



MILLION LEADERS MANDATE

NOTEBOOK Three



EQUIPTM
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...

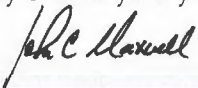
"And these things which you have heard from me, in the presence of many witnesses, entrust these things to faithful men, who will be able to teach others also..." (II Timothy 2:2)

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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Leadership Begins with an Attitude

(Leaders Think and Perceive the World Differently Than Followers Do)

"As a man thinks in his heart, so he is." (Proverbs 23:7)

It is common to assume that leadership is all about skills and techniques. In reality, our leadership begins when we possess the right attitude about our circumstances and ourselves. This is where all change takes place. William James, the father of modern psychology, wrote: "The greatest discovery of my generation is that humans can alter their lives by altering their attitude of mind." Your attitude will determine your action. Your action will determine your accomplishments. Jesus emphasized this principle by teaching that we must get our *heart* in order before we can get our *life* in order. He said that when there are evil treasures in a man's heart, evil emerges. When there are good treasures in a man's heart, good emerges. It's all about what's inside. Real change occurs from the inside out.

Exercise: Write the name of a person you greatly admire. Then write down what it is that causes you to admire that person.

Now, consider the qualities you wrote down. Do they have more to do with attitude, aptitude or appearance? (Circle one) Can you see how important attitude is?

Biblical Principles about Attitudes

1. My attitude as I begin a task will affect its _____ more than anything else.

"As a man thinks in his heart, so he is." (Proverbs 23:7)

In so many situations, the battle is won before the battle has begun. It all has to do with the frame of mind with which we enter the battle. Are we full of faith, hope and optimism? Or, are we negative and doubtful of getting results? This principle was illustrated when Moses sent the twelve spies into the Promised Land. Joshua and Caleb came back with a positive report. The other ten spies returned with a negative report. Their attitude prevailed, and that generation of people never got to enter the land.

Joshua and Caleb

- a. Saw the fruit in the land
- b. Saw themselves in God's hands
- c. Were optimistic about the future
- d. Encouraged stepping out in faith

The Other Ten Spies

- a. Saw the problems in the land
- b. Saw themselves as small and weak
- c. Were pessimistic about the future
- d. Prevented the people from progress

BIBLICAL
BASIS

CHECK YOUR HEART

EXAMINE THE WORD

Attitude Checklist:

- What is my usual attitude at the beginning of a new experience?
- Are there certain new experiences that cause me to feel negative?
- Do these areas help determine my success with God, family, or ministry?

2. My attitude toward _____ determines their attitude toward _____.

"Give and it will be given to you. Good measure, pressed down, shaken together and running over they will pour into your lap. For by your standard of measure it will be measured to you in return." (Luke 6:38)

Generally speaking, people are mirrors. They will reflect the attitude of their leader. You must initiate the attitude you want in return. Leaders must understand this to get results. Jesus said, *"And just as you want people to treat you, treat them in the same way"* (Luke 6:31).

Researchers at a major university reported that a person's success on the job is:

- 13% due to understanding the product
- 87% due to understanding the people

Four Important Leadership Steps with People:

- Remember their name. Nothing makes a person feel more important.
- Recognize their potential. Nothing makes a person feel more unique.
- Request their help. Nothing makes a person feel more useful.
- Reward their efforts. Nothing makes a person feel more valuable.

3. My attitude is the major difference between _____ and _____.

"Watch over your heart and guard it with all diligence, for from it flow the springs of life." (Proverbs 4:23)

The book of Proverbs reminds us of how important our attitude is toward life. Out of our hearts flow the springs of life. Think about it – you are only an attitude away from victory. An Olympic gold medal winner once said, "I believe the only difference between gold and silver medal winners is their attitude, not their ability."

Proverbs also lists some abominations to the Lord. Consider them for a moment: pride, coveting, lust, envy, anger, gluttony and slothfulness. All are matters of the attitude.

Conversely, a right attitude can make up for what you may lack in resources. Many leaders in the past have accomplished great things without any resources other than a positive attitude of faith.

4. My attitude can turn my _____ into _____.

"Have this attitude in you which was also in Christ Jesus, who, although He existed in the form of God, did not regard equality with God a thing to be grasped, but emptied Himself, taking on the form of a servant, and being made in the likeness of men. And being found in appearance as a man, He humbled Himself by becoming obedient to the point of death, even death on a cross. Therefore, God highly exalted Him, and bestowed on Him the name which is above every name..." (Philippians 2:5-9)

Three Phases of a Problem:

- a. Awareness: We have a problem.
- b. Evaluation: What went wrong?
- c. Choice: This is where attitude steps in!

We can begin dreaming or become disappointed. We can start building or start blaming. We can get busy or get angry. We can conquer or quit. Whether the problem becomes a blessing depends on you more than God. He desires to turn all things into blessings (Romans 8:28). Remember that much of the Bible was written by prisoners, oppressed minorities, and those in captivity. The writers rose above their circumstances.

5. My attitude can give me an uncommon _____ on life.

"All things are possible to him who believes." (Mark 9:23)

A political leader once remarked, "Some people see things as they are and say, 'why?' I look at things that are not and say, 'why not?'"

A shoe salesman was sent to a faraway country, and after a few days, he sent back the message: "Coming home; nobody wears shoes here." Another salesman from the shoe company visited the same country. He wrote back to the home office after a few days: "Send more shoes! Nobody has them yet over here!" It was the same situation, but it was seen from a different perspective. Dr. J. Robert Clinton once remarked, "The primary difference between a follower and a leader is perspective. The primary difference between a leader and an effective leader is better perspective."

EXAMINE THE
WORD

6. My attitude is my best _____ or my worst _____.

"The good man out of the good treasure of his heart brings forth what is good; and the evil man out of the evil treasure of his heart brings forth what is evil; for his mouth speaks from that which fills his heart." (Luke 6:46)

Attitudes create momentum — positive or negative — for your ministry. Leaders know this. Business executives say the most important elements for potential employees are:

- 5% availability
- 5% adaptability
- 10% ability
- 0% appearance
- 70% attitude

Note the importance of attitude in both leaders and team members. Practicing psychologists list five rules for evaluating people considered for job promotion: (1) ambition, (2) attitudes toward policy, (3) attitudes toward colleagues, (4) leadership skills, (5) attitudes to pressure on the job.

A survey was taken among customers to discover why they quit buying goods from certain stores. Here is what they discovered: 1% die; 3% move away; 5% other friendships; 9% competitive reasons; 14% product dissatisfaction; and 68% because of an attitude of indifference shown to them by an employee.

EXAMINE THE WORD

7. My attitude, not my _____, will give me happiness.

"I considered all my activities which my hands had done and the labor which I had exerted, and behold it was vanity and striving after the wind and there was no profit under the sun...I know there's nothing better for men than to rejoice and do good in one's lifetime; moreover that every man who eats and drinks sees good in all his labor — it is a gift from God."
(Ecclesiastes 2:11, 3:12-13)

The thoughts in your mind are more important than the things in your life. Too many leaders think if they just could move to a new place or have different circumstances, they would be happy. We call this "destination disease." Leaders must be cured of it.

Personal Evaluation: Have you ever thought these thoughts?

- If I could just serve in a different place, I'd be happier.
- If I just knew that person, I'd be satisfied.
- If things were different here, I would be okay.
- If I would not have done that, I'd feel better about myself.

8. My attitude will change when I _____ to change it.

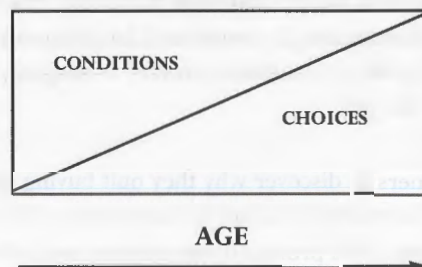
"I call heaven and earth to witness against you today, that I have set before you life and death, the blessing and the curse. Therefore, choose life in order that you may live."
(Deuteronomy 30:19)

We cannot tailor-make the situations of our life and leadership, but we can tailor-make the attitudes to fit them before they arrive. Here is how to tailor-make your attitude:

- Believe it is not what happens *to* you but what happens *in* you that matters most.
- Stop blaming something or someone else for your attitude.
- Evaluate your present attitudes.
- Recognize that faith is stronger than fear.
- Request God to fill you with His Holy Spirit.
- Uncover and write out a statement of purpose.
- Enlist the help of an accountability partner.
- Spend time with the right people.
- Select a model to follow.
- Consume the truth. Soak yourself in the Scriptures!

ACTION PLAN

TRUTH IN A PICTURE



As you mature, life is governed more by your choices than by your conditions or circumstances.

9. My attitude needs continual _____.

"Finally, my brothers, whatever is true, whatever is honorable, whatever is right, whatever is pure, whatever is lovely, whatever is of good reputation, if there is any excellence and if anything is worthy of praise, let your mind dwell on these things." (Philippians 4:8)

Even though the Apostle Paul wrote to mature believers, he still exhorted them to work on their attitudes and watch what filled their minds. Our lives are like sailing a boat or flying a plane. We have a plan for our destination, but there is a need for constant adjustment along the way.

Indicators for Attitude Adjustments

- a. I have not had enough time with God or myself.
- b. My family notices and tells me about my attitude.
- c. My relationship with co-workers becomes strained.
- d. My view of people begins to lower.
- e. My perspective on life becomes cynical.

10. My attitude is _____.

People catch our attitudes like they catch a cold from us by getting close to us!

Question: What positive attitudes do people catch from you?

Question: What negative attitudes do people catch from you?

ASSESSMENT: List the top three attitude problems within your church or organization:

- a. _____
- b. _____
- c. _____

Why do you think these attitudes exist within the majority of the people?

How deeply are these attitudes entrenched within the people?

(How many years? How many people? How many leaders? Is this a problem in you?)

APPLICATION: Develop a strategy for changing these attitudes:

- a. Model the right attitude for the people.
- b. Identify and connect them with leaders.
- c. Disciple leaders in this subject of attitude.
- d. Preach these truths.
- e. Hold the people accountable for their attitudes.

CHECK
YOUR HEART

ACTION PLAN

ANSWER KEY

ANSWER KEY – MLM Book 3, Lesson 1: Leadership Begins with an Attitude

Biblical Principles about Attitudes

1. OUTCOME
2. OTHERS ME
3. SUCCESS FAILURE
4. PROBLEMS BLESSINGS
5. PERSPECTIVE
6. FRIEND ENEMY
7. ACHIEVEMENTS
8. CHOOSE
9. ADJUSTMENT
10. CONTAGIOUS

The Leader's Inner Circle

(Building a Healthy Network of Relationships)

"Two are better than one because they have a good return for their labor. For if either of them falls, the one will lift up his companion. But woe to the one who falls when there is not another to lift him up." (Ecclesiastes 4:9-10)

BIBLICAL BASIS

Every leader needs relationships in his or her life that provide the necessary support and accountability. No man is an island. Building a network of relationships with God and people is a wise step to take toward sustaining your leadership over a lifetime.

Leaders Who Failed

A survey was taken among pastors and Christian leaders who had failed morally. Several hundred pastors were interviewed who had compromised their integrity, fallen into sin, and ultimately lost their ministry. Three consistent observations were made about these fallen leaders:

- a. I had stopped spending time alone with _____ each day.
- b. I had no accountability to _____ in my life.
- c. I never thought this kind of _____ could happen to me.

What We All Need

Leaders can avoid pitfalls by establishing and enjoying close relationships with:

- God (your heavenly Father)
- Family (your spouse and children)
- A Paul (a mentor)
- A Barnabas (an accountability partner)
- A Timothy (an apprentice or disciple who follows you)

Why are these relationships especially crucial for a leader?

There are several reasons:

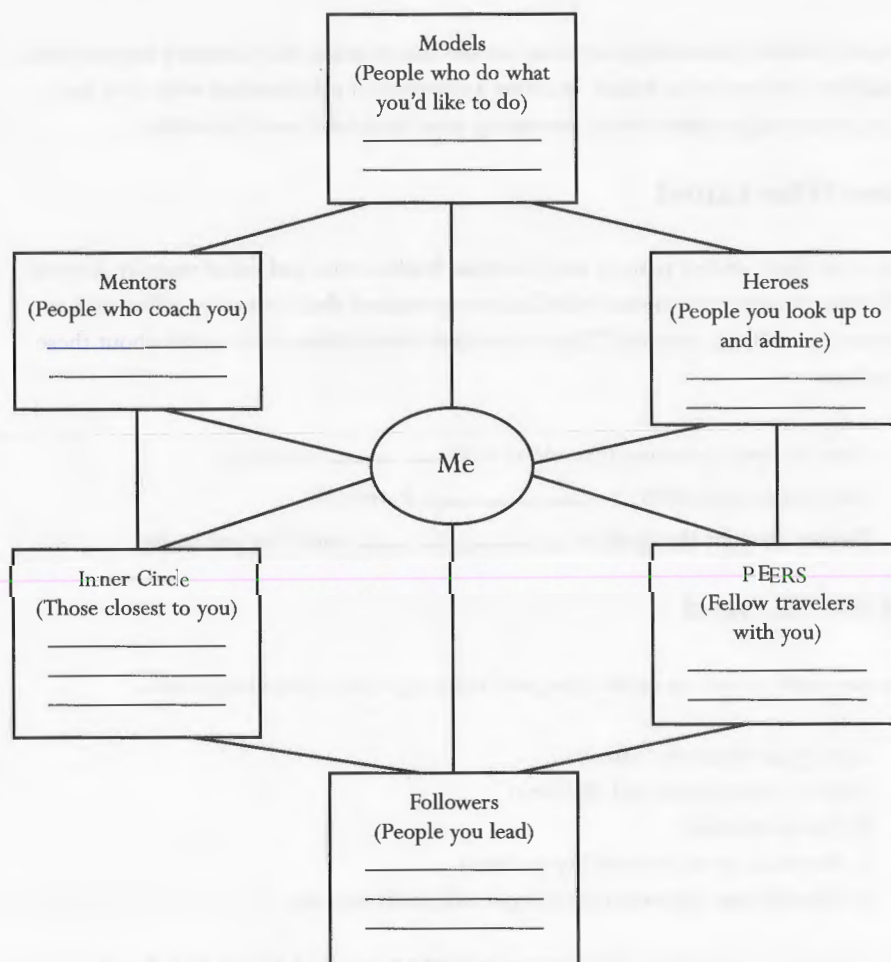
- a. Every leader has _____.
- b. Leaders are on the front line of the spiritual battle and are vulnerable to _____.
- c. Leaders are to set a higher _____ for themselves than their followers.
- d. Leaders can be "starving bakers" who are busy _____ bread to others, but never eating for themselves.
- e. Leaders can be _____ to the temptations of power and popularity.
- f. Leaders can get so _____ that their spiritual life suffers more than anything else.
- g. Leaders often merely _____ to needs and forget to train others for the future.

KEY POINTS

Your Network

How about you? Do you experience close, accountable relationships in your life? Take a moment and review the following diagram. Do you have people who fill each role?

Write down the names of people who fill each one, then think about whom you might approach for the roles that are empty.



Your Heavenly Father

Although you are a leader, you do not cease being a child of God. The most common term used in the New Testament to describe God is not Creator, King, Ruler, or Savior. It is Father. And you are first His son or daughter before you are a leader. He calls you to lead others, but only as you remain dependent upon Him. This will require conscious steps on your part.

God has established a Kingdom that requires us to receive His love before we are capable of loving the people He has given us to care for. We cannot be grace-givers unless we are first grace-receivers. Listen to the Scripture:

"We love, because He first loved us." (1 John 4:19)

As Christian leaders, we must overcome the temptation to read the Bible simply for sermon preparation. We must first allow God to minister to us as His child. The proper order is given to us in Ezra 7:10: Study it, then practice it, and then teach it to others.

"For Ezra set his heart to study the law of the Lord, and to practice it, and to teach His statutes to Israel." (Ezra 7:10)

Suggestions to Practice the Spiritual Discipline of Time Alone with God:

- a. Make an _____ with God daily.
- b. Begin by becoming _____. Then, ask God to speak specifically to you.
- c. Bring your Bible, a pen and some paper and be prepared to _____ with God.
- d. Develop a _____ for study. Read Scripture that you can digest in one sitting.
- e. Determine to read until you receive a _____ or truth to practice.
- f. _____ out what God is saying through His Word:
 - 1) One Time – Describe what the passage said to the original audience.
 - 2) All Time – Identify a universal principle that is relevant for all time.
 - 3) Now Time – Record what you can do to apply this truth to your life.
- g. Learn to _____ on the specific word God has for you.
- h. _____ through the passage of Scripture asking God to build truth in you.
- i. Internalize the Word through _____.

Your Family

God designed families to be a "refuge" where we can experience intimacy and unconditional love. We are to know and be fully known without fear of rejection. Just as a scientist has a "laboratory" in which he can experiment, families are to be a safe place to practice listening, loving, forgiving, and resolving conflict; all of these prepare us for the unsafe world we enter each day.

In other words, our spiritual leadership and service begins in the home. We serve there first, and then we have credibility to serve outside the home. A good rule to follow is: If it doesn't work at home, don't export it. Listen to Scripture:

"But if anyone does not provide for his own, and especially for those of his household, he has denied the faith, and is worse than an infidel." (1 Timothy 5:8)

Characteristics of Strong Families:

- a. They express _____ for each other on a regular basis.
- b. They structure their lives so they can spend _____ together.
- c. They deal with problems in a _____ way.
- d. They demonstrate a strong _____ to each other.
- e. They continually _____ with one another.
- f. They share the same _____ system.
- g. The parents _____ what it means to bless other members.

KEY POINTS

Finding a Paul

A Paul is a mentor. All leaders ought to have mentors, regardless of how successful they are. Everyone needs a mentor, including mentors. Mentors are people who have traveled further than we have in their leadership journey, and they can pass on what they have learned.

"Counsel in another man's heart is like deep water; but a discerning man will draw it up."
(Proverbs 20:5)

We recommend you begin each year by writing down four or five areas in which you would like to grow. Then, instead of looking for one perfect mentor to meet all those needs, find a specialist for each one. Mentors are not impossible to find. They are everywhere. If you can't seem to find one, follow these steps:

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

What to Look for in a Mentor:

In addition to possessing a specific strength, be sure your mentor is:

Godly: They should demonstrate godly character worth imitating.

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

Authentic: They must be real. You can see their genuine, transparent heart.

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

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

Finding a Barnabas

A Barnabas is a peer and a friend. They are accountability partners for you. They are important because they motivate us to keep our commitments to God and others. They ask us hard questions about our spiritual life, our motives in ministry, our goals, our character, and our relationships. Finding a Barnabas is like receiving a gift from God. They know us well, and they love us anyway. We don't need to hide anything from them. They motivate us to reach our potential. When you meet with your Barnabas, exchange a list of questions you wish to discuss. Some suggestions might be:

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

What to Look for in an Accountability Partner:

Ask accountability partners to make a pact with you. Look for these qualities in them:

CHECK YOUR
HEART

Probing: They ask probing questions to help you see needs in your life.

Authentic: They are honest and genuine about their own weaknesses.

Challenging: They help you press on to a new level of leadership and obedience.

Trustworthy: They value honesty and can handle anything you share with them.

"And let us consider how to stimulate one another to love and good deeds, not forsaking our own assembling together, as is the habit of some, but encouraging one another; and all the more as you see the day drawing near." (Hebrews 10:24-25)

"A man of many friends comes to ruin, but there is a friend who sticks closer than a brother." (Proverbs 18:24)

Finding a Timothy

The Bible is clear that leaders are to select and train people for a life of ministry. Jesus selected and trained twelve. Paul found young men like Titus and Timothy. A Timothy is someone who is following you in his or her leadership journey, but is eager to grow as a leader. Every leader ought to find apprentices who learn as they serve alongside the leader. In fact, when they learn, they are also called to pass on what they receive.

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

Leaders should never do ministry alone. They should always be training others as they do the work God has called them to do. A leader's ministry may add to the Kingdom, but when they train a disciple, they multiply for the Kingdom.

ACTION PLAN

What to Look for in a Mentee:

The qualities to look for as you select people to mentor or disciple are these:

Faithful: They are faithful to commitments they have already made.

Available: They have the time to commit to learning from you.

Initiative: They show initiative in their obedience to God and desire to serve.

Teachable: They are willing to learn from you.

Hungry: They have a passion and eagerness to grow as a leader.

Alarm Bells for Leaders

The goal of this network is to help you become a leader of integrity. We need God and people to send us signals when we are failing to live or lead effectively. Often, public buildings have alarm bells that send a signal when something is wrong. The following are questions that should ring as "alarm bells" for leaders:

1. Is my personal walk with _____ up to date?

Are you hearing from God daily? Can others sense you've been in His presence?

2. Am I keeping my _____ straight?

Are you living out what you say is most important to you? Do you schedule priorities?

3. **Am I asking myself the hard _____?**
Why do you do what you do? (Motives) How do you pursue your goals? (Presumption)
4. **Am I _____ to someone in authority?**
Who is your God-given leader to whom you are accountable?
5. **Am I listening to what God is saying to the _____ Body of Christ?**
Do you have a narrow view of God based on your own little world?
6. **Am I over-concerned with building my _____?**
Are you preoccupied with how you look and what others think about you?
7. **Am I overly impressed by either _____ or _____?**
Do you believe everything people say? Are you swayed too much by human opinion?
8. **Am I a "_____ " in my ministry?**
Do you tend to be independent, or have you built a network or community around you?
9. **Am I aware of my _____?**
Have you recognized your weaknesses? Do you address them or ignore them?
10. **Is my _____ constantly before me?**
Does your divine calling give you passion each week to serve God?

ASSESSMENT: *How do you give God priority in your daily network?*

ACTION PLAN

Review the diagram for "Your Network." In which areas do you need to find people with whom you can build key relationships?

APPLICATION: *Identify one person with whom you can be totally honest. This person should be someone with whom you can share your deepest struggles and even discuss your motives. Ask them to meet with you regularly and hold you accountable for your commitments. Who will this be?*

Write down when you will meet to ask them to be part of your network.

ANSWER KEY – MLM Book 3, Lesson 2: The Leader's Inner Circle

ANSWER KEY

Leaders Who Failed

- a. GOD
- b. PEOPLE
- c. FAILURE

Why These Relationships Are Crucial for a Leader

- a. WEAKNESSES
- b. ATTACK
- c. STANDARD
- d. SERVING
- e. BLINDED
- f. BUSY
- g. REACT

Suggestions to Practice the Spiritual Discipline of Time Alone with God

- a. APPOINTMENT
- b. QUIET
- c. INTERACT
- d. PLAN
- e. PRINCIPLE
- f. WRITE
- g. MEDITATE
- h. PRAY
- i. OBEDIENCE

Characteristics of Strong Families

- a. APPRECIATION
- b. TIME
- c. POSITIVE
- d. COMMITMENT
- e. COMMUNICATE
- f. VALUE
- g. MODEL

Alarm Bells for Leaders

- 1. GOD
- 2. PRIORITIES
- 3. QUESTIONS
- 4. ACCOUNTABLE
- 5. WHOLE
- 6. IMAGE
- 7. CRITICISM FLATTERY
- 8. LONER
- 9. WEAKNESSES
- 10. CALLING

BIBLICAL
BASIS

Christ, the Great Communicator

(Improving Your Communication Skills by Imitating the Master)

"Death and life are in the power of the tongue, and those who love it will eat its fruit." (Proverbs 18:21)

The success of your leadership, your marriage and your relationships with others depends a great deal on your ability to communicate. Many of the best thinkers are not leaders. Why? They cannot communicate. Your leadership rests on your ability to connect with people, share your ideas and vision, and motivate them to partner with you. One former world leader said, "If I could start all over again, I would go back to school and learn to communicate."

Matthew 13

Jesus is the greatest communicator who ever walked the earth. In John 1, He is called "the Word." In Matthew 13 we see an example of His effective style. Christ, the Great Communicator, teaches us how to relate truth to our people today.

1. _____ (Matthew 13:3, 10-13)

Our lesson: It's not just what you say, but *how* you say it.

Jesus shared most of His message through stories. He shared seven of them in this chapter. He used the power of simple, familiar narratives. The educator takes something simple and makes it complicated. The communicator takes something complicated and makes it simple. He gave them a point for their head and a picture for their heart.

Jesus' rules of communication:

- | | |
|---------------------|----------------------|
| a. Strong beginning | d. Familiar pictures |
| b. One theme | e. Clear objective |
| c. Simple language | f. Heart response |

2. _____ (Matthew 13:1-2, 9)

Our lesson: It's not just what you say, but how they *hear* it.

Jesus saw the people and perceived their needs. It is difficult to effectively communicate with an audience without knowing something about them. Most learning takes place in the arena of a person's familiarity or interest. Jesus identified with people. To become more like Him we'll have to become more "people-oriented" and less "lesson-oriented." Public speakers teach lessons; communicators teach people.

Public Speaker

- Puts the message before the people
- Asks: "What do I have?"
- The key is techniques
- Content-oriented
- Goal is to complete the message

Communicator

- Puts the people before the message
- Asks: "What do they need?"
- The key is atmosphere
- Change-oriented
- Goal is to complete the people

Jesus used what was cultural to say what is timeless. He connected with them where they were in order to lead them to where they needed to be. Paul did the same thing in Acts 17 when he spoke at Mars Hill. So did Peter when he spoke at Pentecost, Acts 2. These men all communicated truth, but did so from the perspective of their listeners.

3. _____ (Matthew 13:2, 14-17, 57-58)

Our lesson: It's not just what you say, but *when* you say it.

At times, Jesus was conspicuously silent when it was tempting to speak out. At other times, He spoke when it was in His selfish interest to stay quiet. He understood timing. The Scripture says when the people came, Jesus spoke (v.2). The Scripture also says when the people rejected the message, He withdrew (v.57-58). Effective leaders know when to relay a message for best results. Early on, Jesus said: *"The time has not yet come."* Later, He said, *"My time has come."* God is a master at timing. Galatians 4:4 says, *"When the fullness of time had come, God sent His Son."*

Questions to ask about timing:

- a. Who is my audience?
- b. What are their questions and needs right now?
- c. What needs to be accomplished most?
- d. What's God's answer to their questions and needs?
- e. Are they ready to receive it?
- f. How can I build a bridge of relationship that will bear the weight of truth?

EXAMINE
THE WORD

4. _____ (Matthew 13:54)

Our lesson: It's not just what you say, but how you *show* it.

"And coming to His home town, He began teaching them in their synagogue, so that they became astonished and said, 'Where did this man get His wisdom and these miraculous signs?'" Jesus' credibility came not only from His words, but also from His life. He modeled His teaching. It was show and tell. He said "Follow Me," not just "listen to Me" (Matthew 4:19).

Every time you speak, your audience is quietly asking:

- a. Why should I listen to you?
- b. Can I trust you?
- c. Do you care for me?
- d. Do you know your subject?

Author Charles Allen describes Jesus this way:

"He might have preached lengthy sermons on the dignity of labor, temptation, how to enjoy life, the immortality of the soul, the worth of children, and the fact that God answers prayer. Instead, He worked in a carpenter's shop, He met and conquered temptation in the wilderness, He went to parties and laughed with other happy people, He raised the dead, He stopped to love little children, and after He prayed, the power of the Lord was present.

"He might have talked long and loud about the need of man for human sympathy, the worth of womanhood, the blessing of humility, and the equal worth of all men. Instead, He wept at the grave of a friend, He treated all women with deep respect, He took a towel and washed His disciples' feet, He gave His time to the poor and outcasts."

EXAMINE
THE WORD

"Instead of talking about how He could transform lives, He took a harlot and made her the first herald of the resurrection. Instead of preaching that people need bread, He fed the multitude. Instead of arguing the spirit is stronger than matter, He walked on water. Instead of telling people how bad it is to be crippled, He said, 'Arise, take up your bed and walk.' Instead of merely telling people they should forgive, while He was dying and being spit on He prayed, 'Father, forgive them.'"

5. _____ (Matthew 13: 53-57)

Our lesson: It's not just what you say, but *why* you say it.

Jesus spoke from His convictions. His convictions enabled Him to conclude that a prophet is not without honor except in his own country (v.57). His words were from His heart. He spoke with passion and demonstrated obedience to His heavenly Father. He had nothing to prove, nothing to lose and nothing to hide. He didn't speak out of routine or obligation. When He spoke, His words always had great meaning.

There are no boring subjects-only boring speakers.

There are no small audiences-only small speakers.

If you are interested in your audience, they will be interested in you.

Tips on speaking with passion:

- a. Speak on themes that you own for yourself.
- b. Be impact-conscious rather than image-conscious.
- c. Be authentic. Lock on to a pair of eyes with each point.
- d. Paint pictures in their hearts.
- e. Know what your goal is when you speak.
- f. Prepare with prayer and let God build a fire inside you.

6. _____ (Matthew 13:51)

Our lesson: It's not just what you say, but how they *respond* to it.

After Jesus taught, He asked, "Have you understood these things?" He was probing to make sure they could apply the truth. Jesus always spoke with a goal in mind. There was something for the audience to know, something for them to feel, and something for them to do. A good message always includes all three of these ingredients. This will require us to research our audience, not just our message.

The fact is: 20% of most audiences will act on their own.
 80% of most audiences will not act on their own.

Tips on helping people to respond to truth:

- a. Have a clear objective for your listener to act on.
- b. Reduce it to a simple phrase and write it down.
- c. Use a "hook" the listener can grasp and remember.
- d. Give them a point for their head and a picture for their heart.
- e. Provide a vehicle for them to use to respond.
- f. Ask for what you want them to do.

You must:

- a. Believe in your God.
- b. Believe in your message.
- c. Believe in yourself.
- d. Believe in your audience.

Question: What is it you desire your listeners to do when you speak to them?

Question: How can you best encourage them to take that step of obedience?

Steps to Reduce Your Anxiety as a Communicator

1. Prepare extensively. (The more ready you are, the more relaxed you'll be.)
2. Memorize your first burst. (Know your first three sentences or opening story.)
3. Speak to friendly eyes. (To get comfortable, focus on faces that are interested.)
4. Dress comfortably for the audience. (If you don't, you may get preoccupied.)
5. Take deep breaths before you begin. (This keeps you from nervously rushing.)
6. Visualize yourself being effective. (See God using you to impact your audience.)
7. State your goal to yourself before you begin. (Be clear on what your target is.)
8. Use visual aids. (This can make the message memorable and keep the attention off you.)
9. Come to the meeting room early. (Arrive fifteen minutes early to remove surprises.)
10. Pray, pray, pray! (Lean on God to communicate His vision through you.)

"Be anxious for nothing, but in everything, through prayer and supplication, with thanksgiving, make your requests known to God. And the peace of God, which passes all understanding shall keep your hearts and minds in Christ Jesus." (Philippians 4:6-7)

ASSESSMENT: Jesus demonstrated six principles of communication. Which of these six do you already effectively practice? On which do you need to improve?

APPLICATION: What action will you take to become a better communicator? How will you communicate differently this week when you speak to people?

"The words of the wise are like goads, and the words of scholars are like well-driven nails, given by One Shepherd." (Ecclesiastes 12:11)

KEY POINTS

ACTION PLAN

ANSWER KEY – MLM Book 3, Lesson 3: Christ, the Great Communicator

ANSWER KEY

Improving Your Communication Skills

1. SIMPLIFY THE MESSAGE
2. KNOW THE PEOPLE
3. SEIZE THE MOMENT
4. SHOW THE TRUTH
5. SHARE THE PASSION
6. SEEK THE RESPONSE

Leading When Times Are Tough

(Handling Difficult People and Situations)

"You have heard that it was said, 'You shall love your neighbor and hate your enemy. But I say unto you, love your enemies, and pray for those who persecute you in order that you may be sons of your Father who is in heaven... For if you love those who love you, what reward have you? Do not even the tax collectors do the same? And if you greet your brothers only, what do you do more than others? Do not even the Gentiles do the same? Therefore, you are to be perfect, as your heavenly Father is perfect.'" (Matthew 5:43-48)

BIBLICAL BASIS

No doubt you will experience some difficult and draining moments as you attempt to lead others. Leadership can be a thankless, lonely and even discouraging task, simply because you are the target for the criticism. It's very likely you will feel both *affirmed* and *attacked* as you lead.

You must remember that both you and your people remain "human" even though you are Christians. This means you'll face conflict before the journey is finished. People possess different perspectives, personalities, and struggles that cause them to react the way they do. Thank God for His grace. It has been said that the Church is a lot like Noah's ark. The stench on the inside would be intolerable if it weren't for the storm on the outside! Let's examine how to deal with difficult people effectively.

Discussion:

Take a moment to discuss some of the difficult situations you have faced in the past as a leader. Do you see any patterns?

Often, the most common sources of conflict and difficulty with people are as follows:

- a. Personality and relationship clashes
- b. Unspoken and unmet expectations
- c. Insecurity and identity issues
- d. Unresolved conflict from past wounds
- e. Independent attitudes and inflexible perspectives

Foundational Principles Leaders Must Understand

1. In relationships, leaders often must practice the 101% Principle: find the _____ you can agree with and give it 100% of your attention.
2. In relationships, it is better to build a _____ at the top of the cliff, than a hospital at the bottom. (Take steps to prevent potential trouble.)
3. When the _____ expressed far outweighs the issue at hand, there is a hidden issue to face.
4. When a person's _____ needs outweigh their intelligence, they won't be logical.
5. Hurting people naturally _____ people.
6. As leaders, we must never place our _____ health in the hands of someone else.

KEY POINTS

7. It is possible for a leader to sabotage himself. He might win an argument, but ultimately he _____ more than he gains.
8. We must practice the Law of Connection: Leaders touch a _____ before they ask for a hand.

Remember...

- Conflict is **Normal**. (*It is going to happen because we are different.*)
- Conflict is **Neutral**. (*It is neither destructive nor constructive in itself.*)
- Conflict is **Natural**. (*It is universal; you're not alone in your humanity.*)

Five Options When Faced with Conflict

- a. I'll get _____! (Retaliation)
- b. I'll get _____! (Escape and avoidance)
- c. I'll give _____! (Surrender)
- d. I'll go _____! (Compromise)
- e. I'll _____ with it! (Address the issue)

Handling Criticism in a Healthy Way

- a. Understand the difference between constructive and destructive criticism.
- b. Take God seriously, but don't take yourself too seriously. Laugh at yourself.
- c. Look beyond the criticism and see the critic. What's behind their criticism?
- d. Recognize good people get criticized. Even Jesus was criticized!
- e. Keep physically and spiritually in shape. Stay strong for such attacks.
- f. Don't just see the critic, see the crowd. Don't let one person bring you down.
- g. Wait for time to demonstrate what is right. Allow God to bring things to light.
- h. Concentrate on your mission. Change your mistakes, not your mission.

Five Stages: How Paul Did It in the Book of Philemon

The Apostle Paul faced conflict with a man named Philemon. He foresaw the fact that they didn't share the same perspective on Onesimus, a runaway slave belonging to Philemon. The following steps are the Apostle Paul's course on conflict management. He communicates masterfully with Philemon in his letter and gives five stages to walk through in the process:

1. _____ (v. 4-7)
Just as Paul began by affirming Philemon, we must begin by focusing on positive qualities. Practice the 101% Principle mentioned previously. Always open by focusing on the positive and what you have in common.
2. _____ (v. 8-13)
Paul chose to compromise and appeal to Philemon rather than make demands. We must be willing to assume some responsibility for the conflict, if possible. As you bring up the issue in conflict, recognize the differences in motivation and temperament; meet them halfway.
3. _____ (v. 14)
Next, Paul communicates the decision in front of Philemon. In the same way, you must lay out the choice in front of both parties, as you understand it. Maintain their dignity, if possible. Take steps to sustain friendship.

KEY POINTS

4. _____ (v. 15-20)

Paul then challenged Philemon to do what was right. You must commit yourself to the steps you will take, then extend a clear challenge to them and await their response. Settle the issue, if possible. Lay out good boundaries and parameters to keep the relationship healthy. Don't let enemies accumulate.

5. _____ (v. 21-22)

Finally, Paul closed by expressing confidence that Philemon would take the high road. End by expressing sincere confidence in them as a person. Let them know you trust them to do what's right and nothing will prevent you from loving them. Remember, it is more important to win a "soul" than to win an argument.

EXAMINE
THE WORD

Biblical Confrontation

When someone under your care has clearly done wrong, the Bible calls us to confront them on issues regarding sin, failure to keep a public commitment, a destructive attitude, harmful conversation, etc. If you waver on whether the Bible addresses this subject, review the following passages:

- *II Corinthians 10:4-5* — Our weapons are designed to challenge people's thinking.
- *I Thessalonians 5:14* — We are to remind, warn, admonish the fainthearted.
- *II Timothy 4:2-4* — We must preach, reprove, rebuke, and exhort with patience.
- *Colossians 1:28* — We must admonish (warn by reminding) people.
- *Titus 1:13* — We are instructed to reprove that others may be sound in faith.

Remember, your goal is to see them transformed by the power of God. Your objective is not condemnation, but restoration. People must know we love them, but we love truth more than anything else in the world. An unexamined life is not worth living.

Steps Toward Effective Confrontation

1. **Pray through your own anger.**

Don't let emotion lead you. Wait until you're objective, but deal with issues before they become too big.

2. **You initiate the contact.**

Don't wait for them to initiate. Scripture beckons you to make things right whether you are the offender or the offended person.

3. **Begin with affirmation.**

Speak words of love and encouragement first. Then, receive fresh permission to challenge them, and to be honest about what you see.

4. **Tell them that you have a problem or a struggle.**

Don't say it's their problem, but yours; own the fact that you have wrestled through dealing with the issue.

5. **Bring up the issue, and explain you don't understand what's happened.**

The meeting may be more of a "clarification" than a confrontation. Give them the benefit of the doubt and allow them to explain themselves. Aim to clarify.

CHECK YOUR
HEART

CHECK YOUR
HEART**6. Listen and allow them to respond.**

At this point, you must stop to let them respond. They may present a new perspective that will help you both.

7. Establish forgiveness and repentance, if necessary.

Connect the issue you are correcting with who they are in Christ. Don't conclude the meeting until forgiveness is extended and issues are clear and resolved.

8. Compromise on opinions, but not on biblical convictions or principles.

Determine where you must take a stand. Be flexible with your own opinions or preferences, but not on issues where the Bible has clearly spoken.

9. Pray and affirm your love as you close your time together.

Always close these times with prayer. Give them hope, and remind them of their place in God's heart and yours; help them never to question that they are loved.

Pass the Blessing, Please!

While confronting conflict is important, it may be only a symptom of the real issue. The real issue is always an issue of the heart. Often, the primary reason people experience unresolved conflict and difficulties is that they are hungry for "the blessing." In the Old Testament, men would give a "blessing" to their children; rabbis would "bless" their students, and craftsmen would "bless" their apprentices. The "blessing" consists of these elements:

a. _____
Patriarchs laid their hands on their shoulders or embraced them.

b. _____
Patriarchs spoke words of encouragement to them.

c. _____
Patriarchs shared the value they added to others.

d. _____
Patriarchs used word pictures to share their potential.

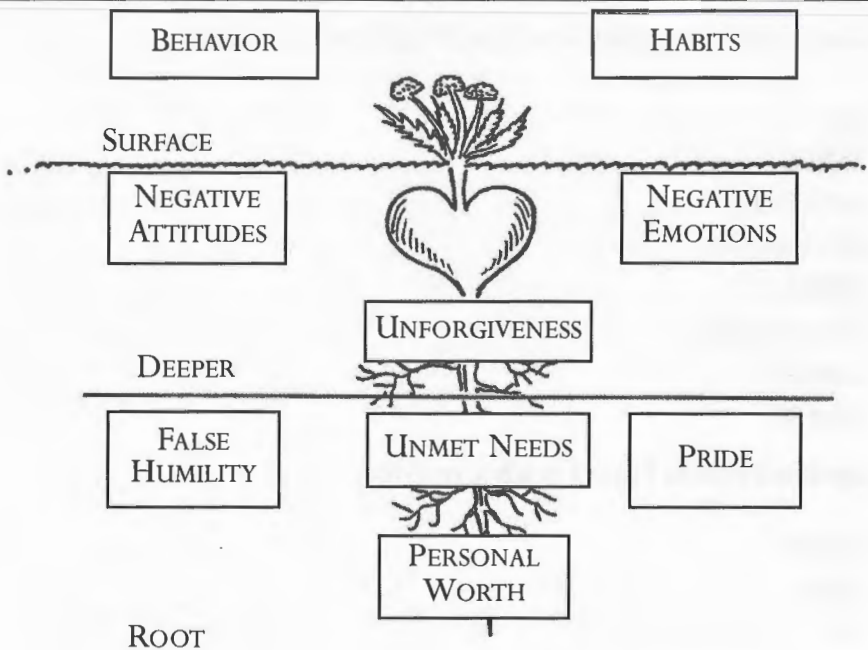
e. _____
Patriarchs committed themselves to see it come to pass.

Often we cannot put words to it, but we are like Jacob as we wrestle all of our lives to get the "blessing." We seek the approval of those in authority, from our parents to our supervisors on the job. As fallen people, we have lost our security and sense of significance. In a very real sense, this may explain why so many seem to have lost their sense of identity. Hence, we tend to struggle to meet personal needs in an unhealthy way.

Components for Inward Health

- | | |
|--|---|
| a. A sense of _____
If this is missing, we feel inferior. | c. A sense of _____
If this is missing, we feel inadequate. |
| b. A sense of _____
If this is missing, we feel insecure. | d. A sense of _____
If this is missing, we feel insignificant. |

WHAT EVERY LEADER SHOULD KNOW ABOUT THE ROOT AND FRUIT OF BEHAVIOR



TRUTH IN A
PICTURE

What we can see above the surface are behaviors and habits. People may become a source of conflict or hurt because something isn't right in their life. You don't have to dig very far in a conversation with them to spot negative attitudes and emotions, like anger or depression. If you probe a bit further, you will often begin to see unforgiveness. Generally speaking, people have negative emotions because they have not been able to forgive someone or let go of something from their past. If you dig deeper, you uncover unmet needs. Obviously, they expected a person to meet a need. When that person failed to do so, they refuse to forgive them.

Ultimately, however, at the root of this issue is self worth. The person does not believe they have value, and they seek unhealthy ways to make up for it. They may spark conflict, seek attention, become depressed, hostile, driven, independent, oversensitive, fearful, ungrateful or inexpressive because they feel unworthy.

This is why giving the blessing is so important. Because so many families don't know how to do this today, the family of God must step in and do it. And, you represent a leader in the family of God. You must bless and teach others to bless people. This means you must be discerning. There will be times you must confront a person who has become a source of conflict. However, there will be times you must offer the blessing to those who are in need of it. If you create an environment that blesses those in need, you will likely prevent conflict in the long run.

ASSESSMENT: Evaluate your ministry. How much conflict do you experience? Is it a place where the blessing is offered?

APPLICATION: Identify one person who is a source of conflict for you as a leader. Diagnose their need. Do they need to be confronted or do they need a blessing? Go give them what they need.

ACTION PLAN

ANSWER KEY

**ANSWER KEY – MLM Book 3, Lesson 4:
Leading When Times Are Tough****Foundational Principles Leaders Must Understand**

1. 1%
2. FENCE
3. EMOTION
4. EMOTIONAL
5. HURT
6. EMOTIONAL
7. LOSES
8. HEART

Five Options When Faced with Conflict

- a. THEM
- b. OUT
- c. IN
- d. HALF
- e. DEAL

Five Stages: How Paul Did It in the Book of Philemon

1. COMPLIMENT STAGE
2. COMPROMISE STAGE
3. CHOICE STAGE
4. CHALLENGE STAGE
5. CONFIDENCE STAGE

Pass the Blessing, Please!

- a. MEANINGFUL TOUCH
- b. AFFIRMING WORDS
- c. THE EXPRESSION OF HIGH VALUE
- d. THE DESCRIPTION OF A SPECIAL FUTURE
- e. GENUINE COMMITMENT

Components for Inward Health

- a. WORTH
- b. BELONGING
- c. COMPETENCE
- d. PURPOSE

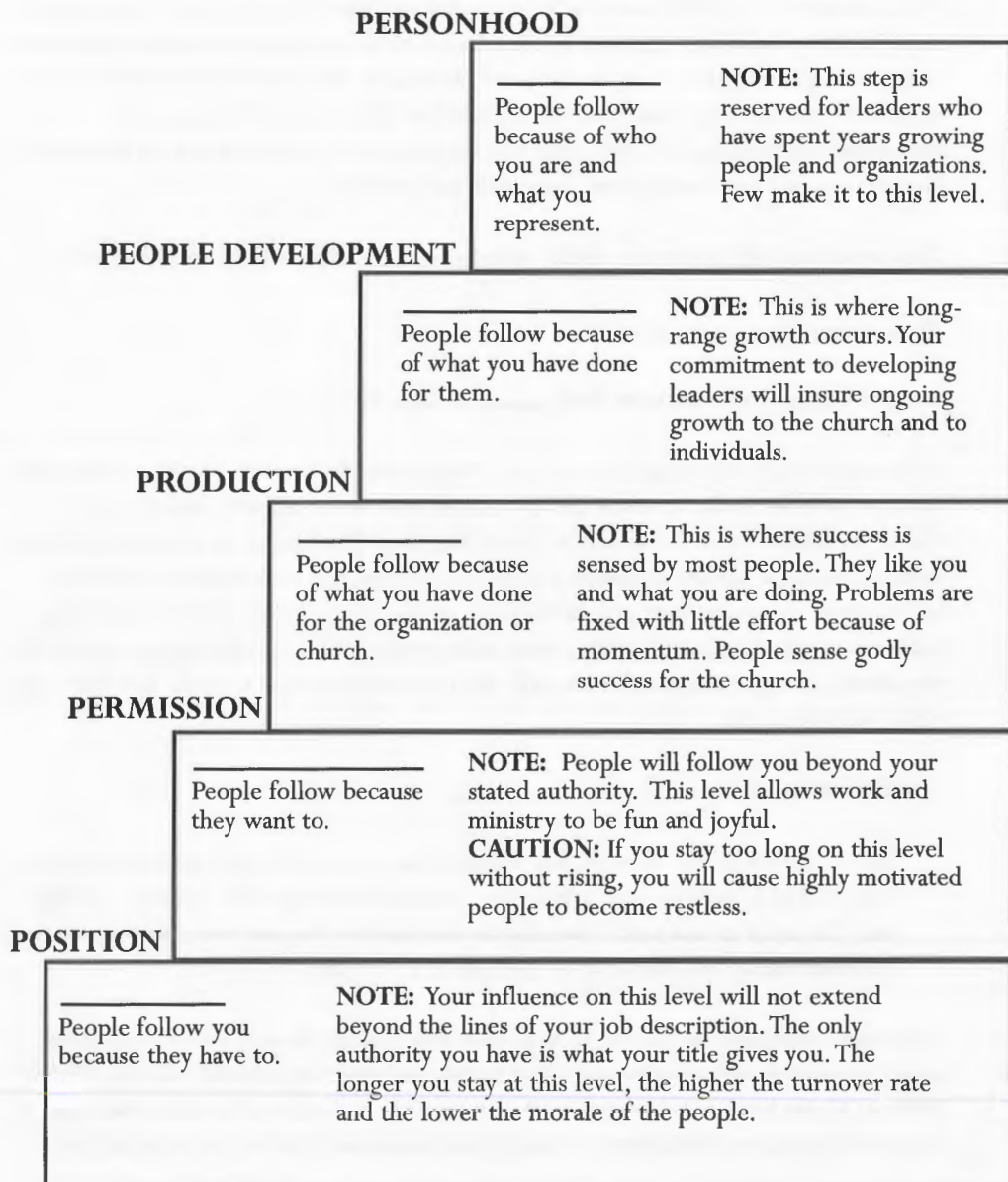
The Five Levels of Leadership

(A Look at Why People Follow Their Leaders)

"Then He appointed twelve, that they might be with Him and that He might send them out to preach." (Mark 3:14)

People follow leaders for a variety of reasons. As leaders increase their influence with people, they expand the reasons for others to follow them. The leader's effectiveness must increase with time if he is going to attract new people as well as retain present followers. The goal of this session is to help you understand what level you're on with your people and understand how to deepen your influence.

The Five Levels of Leadership



BIBLICAL
BASIS

Five Levels of Leadership

1. _____

People follow you because they _____ to.

This is the lowest level of influence for a leader. Leaders must rely on their title to get people to follow them. There is nothing wrong with titles, but if you must have a title for people to follow you, something is wrong. Jesus never had a position or title, and yet He had huge influence through building relationships, meeting needs and offering hope. His authority came from God and the life He lived, not from an assigned position or title. At level one, authority comes only from your title.

Biblical Example: _____

"If you will be a servant to this people today...then they will be your servants forever. But he forsook the counsel of the elders..." (1 Kings 12:7-8)

When Solomon died, Rehoboam took over as king of Israel. He got power hungry and acted foolishly. Rehoboam listened to the counsel of his peers rather than the elders, and instead of lightening their load, he increased their labor. The people followed him only because he was the king; there was no relationship. Ultimately, Rehoboam was responsible for dividing the nation into two kingdoms, the Northern and the Southern. He never moved past leading from mere title and position.

The Law of the Lid: Leadership ability determines a person's level of effectiveness.

2. _____

People follow you because they _____ to.

Influence at this level extends beyond your stated authority because you have connected with people relationally. You have communicated trust and credibility, and they now choose to follow you out of devotion rather than duty. This level is an improvement from level one because you are influencing from your person, not your position. However, leaders must recognize there is a difference between being liked as a friend and being followed as a leader. Experiencing a mere relationship without producing any results for the church or organization will eventually fail to motivate people to make sacrifices, take risks, and follow you.

Biblical Example: _____

"You see the distress that we are in, how Jerusalem lies waste, and its gates are burned with fire. Come and let us build the wall of Jerusalem, that we may no longer be a reproach...so they said, 'Let us rise up and build.' Then they set their hands to the good work...(saying) the God of heaven Himself will prosper us." (Nehemiah 2:17-18, 20)

Nehemiah challenged the people to face the reality that the broken walls of Jerusalem were not only an embarrassment to their nation, but more importantly to God. With a hammer in one hand and a weapon in the other, the people moved to action because Nehemiah connected with them on many levels relationally. Reflect on what he did:

- | | |
|---------------------------------------|-------------------------------------|
| a. Challenged their national pride | e. Set the goal |
| b. Enlarged their vision, spiritually | f. Motivated them to have ownership |
| c. Identified God's presence | g. Divided the responsibilities |
| d. Encouraged their participation | h. Mobilized them to action |

The Law of Connection: Leaders touch a heart before they ask for a hand.

3. _____

People will follow you because of what you've _____ for the organization or church.

They like the results they've seen. At this level, they not only enjoy a relationship with the leader, but they enjoy the results he or she has produced. There is fruit in the church and fulfillment in the people who participated in the journey. People love to follow a leader who gets things done. They love to be part of a team that wins. This describes leadership at this level.

Biblical Example: _____

"Then all the tribes of Israel came to David at Hebron and spoke, saying, 'Indeed we are your bone and your flesh. Also, in time past, when Saul was king over us, you were the one who led Israel out and brought them in; and the Lord said to you, 'You shall shepherd My people Israel, and be ruler over Israel.'" (II Samuel 5:1-2)

David was called a man after God's own heart. His passion for God was first exposed when he fought Goliath as a young teenager. As David matured he gained respect as the nation saw his response to Saul's repeated attempts to kill him. By the time he reigned as king over Israel, David had progressed well beyond the first two levels of leadership. In fact, David led even before he had a title. He had built relationships with key people. He had proven himself in battle. He had learned team-building skills, he made decisions intuitively, and his vision energized the people. The result was strategic military victories. With each conquest, David gained more influence and respect. David followed these principles:

- Good leaders offer a clear vision that unites the people.
- Good leaders put God's agenda first and seek to please Him.
- Good leaders solve problems and produce results.
- Good leaders build teams who share responsibility and credit.

The Law of Respect: People naturally follow a leader stronger than themselves.

4. _____

People will follow you because of what you've done for _____.

At this level, a leader gains a new level of authority. He has personally impacted the lives of his team. The leader has poured his life into others. He has not only been a minister, but a mentor to others. He has developed the potential of key people. On this level, a leader reproduces his life. Multiplication occurs.

Biblical Example: _____

EXAMINE
THE WORD

KEY POINTS

"And the things that you have heard from me among many witnesses, commit these to faithful men who will be able to teach others also." (II Timothy 2:2)

Paul referred to Timothy as "his true son in the faith" (I Timothy 1:2). Timothy was feeling inadequate for the task of pastoring the church in Ephesus. Paul mentored him face to face as well as by letter to encourage him as an emerging leader. Titus was another leader in whom Paul saw potential. He gave Titus tough church assignments to stretch him. Priscilla and Aquila were also mentored by Paul as they launched a church in Asia. Others were Luke, Silas, Onesimus and Philemon. Paul multiplied the church because he led leaders, not merely followers. He operated at level four with many people.

But it didn't stop there. Paul exhorted his young disciples to be leaders who multiplied. Let's look at Paul's strategy to promote explosive growth:

- a. Attract and select sharp potential leaders
- b. Mentor and develop them as emerging leaders
- c. Give them assignments to prove their potential
- d. Release them to serve and reproduce other leaders

The Law of Explosive Growth: To add growth, lead followers — to multiply, lead leaders.

EXAMINE THE WORD

5. _____

People will follow you because of _____, what you represent. Leaders at this level have spent years growing people and organizations.

Biblical Example: _____

"So Samuel grew, and the Lord was with him and let none of his words fall to the ground. And all of Israel from Dan to Beersheba knew that Samuel had been established as a prophet of the Lord." (I Samuel 3:19-20)

As a young child Samuel learned to recognize the voice of God. His first prophecy was against the family of his mentor, Eli. He had the courage to speak the truth in love. That was the first of many times God would use Samuel to speak a hard truth while leading God's people. Samuel identified with the Israelites, and they respected his faithful walk with God. They listened to his counsel, whether it was for a strategy to use against the Philistines or they needed direction for their future. Samuel gained so much influence within the nation of Israel, he had the authority to depose Saul as king and anoint David as the replacement. Samuel exhibited the heart of a servant leader. The impact of Samuel's life was so great that when he died, all of Israel gathered to mourn his loss (I Samuel 25:1).

At this final step on the ladder to leadership, Samuel demonstrated these qualities:

- a. A faithful servant of the Lord
- b. An example of a life lived with integrity
- c. A consistent producer of leaders over the years

Moses' Steps to Leadership

Moses' leadership journey is summarized in Hebrews 11:24-29. His life of leadership encompassed all five levels:

1. Position

Moses grew up in Pharaoh's palace as a prince of Egypt. He had the finest education, knew the "who's who" of Egypt, and basically had all that the world had to offer (Exodus 2:10).

2. Permission

Moses felt compelled to help his fellow Hebrews long before God met him at the burning bush. Even though he grew up in the Egyptian culture, he identified with his true heritage (Exodus 2:11-12). Moses chose *"to suffer affliction with the people of God rather than enjoy the passing pleasures of sin."*

3. Production

The pendulum in Moses' life of faith swung from one extreme to another. In Exodus 3 he gave God multiple excuses, "I am slow of speech...please send someone else." In Exodus 7-11 he freed Israel from their bondage in Egypt. With each plague, the people saw God's hand of deliverance, and they became willing to follow Moses anywhere.

4. People Development

Moses delegated authority and equipped seventy elders, following his father-in-law's advice (Exodus 18). His life-long mentoring relationship with Joshua gave him a successor who would lead the Israelites into the Promised Land (Numbers 27:20-23).

5. Personhood

Moses was an undisputed leader when it came to endurance. No other leader in Scripture endured the wilderness with two million people. In the midst of their whining and complaining, Moses repeatedly interceded on their behalf. He often reminded God that in spite of their disobedience, they were His chosen people (Exodus 32:1-35).

"And the children of Israel wept for Moses in the plains of Moab thirty days."
(Deuteronomy 34:8)

Climbing the Steps of Leadership

The following truths will enable you to interpret the "Steps of Leadership" diagram.

1. The higher you go, _____.
2. The higher you go, _____.
3. The higher you go, _____.
4. The higher you go, _____.
5. You never leave the _____, or the levels below where you are.
6. As a leader, you won't be on the same _____ with all of your people.
7. You must work to carry other _____ with you up the steps.

EXAMINE
THE WORD

KEY POINTS

How Do We Climb the Leadership Steps?

1. Consistently ask God to _____ you into a more _____ leader.
2. Develop confidence in your _____.
3. See every relationship you have as a chance to _____ that person.
4. Walk slowly through the _____.
5. Constantly keep a list of potential _____ in whom you can invest.
6. Prioritize discipleship: find systematic ways to _____ people.
7. Select and _____ key leaders.
8. Live a model life that others would want to _____.
9. Recognize that _____ are your most valuable asset.

ACTION PLAN

ASSESSMENT: As you consider these principles, think about what level you are on with the people you lead. List what it will take to move to the next level.

APPLICATION: What do you struggle with most in climbing the leadership steps? How can you begin to implement these steps?

ANSWER KEY – MLM Book 3, Lesson 5: The Five Levels of Leadership

The Five Levels of Leadership

RIGHTS

RELATIONSHIPS

RESULTS

REPRODUCTION

RESPECT

- | | | |
|------------------------------|--------------------|-----------------|
| 1. <u>POSITION</u> | <u>HAVE</u> | <u>REHOBAM</u> |
| 2. <u>PERMISSION</u> | <u>WANT</u> | <u>NEHEMIAH</u> |
| 3. <u>PRODUCTION</u> | <u>DONE</u> | <u>DAVID</u> |
| 4. <u>PEOPLE DEVELOPMENT</u> | <u>THEM</u> | <u>PAUL</u> |
| 5. <u>PERSONHOOD</u> | <u>WHO YOU ARE</u> | <u>SAMUEL</u> |

Climbing the Steps of Leadership

1. THE LONGER IT TAKES
2. THE HIGHER LEVEL OF COMMITMENT
3. THE EASIER IT IS TO LEAD
4. THE GREATER THE GROWTH
5. BASE LEVEL
6. LEVEL
7. LEADERS

How Do We Climb the Leadership Steps?

1. BUILD EFFECTIVE
2. PEOPLE SKILLS
3. DEVELOP
4. CROWDS
5. LEADERS
6. TRAIN
7. MENTOR
8. IMITATE
9. PEOPLE

ANSWER
KEY

BIBLICAL
BASIS

The Art of the Basin and the Towel

(Developing the Qualities of a Servant Leader)

"But Jesus called them to Himself, and said, 'You know that the rulers of the Gentiles lord it over people, and the great men exercise authority over them. It is not so among you, but whoever wishes to become great among you shall be your servant.'" (Matthew 20:25)

The issue of servant-leadership is the single greatest contrast between spiritual and secular leadership. During His three and a half year ministry, Jesus consistently taught His disciples that leadership meant servanthood – as opposed to the “top down” attitude the Gentiles demonstrated during that day (Matthew 20:25).

In his book, *In the Name of Jesus*, Henri Nouwen mentions three very real, yet subtle, temptations that any servant of Christ faces. They correspond with the three temptations our Lord faced before He began His earthly ministry (Matthew 4).

First Temptation:

Satan told Jesus that if He was the Son of God, He should turn the stones into bread. He should take charge. He should be self-reliant. This attitude stands in opposition to everything we know about the Kingdom. As leaders, we must foster our dependence on the Lord. Instead of being self-assured, we need to be open and vulnerable.

Second Temptation:

Satan next tempted Jesus to throw Himself down and let God protect Him with His angels. He should put on a show. Paul says this is to be deliberately renounced, as Jesus renounced it. In Nouwen's words, “Jesus refused to be a stunt man... He did not come to impress anyone.” The goal of leadership is not to become a celebrity or to maintain an image, but to obey God.

Third Temptation:

Satan's final temptation was for Jesus to bow down and worship him. If He would, Satan said he'd give Him all the kingdoms of this world. The temptation was to gain power now. After all, Jesus would eventually inherit all the kingdoms from His Father in heaven. Paul said: “*We do not preach ourselves but Christ Jesus as Lord, and ourselves as your bondservants for Jesus' sake*” (2 Corinthians 4:5). Paul came to the Corinthians in weakness, not in strength, that their faith should not rest in the power of men, but in the power of God. To lead is appropriate and necessary. But to push, manipulate, and control is never right. Put simply, one God is sufficient!

Horizontal Thinking versus Vertical Thinking

On a regular basis, Jesus guided His disciples away from “horizontal thinking” and steered them toward “vertical thinking.” Too often, they started looking at each other, comparing what they had done with what others had done. Often they worried if they were receiving enough credit or getting enough prestige. Even at the Last Supper...

"Within minutes they were bickering over who of them would end up the greatest. But Jesus intervened: 'Kings like to throw their weight around and people in authority like to give themselves fancy titles. It's not going to be that way with you. Let the senior among you become like the junior; let the leader act the part of the servant.'" (Luke 22:24-26)

Practicing the Art of the Basin and Towel: John 13:1-20

In John 13, Jesus demonstrated servant leadership in a most vivid fashion: He washed the disciples' feet. Let's examine the text and see Christ's model as a servant leader.

Christ-like Servant Leaders

1. Are motivated by _____ to serve others (John 13:1-2)

"Just before the Passover Feast, Jesus knew that the time had come to leave this world to go to the Father. Having loved His dear companions, He continued to love them right to the end."

Jesus' Love Was:

- _____ (He loved His own)
- _____ (He continued to love them to the end)
- _____ (He even washed Judas' feet)
- _____ (He was serving in His most difficult hour)

"Everybody can be great...because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love." (Dr. Martin Luther King, Jr.)

Question: Does love for people motivate you to lead? What is your primary motivation?

2. Possess a _____ that allows them to minister to others (John 13:3)

"Jesus knew that the Father had put Him in charge of everything; that He came from God and was on His way back to God..."

Jesus knew:

- His _____ and was willing not to flaunt it.
- His _____ and was willing to be faithful to it.
- His _____ and was willing to submit to it.

Jesus demonstrated He could serve others because He was secure and confident about who He was, apart from titles. He was conscious of people, not positions. He was there to give, not gain.

- Security is the prerequisite to great undertakings. Only the secure will _____.
- Security is the prerequisite to small undertakings. Only the secure will _____.

Servanthood begins with security!

Question: Are you secure enough to serve people without regard to your position?

3. _____ servant ministry to others (John 13:4-5)

"So He got up from the table, set aside His robe, and put on an apron. Then He poured water into a basin and began to wash the feet of the disciples, drying them with His apron."

CHECK YOUR
HEART

KEY POINTS

Someone forgot to schedule the servant that night, and no one but Jesus volunteered for the job! Jesus initiated servant-leadership, because no one else would. The following day, Pontius Pilot would pick up a basin of water and avoid responsibility. On this night, Jesus picked up a basin of water and assumed responsibility. He didn't wait for a "foot washing" rally to begin.

Question: Do you initiate acts of service to those under you?

Note Jesus' Attitude:

- a. He had nothing to _____.
(Jesus didn't have to play games, project His self worth or prove Himself to anyone.)
- b. He had nothing to _____.
(Jesus didn't have to guard His reputation or fear He'd lose popularity. He took risks.)
- c. He had nothing to _____.
(Jesus didn't keep up a façade or image for anyone. He was vulnerable, transparent.)

4. _____ servant ministry from others (John 13:6-7)

"When He got to Simon Peter, Peter said, 'Master, You wash my feet?' Jesus answered, 'You don't understand now what I'm doing, but it will be clear enough to you later.' Peter then persisted, 'You're not going to wash my feet - ever!'"

Peter was still position-conscious at this point. This is why he couldn't receive from Jesus. True servants can receive ministry as well as give it because they understand God's grace is what improves all service. They never want to stand in the way of grace giving.

Question: Do you have too much pride to receive servant ministry from others?

5. Want nothing to interfere with their _____ with Jesus (John 13:8-9)

"Jesus said, 'If I don't wash you, you can't be a part of what I'm doing.' 'Master!' said Peter. 'Not only my feet, then. Wash my hands! Wash my head!'"

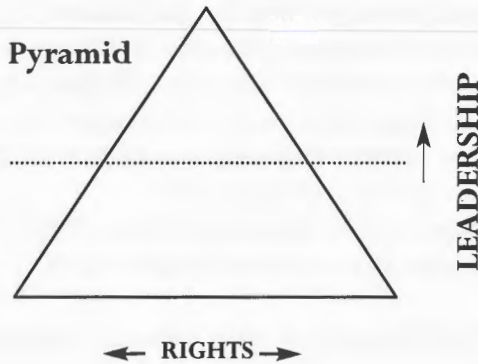
Peter moves from one extreme to the other. Why? He hungered to connect with Jesus. Once he realized it was OK for Jesus to wash him, he wanted an entire bath! He did everything with reckless abandon. It is love for God, and for people, that is behind a servant leader's behavior. They respond quickly to God's connection in their lives.

Question: Do you hunger for intimacy with God so much that you'll do anything to get it?

6. Teach servanthood by their _____ (John 13:12-15)

"After He had finished washing their feet, He took His robe, put it back on and went back to His place at the table. Then He said, 'Do you understand what I have done to you? You address me as Teacher and Master, and rightly so. This is what I am. So if I, the Master and Teacher, washed your feet, then you must now wash each other's feet. I've laid a pattern for you.'"

#1 MOTIVATIONAL PRINCIPLE: _____.

The Leadership PyramidTRUTH IN A
PICTURE**Observations**

- Servant leaders don't gain rights as they reach the top – they surrender them.
- Everyone wants to be thought of as a servant, but no one wants to be treated like one.
- We would all love to wash Jesus' feet, but we are commanded to wash each other's feet.
- As Christians we are free in Christ; as leaders we must surrender freedoms for the sake of others (1 Corinthians 9:19-22).

Question: Are you modeling what it means to surrender your rights as a leader?

7. Live a _____ life (John 13:16-17)

"What I've done, you do. I'm only pointing out the obvious. A servant is not ranked above his master; an employee doesn't give orders to the employer. If you understand what I'm telling you, act like it – and live a blessed life."

"I don't know what your destiny will be, but one thing I know: the only ones among you who will be really happy are those who will have sought and found out how to serve."
(Dr. Albert Schweitzer)

How Do We Live a Blessed Life?

When Jesus saw His ministry drawing huge crowds, He climbed the hillside. Those who were apprenticed to Him, the committed, climbed with Him. Arriving at a quiet place, He sat down and taught His climbing companions. This is what He said:

- You're blessed when you're at the end of your rope. With less of you there is more of God and His rule.
- You're blessed when you're content with just who you are – no more, no less. That's the moment you find yourself proud owners of everything that can't be bought.
- You're blessed when you've worked up a good appetite for God. He's food and drink in the best meal you'll ever eat.
- You're blessed when you care. The moment you care, you find yourself cared for.
- You're blessed when you get your inside world – your mind and heart – put right. Then you can see God in the outside world.
- You're blessed when you can show people how to cooperate instead of compete or fight. That's when you discover who you really are and your place in God's family.
- You're blessed when your commitment to God provokes persecution. The persecution drives you even deeper into God's Kingdom. (Matthew 5:1-10).

The Beatitudes in the Form of Personal Disciplines:

- a. Intentionally admit your need for God (Matthew 5:3).
- b. Be a person of brokenness before the Lord (Matthew 5:4).
- c. Give up your quest for personal rights (Matthew 5:5).
- d. Maintain a hunger and thirst for God (Matthew 5:6).
- e. Practice an identity with people in need (Matthew 5:7).
- f. Maintain a pure heart (Matthew 5:8).
- g. Cultivate peace in all relationships (Matthew 5:9).
- h. Take a positive view of criticism (Matthew 5:10).

Question: What blessing do you enjoy because of your decision to be a servant leader?

8. Live their lives _____ the philosophy of the world (John 13:18-19)

"I'm not including all of you in this. I know precisely whom I've selected, so as not to interfere with the fulfillment of this Scripture. 'The one who ate bread at My table, turned his heel against Me.'"

"Don't push your way to the front; don't sweet talk your way to the top. Put yourself aside, and help others get ahead. Don't be obsessed with getting your own advantage. Forget yourselves long enough to lend a helping hand." (Philippians 2:3-4)

Bible Paradoxes

If I Want to...

I Must...

Save my life.....	Lose my life.....	Luke 9:24-26
Be lifted up.....	Humble myself.....	James 4:7
Be the greatest.....	Be a servant.....	Matthew 20:20-22
Be first	Be last.....	Matthew 19:30
Rule.....	Serve.....	Luke 22:26-27
Live.....	Put to death the flesh.....	Romans 8:23
Be strong.....	Be weak.....	2 Cor. 11:30
Inherit the Kingdom.....	Be poor in spirit.....	Matthew 5:3
Reproduce.....	Die.....	John 12:24

There are Seven Paths to Power:

- a. Force (People have no choice.)
- b. Intimidation (People are pushed.)
- c. Manipulation (People are coerced.)
- d. Exchange (People trade for something.)
- e. Persuasion (People are convinced.)
- f. Motivation (People act willingly.)
- g. Honor (People are honored by their leader and they respond accordingly.)

Question: How is Jesus' leadership style different from Christian leaders' styles today?

CHECK YOUR
HEART

ASSESSMENT: On a scale of one to ten (1-10), how would you rate yourself as a leader who serves others? How do you believe others would rate you as a servant-leader?

1 2 3 4 5 6 7 8 9 10

ACTION PLAN

APPLICATION: Who is someone you find difficult to serve? List two ways you can serve them this week.

ANSWER KEY

ANSWER KEY – MLM Book 3, Lesson 6: The Art of the Basin and the Towel

Three Temptations

TO BE SELF SUFFICIENT (SELF RELIANT)

TO BE SPECTACULAR (CELEBRITY MENTALITY)

TO BE POWERFUL (IN CHARGE)

Christ-like Servant Leaders

1. LOVE

Jesus' Love Was:

- a. POSSESSIVE
- b. CONTINUOUS
- c. UNCONDITIONAL
- d. UNSELFISH

2. SECURITY

Jesus Knew:

- a. POSITION
- b. CALLING
- c. FUTURE

- STRETCH
- STOOP

3. INITIATE

Note Jesus' Attitude:

- a. PROVE
- b. LOSE
- c. HIDE

4. RECEIVE

5. RELATIONSHIP

6. EXAMPLE

PEOPLE DO WHAT PEOPLE SEE

7. BLESSED

8. OPPOSITE

The Scripture verses used in this notebook were taken from either the New American Standard Bible or the New Living Translation.



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NOTEBOOK Four



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