than we did before? Why is it that we don't have more time with all the technology we've added to our lives? It's simple. We keep adding more information and activity to our lives. Our expectation for productivity has increased. And leaders are exhausted with the pace of our lives.

Timely Advice about Time

1. Become _____ conscious.

Time conscious leaders are always aware of time and how it is used. They live in light of the big picture, managing each project in view of the total mission they seek to fulfill. They treat time as a valuable commodity. They recognize that time is even more valuable than money – you can always get more money, but you can never get more time. Effective leaders don't spend it...they invest it for a return in God's Kingdom. They act as if nothing is worth more than the time they have today.

Question: Am I conscious of how my time is spent each day? Do I recognize wasted time?

KEY
POINTS

What Time Is it for You by Life's Clock?
(A Parallel of a 70-Year Life Span with a 24-Hour Day)

If you are 20.....it's 11:08 a.m.

If you are 25.....it's 12:25 p.m.

If you are 30.....it's 1:25 p.m.

If you are 35.....it's 2:59 p.m.

If you are 40.....it's 4:16 p.m.

If you are 45.....it's 5:43 p.m.

If you are 50.....it's 6:50 p.m.

If you are 55.....it's 8:08 p.m.

If you are 60.....it's 10:11 p.m.

If you are 70, it's approaching midnight!

TRUTH IN A
PICTURE

2. Make a personal _____ for each week.

Our days are identical luggage...all the same size...but some people can fit more into their days than others. A detailed written account of how you spend each day is essential to mastering your time. After all, the amount of work we could finish is infinite – it's the hours in a day that are limited.

Question: Do you keep track of your time? What do you discover when you keep a record?

3. Identify your major _____ and eliminate one per week.

Henry Ford said, "It has been my observation that most people get ahead by using time that others waste." Leaders must not only know what consumes their time, but they must begin to eliminate those wasteful activities one at a time. When you identify the tasks that waste time, you have three options:

1. Discontinue them – Simply remove them from your calendar.
2. Delay them – If they must be done, perhaps there's a better time to do them later.
3. Delegate them – Identify someone who is gifted to take on the task.

4. Place a _____ on each activity.

Once you determine the value, you will make better use of your time. Most of us operate under pressure rather than priorities. I suggest you develop a criteria for what is most important in your life and ministry. Develop not only a list of "core values," but also a list of "core activities" you will pursue each week. Review this list twice a year to re-evaluate your top priorities.

Question: Do you know the value of each activity you perform each week?

5. Be _____-oriented, rather than activity-oriented.

Activity does not necessarily equal accomplishment. Don't measure your success by how busy you are. Many leaders pride themselves on being busy; it is like they've earned a trophy for having so many people wanting their time, and being solely responsible for so many tasks. This gives a false sense of accomplishment. Jesus never rushed, but He got everything done His Father in heaven called Him to do. His goal was not to be busy, but to be fruitful.

Question: Do you measure how busy you are or how productive you are each day?

KEY
POINTS**6. Understand the value of _____.**

Planning often seems like such a waste of time. It feels too idle. Leaders frequently just want to get busy doing the task. But every minute spent in planning saves ten minutes in execution. Our God is a God of order. He tells us in the book of Isaiah that He planned the creation of the world. We know that Noah planned before he built the ark. Nehemiah planned before he and his team of builders executed the construction of the wall around Jerusalem. Planning is part of effective leadership. Consider this. In order to plan effectively, you must know...

- What work is to be done
- How it is to be done
- When it is to be done
- Where it is to be done
- How fast it can be done

Question: Do you take the time to plan your work each day? Why or why not?

7. Stay on your _____.

Top leaders must work to keep the main thing the main thing. You must help your team focus on the right agenda and not get sidetracked. For instance, one pastor in Canada does this well. He opens up his board meetings each month by reminding the elders of their purpose. Although they are business meetings, he begins them by saying: "Gentlemen-we are meeting tonight to win souls. Every decision we make should enhance that agenda, not distract us from it."

Question: The question is not *will* your calendar be full, but rather *what* will fill your calendar?

8. Keep _____ where it belongs.

When we do something for someone else that they should do for themselves, we let them do something to us no one should do – steal our time and energy. Keep these items in mind:

- a. Decisions should be made at the lowest level possible.
- b. Don't allow staff to bring you problems without bringing possible solutions.
- c. Empower others by believing they can keep commitments without being rescued.
- d. Follow the 80/20 Rule of Responsibility: Let others do the first 80%; you finish the final 20% of the project.

Question: When you give responsibilities away-do you tend to take them back?

9. Assess your _____ level and _____.

Ask yourself such questions as:

- How much stress can I handle?
- How much "down time" do I require?
- How many hours can I spend each day working, being with people, being creative?
- What are THE most productive hours in my day?
- When should I handle administrative tasks and when should I do creative work?

Question: Do you understand your temperament? Do you recognize your energy level?

10. Develop _____ for regular tasks and simplify everything.

Each of us has regular tasks each week. We should find systematic ways to perform them, to free up our minds and time to do creative work. Pastors should come up with a system for filing what they read for sermon preparation. Keep a book with you when you travel, so no time is wasted if you are delayed. Develop a system for correspondence and for returning phone calls. Handle mail only once; either throw it away, take action on it, or file it. Identify a place where you cannot be interrupted. Here's an assignment: list the activities you do each week. Then, create the most effective system you can for accomplishing those tasks. When you implement the system, production will likely go up 30 percent.

Question: Do you have a system for all of your regular tasks?

11. Do the project _____ the first time.

It has been wisely said: If you don't have the time to do it right, when will you have the time to do it over? Once you decide an activity is a priority, invest the time to follow through and do it well. Honor God by doing the project with excellence. Colossians 3:17 reminds us: "Whatever you do in word or in deed, do all in the name of the Lord Jesus."

Question: Do you execute some tasks half-heartedly?

12. Place _____ on yourself.

Someone once suggested that two things are necessary to accomplish important tasks: a plan and not enough time. For some reason, humans perform better when they know there is an allotted time to finish the job. Leaders are no different. Your scheduled deadlines will always let you know whether you are ahead or behind on your work. They become an accountability partner.

People who procrastinate are interruption prone. They welcome interruptions and use them as an excuse for not setting deadlines or getting the job done.

Procrastinators welcome the opportunity for diversion from duty. Deadlines are the cure for delay and indecision.

Question: Have I set deadlines on my work?

13. _____ wisely.

Finally, good leaders handle their time wisely by becoming good at delegation. This does not mean they "dump" tasks on others. It means they think about what person is best for each task that arises. In order to do this, they ask themselves:

- a. What are my strengths and priorities?
- b. What are the strengths of my team members?
- c. What exactly is the task that must be done?
- d. Have I provided the resources for someone to do it?
- e. Have I clarified the level of their authority to make decisions?

Question: When you give responsibilities away-do you tend to take them back?

ASSESSMENT: Review the list above. Which of the items do you do well? Which need improvement?

APPLICATION: List two steps you can take to be a better steward of your time. When will you take them?

KEY
POINTS

ACTION
PLAN

**ANSWER
KEY****ANSWER KEY – MLM Book 6, Lesson 3:
The Leader's Time: Tick, Tock, Manage the Clock****Basic Facts on Time Management**

1. WASTE
2. CHANGE
3. IMPORTANT
4. INCREASE
5. STEWARD
6. EVERYTHING
7. PROCRASTINATE

Timely Advice about Time

1. TIME
2. TIME LOG
3. TIME WASTERS
4. VALUE
5. RESULT
6. PLANNING
7. AGENDA
8. RESPONSIBILITY
9. ENERGY TEMPERAMENT
10. SYSTEMS
11. RIGHT
12. DEADLINES
13. DELEGATE

Leadership and Relationships: They Make Me or Break Me

Relationships are the Key to a Leader's Success

"Therefore, if you bring your gift to the altar, and there remember your brother has something against you, leave your gift there before the altar and go your way. First be reconciled to your brother, and then come offer your gift." (Matthew 5:23-24)

BIBLICAL
BASIS

Jesus taught that the Kingdom of God is built on relationships. While we embrace doctrine and theology, those issues are not the core of our Christian faith or our leadership. What separates us from all the religions of the world is this: our faith is built on relationships. When Jesus was asked to summarize the most important command, He responded, "You shall love the Lord your God...and you shall love your neighbor as yourself" (Matthew 22:37-39). He listed a vertical relationship and a horizontal relationship. In the passage above, Jesus teaches that an offended relationship is a spiritual issue and takes precedence over religious sacrifice. For Christian leaders, we cannot assume we are successful unless we master the art of leading healthy relationships.

A Relationship Survey

Let's begin this lesson with a quick survey on how you handle relationships. Circle your answer.

QUESTION...	YES/NO
1. Do you feel anxious when a particular person has called and left a message?	Y / N
2. Have you recently been in a relationship that drains you of energy or enthusiasm?	Y / N
3. Is it difficult to name three friends with whom you can share your worst sins?	Y / N
4. Do you sometimes dread having to see a particular person in a social situation?	Y / N
5. Do you have several relationships in which you give more than you receive?	Y / N
6. Is it hard for you to put in the effort to maintain a close friendship?	Y / N
7. Is your creativity blocked from a preoccupation with unhealthy relationships?	Y / N
8. Do you become more self-critical and uncomfortable in the presence of people?	Y / N
9. Are you irritable because of unresolved frustrations with people?	Y / N
10. Do you have imaginary conversations with people, causing internal conflict?	Y / N

SCORING: Total the number of Y's you gave yourself. If you have seven or more of them, you are in need of raising your relationship quotient. You are experiencing high-maintenance relationships and the emotional expense can drain you of the energy you need to lead. You probably need more healthy relationships in your life.

The Power of Perspective

Your perspective as you enter a relationship will greatly impact how that relationship turns out. For instance, show me a person who sees themselves negatively, and I will show you a person who sees others in a negative way. We act as we see ourselves. In fact, it is impossible to consistently perform in a manner that is inconsistent with the way we see ourselves.

People who like themselves, tend to like others as well. Those who distrust themselves, also tend to distrust others as well. Jesus told us to "love our neighbor as we love ourselves" (Matthew 22:39). We are prone to do just that—we love others only so far as we love ourselves. Unfortunately, we don't see our distorted perspective, and we blame others for the negative feelings we have of ourselves. Jesus asked a good question when He said: "Why do you look at the speck that is in your brother's eye, but do not notice the log in your own eye" (Matthew 7:3)?

Reflect on the following questions as we progress into this lesson:

- How do I see _____?
- How do _____ see me?
- How do I see _____?

The Role of Responsibility

Romans 12:18 tells us: "If possible, so far as it depends on you, be at peace with all men."

A paraphrase of that passage might be: Do the best you can to get along with everyone. But realize that once in a while you will have a relationship with a difficult person that may fall short of the ideal. The key is to make a decision to respond well.

The key to successful relationships is _____.

Leaders must affirm the following statements:

1. I am responsible for how I treat _____.
2. I am not responsible for how they treat _____.
3. I will take the high road and lead people well by _____, not reaction.
4. I must _____ myself and others the way God does.
5. I am _____ for how I respond to those who are difficult.

Take the High Road with People

Let's take a look at some of the people you will probably meet during your lifetime, and how you can best lead them. Leading well requires you to choose to take the high road and do what is right in each of these relationships.

1. _____ – This person constantly complains and gives unwanted advice.

Ways to Handle the Critic:

- Communicate your care by listening to them, but challenge them to offer solutions.
- Warn your top leaders of the poison they may spread through criticism.
- Ask the critic to be part of solving the problems they bring up.

CHECK YOUR
HEART

KEY
POINTS

2. _____ – This person feels like the victim and swims in a pool of self-pity.

Ways to Handle the Martyr:

- ♦ Make them aware that moodiness is a choice.
- ♦ Teach them that a leader is responsible to be "up" for those they lead.
- ♦ Expose them to people with real problems, to give them perspective.
- ♦ Never reward self-pity.

3. _____ – This person is always pessimistic and is a drain on the relationship.

Ways to Handle the Wet Blanket:

- ♦ Be honest with them.
- ♦ Don't expect them to change as long as they offer excuses.
- ♦ Point to past successes that they thought would fail.
- ♦ Don't let them dampen your enthusiasm.

4. _____ – This person rolls over others and enjoys intimidating people; they are aggressive and can be hostile.

Ways to Handle the Steamroller:

- ♦ Consider the influence they have before you act.
- ♦ Try to reason with them, and expose them to their insensitivity.
- ♦ Identify the issue they are pushing for or against.
- ♦ Take a stand when it clearly is an obvious right and wrong issue.

5. _____ – This person surrounds himself/herself with negative people; they gossip and spread rumors that poison.

Ways to Handle the Garbage Collector:

- ♦ Confront them with the people about whom they are talking.
- ♦ Challenge their statements with objective truth.
- ♦ Allow exposure to destroy their credibility.
- ♦ Expose them to the church leaders and warn of what's happening.

6. _____ – This person is unable to let go and trust both God and people. They have to be in control.

Ways to Handle the Control Freak:

- ♦ Do not give them highly visible positions of authority.
- ♦ Remind them of Scriptural commands to trust God and others.
- ♦ Communicate that control is a myth-no human is ever really in control of life.
- ♦ Review with them the many times God came through and provided for them in the past.

7. _____ – This person frustrates others by living in their own world, oblivious to the needs of others and the big picture.

KEY
POINTS

Ways to Handle the Maverick:

- Don't evaluate your leadership by the maverick's response.
- Don't put them into a team ministry position.
- Don't give them a leadership role until they can see beyond themselves.
- Discover what motivates them, and encourage them to see the bigger picture.

8. _____ – This person is irrepressibly two-faced and hypocritical; his/her message changes with the crowd.

Ways to Handle the Back Stabber:

- Meet with them and communicate your desire to trust them.
- Gently confront them with specific examples of their hypocrisy
- Involve others who have experienced their two-faced ways, for concrete evidence.
- Don't give them authority until you see them change their ways.

9. _____ – This person disengages and avoids contact.

Ways to Handle the Cold Shoulder:

- Don't reward childish behavior by running after them each time they distance themselves.
- Do meet with them and ask if you've done something to hurt them.
- Dig deep to discover the real issues that cause them to avoid you.
- Don't endorse them or their behavior.

10. _____ – This person builds steam and often erupts; they are explosive, unpredictable and unapproachable.

Ways to Handle the Volcano:

- Remove them from the crowd.
- Remain calm. Ask them to sit down.
- Ask them to repeat details to be clear on issues; remove hearsay and exaggeration.
- Give a soft, clear answer.
- Hold them accountable.

11. _____ – This person is constantly in need, but gives nothing back. They use people.

Ways to Handle the Sponge:

- Set limitations on your ability to help.
- Don't let them manipulate you or the situation.
- Require responsibility; challenge them that maturity means giving and receiving.
- Don't feel obligated or guilty by their demands.

12. _____ – This person keeps score on everything. They want to beat others and often feel that life is unfair.

Ways to Handle the Competitor:

- Remind them that a Christian's role is to "complete" others not to compete with others.
- Inform them of others who have lost more than they have.

- Let them know that keeping score will destine them to a life of misery.
- Join them in finding positive ways their competitive spirit can be used by God.

General Rules When Handling People

- a. Love them.
- b. Ask God for wisdom.
- c. Stay healthy yourself.
- d. Do not give special positions to help people get better.
- e. Be honest with God, yourself and them.
- f. Keep healthy people in leadership.

***ASSESSMENT:** Identify one person that has been difficult to lead. Do they fit into one of the descriptions above?*

**ACTION
PLAN**

***APPLICATION:** Write down a game plan on how you will deal with them.*

**ANSWER
KEY****ANSWER KEY – MLM Book 6, Lesson 4:
Leadership and Relationships: They Make Me or Break Me**

Reflect on the following questions:

MYSELF

OTHERS

OTHERS

Role of Responsibility:

RESPONSIBILITY

Leaders must affirm the following statements:

1. OTHERS
2. ME
3. CHOICE
4. SEE
5. RESPONSIBLE

Take the High Road with People

1. THE CRITIC
2. THE MARTYR
3. THE WET BLANKET
4. THE STEAMROLLER
5. THE GARBAGE COLLECTOR
6. THE CONTROL FREAK
7. THE MAVERICK
8. THE BACK STABBER
9. THE COLD SHOULDER
10. THE VOLCANO
11. THE SPONGE
12. THE COMPETITOR

The Leader as a Coach: Building an Effective Team

How to Enlist and Empower the Right People for the Task

And the Lord said, "Behold they are one people, and they all have the same language... And now nothing which they purpose to do shall be impossible for them." (Genesis 11:6)

BIBLICAL
BASIS

As a leader, you will face the challenge of finding the right people for your team, communicating your vision, and developing them into a cohesive team; a team that not only possesses great individual talents, but also they work well together. Wow. It might make you tired just thinking about it. Let's begin by looking at some principles of teamwork from Dr. Maxwell's book, *The 17 Indisputable Laws of Teamwork*. We believe these principles are both universal and timeless:

1. The Law of _____: One is too small a number to achieve God's purposes.
2. The Law of the _____: The goal is more important than the role.
3. The Law of the _____: All team members have a place where they add the most value.
4. The Law of the _____: Vision gives team members direction and confidence.
5. The Law of the _____: Rotten attitudes can ruin a good team.
6. The Law of _____: Interaction fuels action.
7. The Law of the _____: The strength of the team is impacted by its weakest link.

Teams are what God uses to accomplish His purposes. He usually calls an individual to a vision, then that individual realizes the vision is bigger than he is. Eventually, this individual recognizes he must become a leader because other people are needed to reach the goal. The vision is God-sized, not human-sized! Finally, the leader recognizes he must develop this group of people into a team that works well together. There is a difference between a group and a team.

Genesis 11:6

In Genesis 11:6, God speaks of the team of people who were building the Tower of Babel. These people were acting independently from God, accomplishing their own goals, not the Lord's. However, it is a great illustration of the power of teamwork. Even God thought so! What do we learn from them about teamwork?

1. They shared a _____.
"Behold, they are one people..." A common identity means we experience shared values.
2. They shared a _____.
"...they all have the same language." A common language means we communicate well.
3. They shared a _____.
"...nothing shall be impossible for them." A common goal means we share vision/purpose.

Discussion: Does your team share these three characteristics?

Recruiting and Enlisting Team Members

Your first step in team building is to find the right people. In fact, the most important part of any organization is how the staff is put together. Great athletic coaches know they must have talent to win games. Therefore, they take a major role in hiring team members. Winning is not an accident.

Small organizations such as churches often make the mistake of thinking they can get by with inferior team members (both staff and volunteers) because they are small. The opposite is true. In a corporation of one hundred employees, if one is inferior, the loss is only one percent. But if a church has a leadership team of two and one is inferior, the loss is fifty percent!

When Choosing Team Members

Look for people with the following qualities. (In English this list spells GIFTS). Try to find team members who are:

_____ – They have abilities in the areas where you have needs.

_____ – They are leaders who have influence in their circles.

_____ – They get results and do what it takes to get the job done.

_____ – They have integrity. It's difficult to train for character.

_____ – They have a generous, servant's heart.

Bible Example: Jesus had definite expectations of His disciples when He chose them. He prayed all night; then He specifically chose twelve men who turned out to be faithful and available. They showed initiative, they were teachable and they were hungry. He didn't leave the selection of His team to chance! Your expectations of each team member should be clear in their minds. Here are some expectations you might communicate to each person you add to the team:

1. Attitude – You expect them to keep a positive attitude on the job.
2. Growth – You expect them to continue growing as a person and as a leader.
3. Relationships – You expect them to work with others as a team.
4. Mentoring – You expect them to be developing other leaders.

Sharing Your Vision with Team Members

Once you have your team in place, you will want to communicate the God-given vision this team will be pursuing. Remember, team members will catch your vision at different rates. Some will understand it and embrace it quickly. Others may need to hear it several times. Author Howard Gardner teaches us that people have preferences as to how they capture a vision. You will want to be creative in how you cast the vision. Some people are...

1. _____ – They catch the vision by hearing a leader describe it verbally.

Application: You will want to teach and preach about the vision.

2. _____ – They catch the vision through pictures and images.

Application: You may want to have some visual aids to help show them the future vision.

EXAMINE
THE WORD

3. _____—They catch the vision by receiving statistics and facts about it.
Application: You will want to communicate the facts and figures surrounding the vision.
4. _____—They catch the vision by hearing a song on the theme of the vision.
Application: You might ask a team member to write an inspirational song that captures the idea.
5. _____—They catch the vision in the midst of small group interaction.
Application: You will want to host small discussion groups on the vision.
6. _____—They catch the vision through personal thinking and reflecting time.
Application: You may want to create a devotional guide to allow a person to reflect on the vision.
7. _____—They catch the vision kinesthetically through experiences and movement.
Application: You may want to host an experience such as walking on the new property.

Bible Examples: Nehemiah first communicated his vision to rebuild Jerusalem's walls to a group of men in Nehemiah 2:16-18. They fulfilled that dream in a record 52 days! From this story, however, we learn that the team got discouraged about halfway through the project. So, Nehemiah gathered them together – and communicated the vision again. Nehemiah teaches us that people need to continue hearing the vision even as they work toward its fulfillment. (The wall builders needed to hear it every 26 days – so it might be good to remind your people of the vision at least once a month.)

What qualities did Jonathan and David possess that created such a powerful partnership? We examined this important truth in an earlier *Million Leaders Mandate* lesson. A quick review of I Samuel 20 reminds us of the ingredients that create an effective partnership.

Removing and Replacing Team Members

This is one of the most difficult tasks for a Christian leader. No one enjoys telling someone else they are failing to do their job. Keep in mind, you may simply need to consider finding a better position for a failing team member. Maybe you simply have the right person in the wrong place. However, from time to time, every leader makes a mistake and enlists the wrong person. They simply don't fit on the team.

Questions to Ask Before Removing a Team Member:

1. **Has the project or the ministry outgrown the person or vice-versa?**
Do they no longer fit the position because they have grown, or because they can't keep up?
2. **Who believes this team member needs to be replaced?**
If you are the only one who thinks this person has failed, take caution. Get confirmation.
3. **What will be the basis of his / her dismissal?**
Areas where you have good grounds to dismiss a team member are:

a. Failed character	c. Bad attitude
b. Relational problems	d. Incompetence

EXAMINE
THE WORD

CHECK YOUR
HEART

How to Remove a Team Member

1. Do it _____.

A personal encounter allows you to communicate your heart. It also communicates they are important. To simply write a letter or note is too cruel. The news should be delivered promptly and directly by the leader who is taking action, so rumors don't spread to the team member before the leader can get to them.

2. Do it _____, without bitterness or malice.

When the dismissal is uttered, the team member may become angry or defensive. Be gentle. Remember, a "soft answer turns away wrath" (Proverbs 15:1). Don't communicate any bitterness or malice, but be honest. Gentleness doesn't require deception. Proverbs 27:6 says, "faithful are the wounds of a friend." Details on the decision may be discussed at a second meeting after the emotional grief has dissipated.

3. End their _____ quickly.

The longer a team member remains in the wrong position, the lower the productivity, and often the more they depress others around them. If possible replace them quickly, even if it is temporary. Allow them and your organization to make progress toward the next step.

4. Be _____.

Leaders must be of "one mind" as to when and why they remove a team member. Lead your organization by principles that the team can align themselves with and clearly understand.

5. Be _____.

All the facts do not need to be divulged to those whose interest is slander or gossip. For instance, sharing the details of a moral failure may serve to worsen the situation instead of strengthen it. Choose your words cautiously and look out for the future ministry of the person you remove.

6. Help the person find their _____ step.

Although you may have no moral obligation to help the team member find their next position, be on the look out for an opportunity that fits them. It is always great when you can offer a solution to the challenge you've just created for them. Help them find a place that fits their gifts and heart.

7. Anticipate the _____.

When the team member leaves, anticipate where he will go and what he will say. For the team that remains, anticipate who will be hurt, how the change will affect them, and the best replacement for the lost team member. Let your team know you anticipate these difficulties when you make such decisions.

Building Your Team

Team building is an important part of a leader's job. Once you have the right team members, and they know the vision they are pursuing, you must move the members from a "group" to a "team."

Evaluate how well you experience each of the following characteristics of team building. Give yourself a score between 1 and 5 (1 means poor and 5 means excellent).

Characteristics of Good Team Building:	Score
1. Team members have a high level of interdependence among themselves.	_____
2. The team leader has good people skills and is committed to a team approach.	_____
3. Each team member is willing to contribute.	_____
4. The team develops a relaxed climate for communication.	_____
5. Team members develop mutual trust.	_____
6. They are prepared to take risks.	_____
7. The team is clear about goals and establishes specific targets.	_____
8. Team members' roles are defined.	_____
9. They know how to evaluate mistakes without making personal attacks.	_____
10. The team has the capacity to create new ideas.	_____

ASSESSMENT: Which of the four sections of this lesson must you work on first?

ACTION
PLAN

APPLICATION: What is one step you can take to enlist and empower your team?

ANSWER
KEY**ANSWER KEY – MLM Book 6, Lesson 5:
The Leader as a Coach: Building an Effective Team****Universal and Timeless Laws**

1. SIGNIFICANCE
2. BIG PICTURE
3. NICHE
4. COMPASS
5. BAD APPLE
6. COMMUNICATION
7. CHAIN

Genesis 11:6

1. COMMON IDENTITY
2. COMMON LANGUAGE
3. COMMON GOAL

When Choosing Team Members

GIFTED
INFLUENTIAL
FRUITFUL
TRUSTWORTHY
SERVING

Sharing Your Vision with Team Members

- | | |
|------------------------|------------------------|
| 1. <u>WORD SMART</u> | 5. <u>PEOPLE SMART</u> |
| 2. <u>VISUAL SMART</u> | 6. <u>SELF SMART</u> |
| 3. <u>LOGIC SMART</u> | 7. <u>BODY SMART</u> |
| 4. <u>MUSIC SMART</u> | |

How to Remove a Team Member

1. PERSONALLY
2. GENTLY
3. RESPONSIBILITIES
4. CONSISTENT
5. DISCRIMINATING
6. NEXT
7. PROBLEMS

The Ultimate Purpose of Leadership

Fulfilling the Great Commission as a Leader

(Adapted from material from Global Focus, Inc., Atlanta, Georgia, USA)

Dr. Larry D. Reesor, Founder/President

"...so that all nations might believe and obey Him." (Romans 16:26b)

As you continue your leadership journey, it is essential to understand why God desires for you to deepen your leadership skills. Is it just for your personal growth? Is it just for the growth of your local church? Or is there a larger purpose – a purpose beyond your own life, your church and even your community? The answer is YES! The ultimate purpose for your personal leadership development is to be more effective in your role of advancing the growth of His kingdom around the world!

God and His Plan for the People of the World

Principle #1 – _____ Is the Center of _____ Things.

"... all things were created by Him and for Him." (Colossians 1:16)

"... it was fitting that God, for whom and through whom everything exists." (Hebrews 2:10)

Principle #2 – God Desires for _____ the People in the World to _____ Him through Jesus Christ.

1. Old Testament Illustrations

"I will bless those who bless you, and whoever curses you I will curse; and all peoples on earth will be blessed through you." (Genesis 12:3)

"... so that all the peoples of the earth may know that the Lord is God and that there is no other." (1 Kings 8:60)

"May God be gracious to us and bless us ... that your ways may be known on earth, your salvation among all nations." (Psalm 67:1-2)

2. New Testament Illustrations

"But the angel said to them, 'Do not be afraid. I bring you good news of great joy that will be for all the people. Today in the town of David a Savior has been born to you; He is Christ the Lord.'" (Luke 2:10)

"Therefore go and make disciples of all nations ..." (Matthew 28:18)

"... so that all nations might believe and obey Him." (Romans 16:26b)

"He is the atoning sacrifice for our sins, and not only for ours but also for the sins of the whole world." (1 John 2:2)

BIBLICAL
BASIS

Principle #3 – God Desires _____ the People of the World to _____ Him.

"And they sang a new song: 'You are worthy to take the scroll and to open its seals, because You were slain, and with Your blood You purchased men for God from every tribe and language and people and nation.'" (Revelation 5:9-10)

"Missions is not the ultimate goal of the Church. Worship is. Missions exists because worship doesn't. Worship is ultimate, not missions, because God is ultimate, not man. When this age is over, and the countless millions of the redeemed fall on their faces before the throne of God, missions will be no more. It is a temporary necessity. But worship abides forever ..." – John Piper, *Let the Nations Be Glad*

QUESTION: In light of the above truth, how should this affect our priorities as a leader?

The People of the World

Reality #1 – People must first _____ of God before they can know Him through Jesus Christ and worship Him.

"How can they believe in the one of whom they have not heard?" (Romans 10:14)

Reality #2 – Only a _____ of the world is hearing of Christ today.

- ♦ The world population is _____ billion... and growing.
- ♦ _____ billion live in areas where there is access to the Gospel.
- ♦ _____ billion live in areas where there is little or no access to the Gospel.

Reality #3 – How we _____ the world determines how we feel about the world (our motivation) and how we respond to its needs (our action).

"When Jesus landed and saw a large crowd, He had compassion on them ..." (Mark 6:34)

QUESTION: How does God see the people of the world?

Perspective #1 – Peoples (Ethnos)

"Therefore go and make disciples of all nations ..." (Matthew 28:19)

1. The historical perspective focused on _____.
2. A more accurate perspective focuses on _____ or ethnic groups.

Perspective #2 – Reached or Unreached

"Therefore go and make disciples of all nations ..." (Matthew 28:19)

1. Some measure _____ ("saved" or "lost"). This is God's part.
2. Some measure _____ ("reached" or "unreached"). This is our part.

"It has always been my ambition to preach the gospel where Christ was not known..." (Romans 15:20)

KEY
POINTS

"Although all people equally need the Gospel, the Gospel is not equally accessible to all people." – Dr. Larry D. Reesor

Perspective #3 – Potential Worshippers

1. _____ Worshippers

"At the name of Jesus every knee will bow, in heaven, on earth and under the earth, and every tongue confess that Jesus Christ is Lord, to the glory of God the Father."
(Philippians 2:10-11)

2. _____ Worshippers

"After these things I looked, and behold, a great multitude, which no one could count from every nation and all tribes and peoples and tongues, standing before the throne and before the Lamb, clothed in white robes and palm branches were in their hands ..."
(Revelation 7:9)

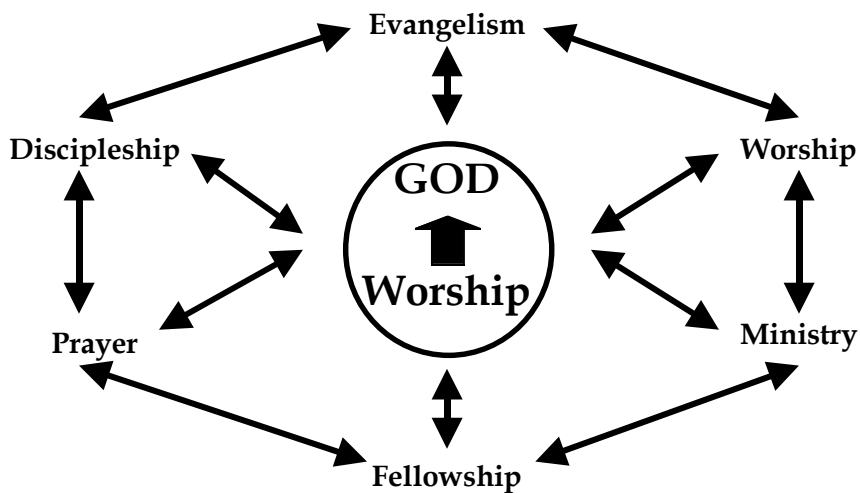
God wants all people to be *VOLUNTARY* worshippers!

QUESTION: What is your ministry doing right now to reach the unreached?

The Church Is God's Instrument of Mission

As the Body of Christ, the Church is responsible for the Great Commission. The primary physical expression of that universal body is the local church.

1. **The Pattern of Ministry (Acts 2:41-47)**



2. **The Process of Growth (Acts 1:8)**

"But you will receive power when the Holy Spirit comes on you; and you will be My witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth." (Acts 1:8)

CHECK YOUR HEART

TRUTH IN A PICTURE

_____ (Acts 2-7)

The Church functioned well, but only in its own community and culture.

_____ and _____ (Acts 8:1)

The Church spread beyond its community to other cultures only after it encountered persecution.

_____ of the _____ (Acts 13)

The church at Antioch was the first local church God used to intentionally send out cross-cultural "missionaries."

The local church is called to fulfill the pattern of ministry lived out in Acts 2 while at the same time reproducing that ministry beyond its Jerusalem to its Judea, Samaria and to the ends of the earth!

3. "Personalization" – Helping Every Believer Discover Their Role

a. Paul's Picture of the Church – _____

(Romans 12:4-8, I Corinthians 12)

"Just as each of us has one body with many members, and these members do not all have the same function, so in Christ we who are many form one body, and each member belongs to all the others." (Romans 12:4-5)

Principle #1 – _____ – Every member of the Church is a part of *one* Body.

Principle #2 – _____ – Every member has been uniquely gifted by God.

Principle #3 – _____ – In order for the Body to function effectively, *every member* must fulfill his/her personal, unique place of ministry and mission.

b. Helping Every Believer Discover Where They Fit

Every believer should discover their:

S – Spiritual Gifts (I Corinthians 7:7)

H – Heart/Passion (Philippians 2:13, Revelation 17:17)

A – Abilities (Exodus 36:2)

P – Personality (Psalm 139:13-16)

E – Experiences in Life (Romans 8:28)

(This list is referenced in [The Purpose Driven Church](#), by Rick Warren)

God longs for every believer to be engaged in His global, redemptive mission and He has designed you, as a pastor or church leader, to help people discover their unique place of service!

QUESTION: How are you equipping Christians in the Church to serve – and fulfill the Great Commission?

ASSESSMENT: How effective is your congregation at fulfilling the basic ministry functions of a local church (Acts 2:41-47)?

Evangelism –

Discipleship –

Prayer –

Ministry –

Fellowship –

Worship –

**ACTION
PLAN**

APPLICATION: Based on Acts 1:8, invest some time in developing a global growth plan for your local church.

	Jerusalem (Community)	Judea/Samaria (Region/Country)	Ends of the Earth (International)
Where are we trying to reach? (geographical)			
Who are we trying to reach? (cultural)			
How should we reach them? (strategic)			
Who should we partner with? (relational)			

Conclusion: These are exciting days in the Kingdom of God. The Holy Spirit is moving across the world as never before, yet there is so much more to do. God has ordained His Church to be His instrument to communicate the message of redemption to the people of the world. The Church will not be effective in fulfilling its role in God's global plan without effective leadership. Our prayer is that you will be the leader God desires you to be so you can lead God's Church to be the army of God He intends for it to be. May we do it so that all peoples may worship Him!

**ANSWER KEY – MLM Book 6, Lesson 6:
The Ultimate Purpose of Leadership:
Fulfilling the Great Commission**

**ANSWER
KEY**

God and His Plan for the People of the World

GOD ALL
ALL KNOW
ALL WORSHIP

The People of the World

HEAR

PORTION

6.3

4.7

1.6

SEE

1. COUNTRIES
2. PEOPLES

1. RESPONSE
2. ACCESSIBILITY

1. INVOLUNTARY
2. VOLUNTARY

The Church Is God's Instrument of Mission

The Process of Growth

JERUSALEM

JUDEA SAMARIA

ENDS EARTH

Personalization

- a. A BODY
 - UNITY
 - DIVERSITY
 - PARTNERSHIP

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