



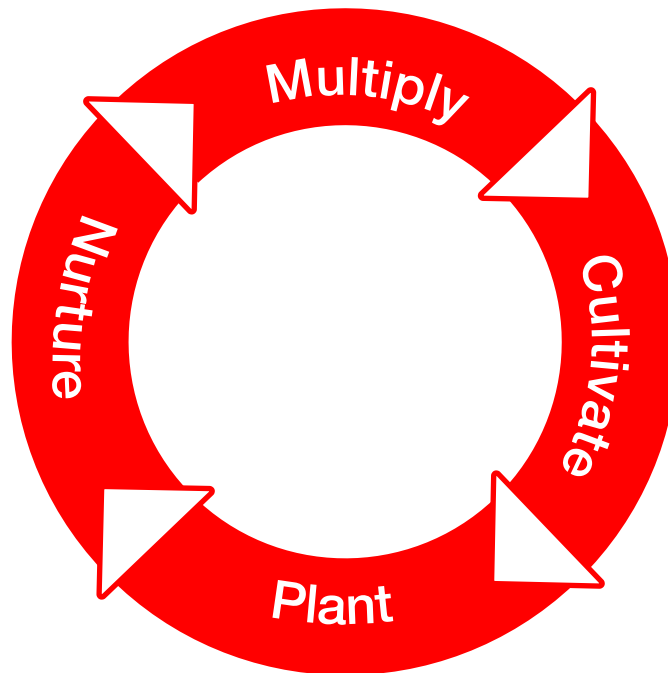
Leadership University

LEADER GUIDE

IBSA | Church Planting

LEADER'S GUIDE

DISCOVER → DEVELOP → DEPLOY



Every component of this leadership development training is intentionally designed to help you discover and develop high-capacity volunteer leaders in your church, potential staff, future pastors, and future church planters.

ELEMENTS:

1. Understand “7 Key Traits of a Leader” (and how they are fleshed out in the life of Jesus)
 2. Read 3 leadership books (Pastors select books that resonate with the Church’s vision and / or that have been extra helpful and powerful in the Pastor’s own life – ideally the books chosen need to really mean something to the Pastor leading the gathering)
- * The books you read will provide a broader understanding and perspective on leadership that will allow all the components of LEADERSHIP U. to begin to weave together as you progress through your time together.

Be sure to check-out the list of recommended books in **Appendix A**. You can choose from the lists provided or choose your own 3 books to read as a group.

Recommendation:

First Book: Christian leadership book, or church health book that will help you as a pastor vision cast where you are wanting to lead your church (it should align with your church’s vision and values or align with the vision and values you are hoping and praying your church will adopt).

Second Book: A secular leadership book that presents practical, helpful, and insightful leadership principles. This exposes them to additional leadership material, and hopefully helps them understand that the vast majority of leadership principles align with biblical principles.

Third Book: A Christian leadership book that is very focused on practical principles for developing leaders. Or you could have each participant choose a different book from the “Recommended Book” list (in Appendix A, or come up with your own list of leadership books for them to choose from, and then have them each give a 3 minute report on it to expose the group to a variety of different books. Depending on the size of the group, this could take another whole session (or it could be done in a follow-up session).

If you choose to have everyone read the same leadership book together, you could do the “elective” option as a follow-up to “Leadership U.” and have an ongoing leadership group. Meet once every other month or once a quarter with the group and discuss a book the entire group chose. Or have individuals highlight the book they read and discuss some of the key ideas as a group.

3. Memorize Scripture verses related to the leadership traits

(Each week hand everyone in the group a 3 x 5 card with the memory verse on it. They could also use each week’s verse as a screen saver...or any other idea that keeps the verses before them)

4. Discover individual’s God-given S.H.A.P.E.
5. Develop a “LIFE MISSION STATEMENT”
6. Serve in the “Body of Christ” loving and glorifying God

7 KEY TRAITS OF A LEADER

(Irreducible Minimum)

Leaders Demonstrate...

I. Trustworthy Character – it's about who you are when no one is looking

(Certainly, critical in a Christ-centered environment, in the body of Christ. Any time someone can “get results” with the use of coercion, intimidation, punishment, or significant forms of rewards or money, the threat of retaliation or pain, manipulation, that is NOT “true/pure leadership.” As followers of Jesus, we are certainly to reflect Christ-like character.)

This includes:

- Love (self-sacrificing love – willing to go first – not asking others to do what they aren't willing to do)
- Honesty / Integrity (about intentions of the heart)
- Humility / Servant Leadership (pride is subdued, they are not enamored with the spotlight, they realize they need God, they are grateful – “I'm not entitled to anything!")
- Stability (internal wholeness / emotional health – in all areas: personal / marriage / friends)
- Teachability
- Sincere walk with God
- Yieldedness to the Holy Spirit
- Commitment to the authority of God's Word (stand for what is right as defined in Scripture)

Modeled by Jesus: His whole life (Matthew, Mark, Luke, John) When Jesus washed the disciples' feet (John 13:1-17; 34-35).

CHARACTER leads to TRUST!

II. Building Camaraderie – it's about how you relate to others (Must exemplify relational health/authentic relational concern for others)

This includes:

- Loving people authentically (being kind, patient, forgiving; treating others the way they would want to be treated – overlaps with “Character.” - What is your intrinsic motivation? Authentic love and concern for people, or is there a greater concern about status quo, or appearance, or what's convenient or comfortable?)

- Building Teams (involving other people; being collaborative; finding people who can complement their weaknesses; recognizing and celebrating the strengths of others)
- Intentional apprenticing (replicating of self)
- Creating a sense of meaning in every person in the organization. Why are we doing this?
- Building and sustaining relationships (Interpersonal/relational skills)
- Realizing that every person is a significant and valuable individual (“Other people are just as important as me.”)
- High commitment to resolving conflicts (They speak the truth in love.)
- Helping others maximize their full God-given potential

Modeled by Jesus: The focused time He spent with His disciples (Mark 6:30-32). He spent time teaching them and then gave them an assignment to begin implementing what He had been teaching and modeling (Mark 6:7-13,30; Luke 9:1-6, 10). How He dealt with Nicodemus and the Woman at the well (John 3 & 4). He spent time with the 3, the 12, the 70 (Luke 10:1), and the crowds. The preeminent value / ethic Jesus taught was LOVE (Matthew 22:37-39; John 13:34-35; Galatians 5:14. Jesus willingly served and sacrificed for others – ultimately giving His very life for others (Matthew 27; Mark 15; Luke 23; John 13:3-17; John 19).

III. Vision Alignment – it’s about where you’re headed (must have a crystal-clear sense of direction, and keep everyone and everything focused and aligned on prioritizing that vision)

This includes:

- A clear and compelling image of a preferred future.
- A clear sense of your own “Life Mission.”
- The ability to chart a new direction/path.
- A persistent focus on aligning all decisions and resources with the organization’s vision.
- The ability to communicate and inspire people to pursue a preferred future.
- A clear understanding and motivation to explain “WHY” we are doing this.
- Creating a sense of meaning in every person in the organization.
- Vision-casting continually!! Vision leaks.

Modeled by Jesus: His life mission was crystal clear. He knew where He was going with His life, and where He wanted to lead others. (Luke 19:10; John 6:38; 17:4; Matthew 22:37-39; Matthew 28:18-20)

IV. Insightful Wisdom – it's about making decisions from a long-term perspective (It's the ability to envision the long-term ramifications. Some have seen this as a kind of "leader's intuition" that separates and distinguishes "upper-case" leaders: "L" from "lower-case" leaders: "l." This necessitates significant insight and reasoning skills, not necessarily intelligence / book smarts, but mental quickness, brightness of mind. The ability to sift through lots of options and generally come to a good conclusion.)

This includes:

- Gathering and analyzing pertinent information - getting the facts (knowing the history, track record, statistics, key players, and having the ability to ascertain what information is pertinent / relevant / crucial).
- Self-awareness - knowing your strengths and weakness; they process through past emotional and relational baggage; they demonstrate a desire to discover, expose and deal with their own blind-spots (the challenge with "blind-spots" is that they're blind-spots, you don't see them); and they have a clear sense of their own "Life Mission."
- Knowledge of resources available (human, financial, time, etc.; as well as knowing the strengths and weaknesses of team members).
- Knowing the organization/ministry and having a clear sense of what they are attempting to achieve (vision).
- Knowing how others have tackled similar assignments (opportunities, challenges, responsibilities).
- Using sound judgment (Good judgment = life experience + relevant facts + ability to envision long term implications).
- Projecting how facts will/might affect things long term (the ability to anticipate needs/challenges and make appropriate adjustments or changes, always maintaining a "big-picture perspective").
- The conscious and/or unconscious ability to sift decisions through key filters.

Modeled by Jesus: He is the all-knowing God. He had total knowledge and wisdom and insight. He always knew what was right and best. Peter said, ... "Lord, You know all things;..." John 21:17

Leadership decisions that often seem "intuitive", are often in reality the result of leaders either consciously or unconsciously sifting decisions through certain "grids" or "filters" – sometimes in "nano-seconds," sometimes after processing for a few hours or days.

V. Clear Communication – it's about what you transmit to others (must be able to communicate in a clear, compelling, and inspiring way – does not necessarily have to be a “magnetic and great communicator,” but must be clear and have the credibility to transmit the information needed and inspire people to join in)

This includes:

- Relaying information in a clear and sensitive way.
- An ability to inspire and motivate others.
- Having credibility. (Which goes back to character)
- Being accurate and truthful.
- Being a good listener.
- Seeking to understand others.
- Must figure out when to speak and when not to speak, and how much to say.
- Being curious and asking good questions.

(There are different means of communication: written, one-on-one, public, verbal, non-verbal, etc.)

Modeled by Jesus: Jesus was the Master Communicator (Matthew 7:28,29; Mark 11:18).

VI. Persevering Courage – this is about how you respond to challenges (having the courage and determination to move against fears and obstacles)

This includes:

- Being self-motivated / pro-active / an initiator.
- Having “edge” – the willingness and courage to make the tough calls. (Jack Welch coined the phrase)
- Having the courage to face and manage conflict in a healthy way.
- Keeping all the resources aligned in the right direction – aimed at the target. (Maintaining a **divine focus**. Managing and maximizing the appropriate resources at their disposal as well as finding additional resources. Delegating and empowering others within the guardrails of the vision and values of the organization.)
- Promoting change and continuous improvement. (Pursuing excellence, not neurotic perfectionism, and driving for results.)
- Demonstrating GRIT, the drive and energy to do whatever it takes to accomplish the vision, including reinventing self, and/or the organization (Grit – passion and perseverance over the long haul – unwavering long-term tenacity; steely determination, demonstrated over decades; it is the willingness to use every last drop of effort to move something ahead and keep expending that energy until you cross the line. * They play hurt!!)

- Having the energy to energize others (I Corinthians 15:58).
- The ability to anticipate and adjust or change courses.

Modeled by Jesus: Nothing was going to stand in the way of Him accomplishing His mission. Said “no” to staying put in one place. Set His face toward Jerusalem. In the Garden of Gethsemane prayed, “...not My will, but Thine be done.” (Luke 22:42)

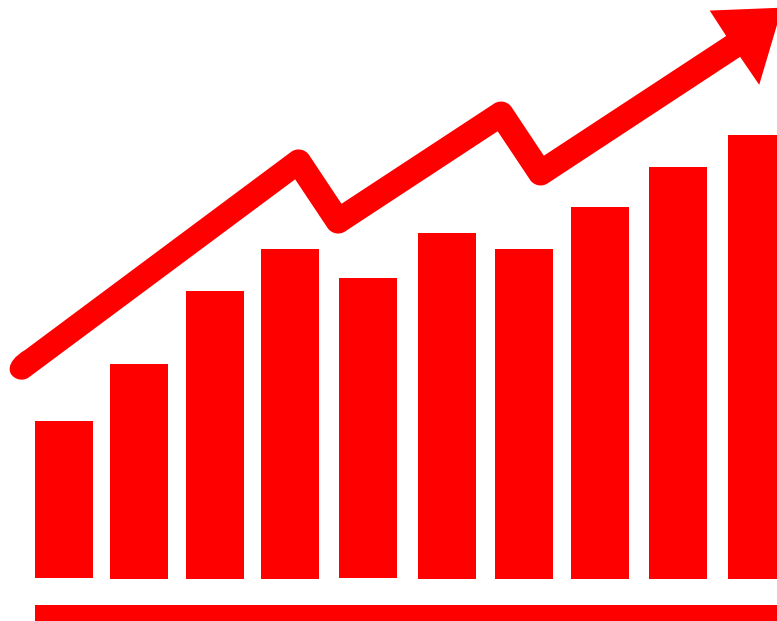
VII. Change Implementation – this is about making course corrections or adjustments to stay relevant and focused on the objective (having the courage, insight, and determination to bring about needed change even when it’s difficult and painful)

This includes:

- Being crystal clear about what the objective / preferred future / the vision / the destination is.
- Being ruthlessly honest about the reality of the situation (strengths, weaknesses, ruts, excuses, fears, desire for control, desire for comfort, for status-quo, for what we know, biases, differentiating between personal tastes, personal preferences, and what is best for the organization.)
- Clarifying “WHY” change is critical, but speaking that truth in love.
- Identifying the consequences of NOT making the changes.
- Identifying the gap between reality and the preferred future.
- The ability to come up with a realistic and doable (though challenging) game-plan / strategy.
- The ability to vision-cast the need for change to key “stakeholders,” and inspire them to make the sacrifices needed to pursue the preferred future.
- A willingness to courageously and pro-actively implement the plan through the ups and downs.

Modeled by Jesus: He continually challenged man-made traditions (religious rituals, legalism and hypocrisy) with “the way of love.” (Good Samaritan, Luke 10:25-37) (Healing of the sick on the Sabbath, Matthew 12:1-13) He painted word-pictures and challenged people to pursue the Kingdom of God (a preferred future) through His sermons, parables (three powerful parables talking about God’s longing to see lives changed from “lost” to “found,” Luke 15), and personal interactions with people (Nicodemus, John 3). He provided a simple, but doable strategy to change the world by spreading the Gospel (Matthew 28:18-20), beginning where they were and moving outward in concentric circles as His witnesses (Acts 1:8) making disciples who make disciples, who make disciples, who make disciples.

1. Identify where you are. 2. Clarify where you want to be. 3. Try a “big one-day stretch,” and then fall back, but “not all the way back.” Sometime later try another “big one-day stretch,” and then fall back, but “not all the way back.” After 3-5 of these iterations, you’ll find yourself where you wanted to go, without it being quite as painful.



**WHERE
YOU ARE**

**WHERE YOU
WANT TO BE**



Shoot bullets before you shoot
cannons. Find a smaller, less
expensive way to experiment
before you go “all in.”



– Jim Collins

Leadership

U

Sessions 1-9

SESSION 1

This is the LEADER'S GUIDE – with a lot of instructions and ideas
that will not be in the PARTICIPANT'S GUIDE!!



Introduce Leadership University to your group: You've been invited to this leadership development time because I see potential in you (ICNU – I see in you) and wanted to invest in you to develop you as a leader. I hope to develop as a leader and learn from you as well during this time.

Icebreaker: Give us your name. How you found out about this church. One thing you are proud of that you've done as a leader (in a positive way. It's okay to brag on yourself a little bit.)

1. Begin by introducing yourself and why you think it is important to develop leaders to advance the Kingdom of God. We need leaders who can help us develop other leaders (II Timothy 2:2), who in turn can develop other leaders. We need leaders who can oversee and help us develop leaders in all our different ministries. We need leaders who can help us stay focused on and aligned with the vision and mission God has given us. We need leaders to help us evaluate and improve what we're doing and make changes when needed.

We can't keep doing the same thing over and over
and over and expect different results!
That's the definition of insanity!

2. Break them down into groups of 3 or 4 and have them **define leadership**. Give them 3 minutes. Have each group share their definition. (They can't say, "Jesus." That would definitely be correct. He is definitely the greatest example of leadership, but push them to come up with other definitions of leadership.) **It has been said, "Everything rises or falls on leadership."** That may be an overstatement, but by-and-large, it seems to be true. We need more "healthy, God-led leaders!"

3. Share some definitions yourself (let them know these will be in the Leader's Guide and in the Participant's Guide):

- * **The simplest definition is probably: "Influence."**
- * **"The ability to inspire others to pursue a preferred future."**
- * **"Leadership is translating vision into reality." Warren Bennis**
- * **"Leadership is the process of influencing others to achieve a common goal."**



1. Have the entire group brainstorm (write answers on a white-board or flipchart) what they think are the essential traits of a leader. What are the irreducible minimum traits needed to be a highly effective leader?

2. After they have brain-stormed for a few minutes, hand out the **Participant's Guide** and go over the **"7 Key Traits of a Leader"** we will be addressing in the coming weeks. (I, Paul Westbrook, believe these are the "irreducible minimum" traits needed to be a healthy and effective leader. You can add to the list, but if you remove any one of these traits it will significantly "cap" or "put a lid" on their leadership capabilities).

3. Ask the group:

- * Which ones resonate? Which do you struggle with? Why?

4. Purpose:

- To develop leaders who serve in positions of leadership (specifically in our church family).
- Not a theory class – if you're not planning to serve in leadership, then this really isn't designed for you.
- To help you better understand who we are as a church and why we do what we do.
- To help you understand leadership.
- To begin to develop leadership traits more intentionally.
 - * It will help you lead in your family, at work, at church, etc.
 - * We have ministries (we are compiling a list) where we have real needs. When we finish, I'm praying you will all step-up to help us.
 - What you are going to discover is that each of these traits are lived out in Jesus' life!!



1. Exercise: “WHAT’S REALLY IMPORTANT?” Read through these questions and scriptures. Take some time to journal, write out your answers to each of these questions. (Leaders, you have this exercise on the next page. Participants will have it on the following page of their Participants Guide. This is an exercise that will help them begin to formulate insights that will inform their own Life Mission Statement.)

2. Read: (You will need to assign the specific chapters you need participants to read before the next time you meet. Figure out approximately how many pages they will need to complete reading all three books by the end of your last session.)

3. Memory verse: James 1:5

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

Cards with memory verses need to be handed out each week (as a leader you will need to provide those – take away any hurdle to them memorizing these Scriptures – make everything as simple as possible for them).

WHAT’S REALLY IMPORTANT?

Everyone has values, but few people have sat down and specifically identified them. The first step in developing your life plan, the purpose God has for you, is to clarify your values. Get alone with a pen and paper and ask yourself these questions. Then make a list of the 5-10 most important values you want to build your life on in the space provided after the Scripture references.

1. What do I value most? What matters most?
2. What adjectives would I like to describe me?
3. Am I doing what I really care about doing?
4. What is vitally important to me?...has some importance?...none?
5. What would I like people to remember about me?
6. If I were to write a letter to my children on what is most important in life, what would I tell them?
7. What in my life is trivial and what is essential?
8. What should I hold onto and what should I let go of?
9. Where do I get my values? Where do I want them to come from?
10. How much of what I’m doing will count 20 years from today?



"But seek first the kingdom of God and his righteousness, and all these things will be added to you." Matthew 6:33 (ESV)

"And he [Jesus] said to him, 'You shall love the Lord your God with all your heart and with all your soul and with all your mind. ³⁸This is the great and first commandment. ³⁹And a second is like it: You shall love your neighbor as yourself. ⁴⁰On these two commandments depend all the Law and the Prophets.'" Matthew 22:37-39 (ESV)

"For the whole law is fulfilled in one word: 'You shall love your neighbor as yourself.'"

Galatians 5:14 (ESV)

"Trust in the LORD with all your heart, and do not lean on your own understanding. ⁶In all your ways acknowledge him, and he will make straight your paths." Proverbs 3:5-6 (ESV)

"For this is the love of God, that we keep his commandments. And his commandments are not burdensome." 1 John 5:3 (ESV)

"He who loves money will not be satisfied with money, nor he who loves wealth with his income; this also is vanity." Ecclesiastes 5:10 (ESV)

"And he said to them, 'Take care, and be on your guard against all covetousness, for one's life does not consist in the abundance of his possessions.'" Luke 12:15 (ESV)

"A good name is to be chosen rather than great riches, and favor is better than silver or gold." Proverbs 22:1 (ESV)

"The fear of man lays a snare, but whoever trusts in the LORD is safe." Proverbs 29:25 (ESV)

“Turn my eyes from looking at worthless things;...” Psalm 119:37a (ESV)

“Whoever pursues righteousness and kindness will find life, righteousness, and honor.”
Proverbs 21:21 (ESV)

“...whoever loses his life for my sake will find it.” Matthew 10:39b (ESV)

“For this very reason, make every effort to supplement your faith with virtue, and virtue with knowledge, ⁶and knowledge with self-control, and self-control with steadfastness, and steadfastness with godliness, ⁷and godliness with brotherly affection, and brotherly affection with love. ⁸For if these qualities are yours and are increasing, they keep you from being ineffective or unfruitful in the knowledge of our Lord Jesus Christ. ⁹For whoever lacks these qualities is so nearsighted that he is blind, having forgotten that he was cleansed from his former sins.”
2 Peter 1:5-8 (ESV)

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SESSION 2

Trustworthy Character



- **Memory verse: James 1:5**

Have everyone pair up and share memory verse back and forth for 3 minutes. Then ask group: How does this verse relate to leadership? (Answer: If we're going to be good leaders and make wise decisions, we need God's supernatural wisdom. When we ask for His wisdom, He promises to give it to us!!) Let the participants know that if they repeat each of the verses they memorize every day for 45-60 days, they should retain them for life!!

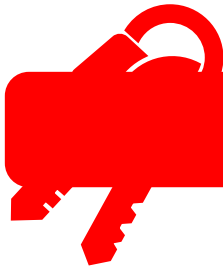
"If any of you lacks wisdom, let him ask God, who gives generously to all without reproach, and it will be given him." James 1:5 (ESV)

- **Book review (in groups of 2-3)**

- a. Pair up and share your top 3-5 highlights. If the other person has a highlight, you think is a good one, and you don't have it on your list, then add it to your list of highlights.
- b. Repeat with a new partner.
- c. In a Small Group – compile your individual lists into a top 3 Highlights list. You will probably have to condense your list down.
- d. What are 2 Questions you have about this section of the reading?
- e. Pick a "Presenter" for the group. (These will be rotated each week.)
- f. Take some time to field questions (limit your time).

- **Review: "WHAT'S REALLY IMPORTANT?" (Homework)**

Break down into sub-groups of 2-3 and answer the following question: What did you discover about what you value? This is going to help them as they begin to establish their "Life Mission Statement."



LEADERS DEMONSTRATE...

I. Trustworthy Character – it's about who you are when no one is looking, when it's just you and God

(Certainly, critical in a Christ-centered environment, in the body of Christ. Any time someone is able to “get results” with the use of coercion, intimidation, punishment, significant forms of punishment or rewards / pay, the threat of retaliation or pain, manipulation, that is NOT “true/pure leadership. As followers of Jesus, we are certainly to reflect Christ-like character.)

This includes:

- Love (self-sacrificing love – willing to go first – won't ask others to do what they aren't willing to do)
- Honesty / Integrity (about intentions of the heart)
- Humility / Servant Leadership (pride is subdued, they are not enamored with the spotlight, they realize they need God, they are grateful – “I'm not entitled to anything!")
- Stability (internal wholeness / emotional health – in all areas: personal / marriage / friends)
- Teachability
- Sincere walk with God
- Yieldedness to the Holy Spirit
- Commitment to the authority of God's Word (stand for what is right as defined in Scripture)

Modeled by Jesus: His whole life (Matthew, Mark, Luke, John). When Jesus washed the disciples' feet, He modeled humility and servant leadership (John 13:1-17; 34-35). Dying on the cross was the ultimate demonstration of love, sacrifice and selflessness (Luke 23:26-46; John 19:16-36; Philippians 2:6-8). Jesus did only what the Heavenly Father guided Him to do (John 5:19). Jesus loves us fully, with the greatest love there is (John 15:9-13).

Discussion:

- Why was character so critical to Jesus' leadership?
- How important do you think character is in leadership? Why?

CHARACTER leads to TRUST!

“Trust is the lubrication that makes it possible for... [things to get done].... Trust implies accountability, predictability, reliability.”

“Leaders” by Bennis & Nanus, pg. 43



SELF-LEADERSHIP QUOTES:

“The single greatest distinguishing factor between good leaders and great leaders is self-leadership, emotional self-control, which is a leader’s ability to navigate the highs and lows of leadership, the ability to overcome personal discouragement, to maintain sober minded in a crisis, to keep ego at bay at all times, and to stay focused on the life mission.”

“Exceptional leaders distinguish themselves because of superior self-leadership.” Daniel Goldman, psychologist, and author, Emotional Intelligence

(In groups of 2 or 3)

- Would you agree or disagree with these quotes? Why?

(The following “Self-Leadership Questions” will help us keep our character and inner-self in-check and focused on the right things.)

SELF-LEADERSHIP QUESTIONS

1. Is my passion for God burning hot? So hot that it ignites people around me? What do I need to do to pour fresh fuel on my passion fire? It's my job to keep my fire lit.
2. Is my character fully submitted to Jesus? Is it really?
3. Is my pride in check, or is my ego messing with my leadership decisions?
4. Are my fears at bay, or do I let my worries and anxieties creep into my leadership decisions?
5. Is my psychological baggage affecting current decisions?
6. Are my ears open to the whispers of the Holy Spirit?
7. Is my pace sustainable?
8. Is my heart for God increasing or decreasing?

We must be ruthlessly honest in dealing with these questions!



(Groups of 2 or 3)

- How do you think your life would benefit if you honestly worked through these questions on a regular basis?
- Which 2 of these issues do you think most people ignore? And what is the result?
- Which 2 most resonate with you? Why?

“4Cs” when looking for a high-capacity volunteer / leader / team member:

Character + Competence + Chemistry + Culture = TEAM FIT

(**Character** is critical but is not easy to teach or develop. **Competence** is what we often focus on the most but is actually the trait that is usually easiest to develop in someone. Chemistry is very subjective but makes a dramatic difference on a team. **Chemistry** is about: “Do you enjoy being around them, spending time with them? Can you have fun together? Would you enjoy playing golf with them? **Culture** is a reference to them fitting in with the culture of your team. Do they have the same values, priorities, vision? Are they in alignment with what you are doing and where you’re going as a church / team / organization?)



1. Exercise: Have participants journal on a different “SELF-LEADERSHIP QUESTION” each day of the week.
2. Read: (assigned chapters)
3. New memory verse: Philippians 2:3-4 (continue to go over previous verse as well) (James 1:5)



“Do nothing from selfish ambition or conceit, but in humility count others more significant than yourselves. ⁴Let each of you look not only to his own interests, but also to the interests of others.”

Philippians 2:3-4 (ESV)

SESSION 3

Building Camaraderie



Memory verses: James 1:5; Philippians 2:3-4

Have everyone pair up and share memory verse back and forth for 3 minutes. Then ask group: How do these verses relate to leadership?

“Do nothing from selfish ambition or conceit, but in humility count others more significant than yourselves. Let each of you look not only to his own interests, but also to the interests of others.”
Philippians 2:3-4 (ESV)

- **Book review (in groups of 2-3)**

Pair up with someone you haven't been with yet and answer the following questions:

What are the top 3 highlights from the chapters you read?

What is our church doing well related to these chapters?

Where could our church improve (related specifically to these chapters)?

Have a spokesperson for each group report back to group.

- **Review “Self-Leadership Questions” (from previous section’s homework)**

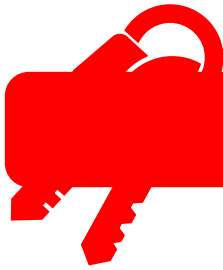
Break up into sub-groups of 2-3 and answer the following questions:

Which question was most challenging for you to answer?

How did processing through these questions help you?

What was most helpful and challenging to you personally as you worked through the “Self-Leadership Questions?”

Have 3 or 4 people share with the group as a whole.



LEADERS DEMONSTRATE...

2. Building Camaraderie – it's about how you relate to other (Must exemplify relational health / authentic relational concern for others)

This includes:

- Loving people authentically (kind, patient, forgiving, treat others the way they would want to be treated – overlap with “Character.” - What is your intrinsic motivation? Authentic love and concern for people, or is there a greater concern about status quo, or appearance, or what’s convenient or comfortable?)
- Building Teams (involving other people; being collaborative; finding people who can complement their weaknesses; recognizing and celebrating the strengths of others)
- Intentional apprenticing (replicating of self)
- Creating a sense of meaning in every person in the organization. (Why are we doing this?)
- Building and sustaining relationships (Interpersonal/relational skills)
- Realizing that every person is a significant and valuable individual (“Other people are just as important as me.”)
- High commitment to resolving conflicts (They speak the truth in love.)
- Helping others maximize their full God-given potential

Modeled by Jesus: The focused time He spent with His disciples (Mark 6:30-32). He spent time teaching them and then gave them an assignment to begin implementing what He had been teaching and modeling (Mark 6:7-13,30; Luke 9:1-6, 10). How He dealt with Nicodemus and the Woman at the well (John 3 & 4). He spent time with the 3, the 12, the 70 (Luke 10:1), and the crowds. The preeminent value / ethic Jesus taught was LOVE (Matthew 22:37-39; John 13:34-35; Galatians 5:14) Jesus willingly served and sacrificed for others – ultimately giving His very life for others (Matthew 27; Mark 15; Luke 23; John 13:3-17; John 19).



- **How did Jesus model His high value for relationships and camaraderie?**
- **How did Jesus model “servant leadership”?**
- **How should Jesus’ example influence our leadership?**
- **What are some of the best practices you use to resolve conflict?**

[You can use the following list to enhance the “best practices” the group comes up with. Encourage the group to write down any “best practices” or “Key Habits” they think could help them resolve conflict better. They will need to refer back to this in their “Homework.”]

Key Habits:

- (1) Listen!! – actively – with focused, undivided attention (look at people in the eyes).
- (2) Seek to understand before you seek to be understood.
- (3) Learn to ask open ended questions. Be curious.
- (4) Deal with conflict quickly – don’t let it fester.
- (5) It’s typically best to deal with it one-on-one (but there are definitely exceptions).
- (6) Give the benefit of the doubt.
- (4) Matthew 18:15.
- (5) Proverbs 16:21.
- (6) Be gentle and tactful.
- (7) Try to understand, be aware, and sensitive when it comes to what people are feeling.

Leadership is all about people!

- Learn to relate, get along, and enjoy people (even the oddities, idiosyncrasies).
- Value people.
- Don't skim relationally.
- Study the life of Jesus and how He related and dealt with people.
- Serve others. We are called to be servant leaders.
- Be curious about people's lives.
- Gain respect and trust by caring about people and being a person of character.
- Keep your word.

When working with volunteer leaders or staff who are over a ministry or project three key topics to address during "check-in" meetings are:

3 Ms FOR CHECK-IN MEETINGS:

MOVE FORWARD – What do you need to **MOVE FORWARD**? - update

MODIFY – What do you need to **MODIFY**? – what are the adjustments that need to be made?

MOTIVATE – before they leave encourage, motivate, inspire, compliment, thank them. – You want them to leave so inspired and motivated they're floating a few inches off the ground and ready to "take the hill!"



1. Exercise: Have participants journal using the questions from: "WHAT ARE MY STRENGTHS?" (Questionnaire is below. We will clarify what your God-given S.H.A.P.E. is next session)

2. Read: (assign chapters to be read before next meeting)

3. Dissect a difficult conversation you believe you could have handled better. Write out a plan to handle the situation differently. Implement the plan.

4. Recommended books: "Fine Art of Small Talk" by Debra Fine; "Doing Church as a Team," by Wayne Cordeiro; "The Coaching Habit: Say Less, Ask More & Change the Way You Led Forever," by Michael Bungay Stanier

5. New memory verse: Ephesians 4:29 (and James 1:5; Philippians 2:3-4)

"Let no corrupting talk come out of your mouths, but only such as is good for building up, as fits the occasion, that it may give grace to those who hear." Ephesians 4:29 (ESV)

WHAT ARE MY STRENGTHS?

If you want to understand God's will for your future, always examine God's work in your past. Learn from your experiences! Since God planned your "S.H.A.P.E." before you were born, then what you were good at when you were 5, 10 or 15 years old, you'll be good at when 65. Look for any repetition of abilities you've used in different circumstances.

1. What peak experiences have I had in life? Great moments when I did something well, and enjoyed it. Forget what others thought about it. What experiences have mattered to you? Try to list several for each 10-year period of your life. Pay attention to the verbs you've used.
2. What are the things I do well, and I enjoy doing?
3. What has been my most passionate ambition?
4. What activities give me the most pleasure when I'm not at work?
5. What activities cause time to "fly by" when I'm focusing on them?
6. What parts of my current job do I enjoy most?
7. What subjects have continued to interest me after I finished school?
8. What do I deeply care about accomplishing?
9. Am I doing more or less of what I do well than I used to do?
10. Am I developing my strengths or are they getting weaker?
11. What are the things others expect me to do that I do poorly and have little interest in?
12. What do I wish I could stop doing?



"Now there are varieties of gifts, but the same Spirit ⁵ and there are varieties of service, but the same Lord; ⁶ and there are varieties of activities, but it is the same God who empowers them all in everyone." I Corinthians 12:4-6 (ESV)

"But let each one test his own work, and then his reason to boast will be in himself alone and not in his neighbor." Galatians 6:4 (ESV)

"For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them. Ephesians 2:10 (ESV)

Jesus – "We must work the works of him who sent me while it is day; night is coming, when no one can work." John 9:4 (ESV)

"For as in one body we have many members, and the members do not all have the same function, ⁵ so we, though many, are one body in Christ, and individually members one of another." Romans 12:4-5 (ESV)

SESSION 4

Vision Alignment

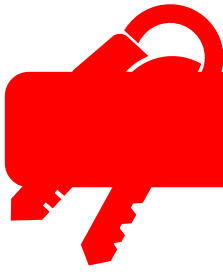


- **Memory verses:** Ephesians 4:29 (and James 1:5; Philippians 2:3-4)
- **Have everyone pair up and share memory verse back and forth for 3 minutes. Then ask group:**
How do these verses relate to leadership?

“Let no corrupting talk come out of your mouths, but only such as is good for building up, as fits the occasion, that it may give grace to those who hear.” Ephesians 4:29 (ESV)

- **Book review (in groups of 2-3)**
Pair up with someone you haven’t been with yet and answer the following questions:
What are the top 3 highlights from the chapters you read?
How could you apply some of these ideas in your personal life or work life?
How could our church apply these ideas more fully?

Have a spokesperson for each group report back to group.
- **Review: “WHAT ARE MY STRENGTHS?” (Homework)**
Break down into smaller sub-groups and have each person share:
What did you discover about yourself as a result of processing through your strengths? Do you feel that you are maximizing and playing to your strengths in general in your life? What about when it comes to ministry? God has gifted you with those strengths, how are you using them to advance His cause, His Kingdom? (Give each person 5 minutes)
- **Share about how you implemented your plan to handle a difficult conversation better.**
(Give each person 2 minutes)



LEADERS DEMONSTRATE...

Vision Alignment – it's about where you're headed (must have a crystal-clear sense of direction, and keep everyone and everything focused and aligned on prioritizing that vision)

This includes:

- A clear and compelling image of a preferred future.
- A clear sense of your own "Life Mission".
- The ability to chart a new direction/path.
- A persistent focus on aligning all decisions and resources with the organization's vision.
- The ability to communicate and inspire people to pursue a preferred future.
- A clear understanding and motivation to explain "WHY" we are doing this.
- Creating a sense of meaning in every person in the organization.
- Vision-casting continually!! Vision leaks.

Modeled by Jesus: His life mission was crystal clear. He knew where He was going with His life, and where He wanted to lead others. (Luke 19:10; John 6:38; 17:4; Matthew 22:37-39; Matthew 28:18-20)



- **What are some key examples of Jesus communicating a fresh and compelling vision?**
- **What did Jesus come to earth to do? How should that influence our life mission? Our purpose in life?**
- **Why is vision so important for leadership? It is important to know what an organizations vision and values are if they are going to stay, aligned and focused on what really matters.**

- What is our church's vision? (Have individuals share your church's vision in their own words. This question is not in the Participant's Guide.)
- What decisions are you aware of that we have made as a church that have been directly impacted by our vision?

(Ex: building, 2 services, additional staff, moves from school to school, focus on reaching people who are far from God for Jesus – even when it's hard, maintaining an outward focus instead of an internal focus, emphasis on small groups, emphasis on spiritual development, emphasis on multiplying).

- Read through church's "Core Values." (If your church has stated "Core Values") Do they reflect reality or are they "aspirational"? Which one is most challenging? Which two tend to set us apart from other churches in your opinion?

[A sample of a church's "Core Values" is included in Appendix C]

If your church does not have stated "core values," what would you like the operating "core values" to be? Share those "aspirational" values with the participants and ask for their thoughts.

- Why is alignment with the church's/organization's vision so critical?
- Stop and dream - where do you see our church 10 years from now? (BHAG – Big Harry Audacious Goal – term coined by Jim Collins. Share the long-term vision for your church. Example: 10-15% growth – movement/awakening that actually impacts community / morality / standards / crime / families-divorce rate. Multiplying number of Sunday School classes and/or Small Groups. 10-20% growth in baptisms, a place where people who have given up on church and don't like church feel welcome and loved, and want to come back, etc.)



**LEADERS MUST
BE ABLE TO
CAST VISION!!**

[Acts 2:42-47 is a picture of God's vision / dream for His church!
Take a few minutes to share ideas about what a church would look like
in our times that was following this example of a "biblical community."]

When vision casting

Start with the.....
Clarify the.....
Finish with the.....



(Why are we doing this? Why is this important? Why are we doing it like this? Why are they important to this endeavor? Then paint a picture of how things could be different if this vision becomes a reality!!)

(Leaders need to understand God's vision for their own lives: They need to know themselves and have clarity on what their personal "Life Mission" is. A "Life Mission Statement" defines what "true success" is for us.)

"LIFE MISSION STATEMENT"

KEY TOOLS for developing your "LIFE MISSION STATEMENT":

- **WHAT'S REALLY IMPORTANT?** (Participants should have already worked through this tool and journaled about it)
- **WHAT ARE MY STRENGTHS?** (Participants should have already worked through this tool and journaled about it)
- **ESTABLISHING A LIFE MISSION STATEMENT / WHAT IS A LIFE MISSION STATEMENT?'**
- **HOW HAS GOD SHAPED ME?**

(You are going to begin to work with the participants on their "Life Mission Statement." They will have a form in their Participant's guide with blanks for each of these key tools.)

[**"ESTABLISHING A LIFE MISSION STATEMENT"** form – with answers. The participants will have these forms, with blanks to be filled in, in their Participants Workbook. You will walk them through this tool having them fill in the blanks. It's helpful to take some time to process through and write out your own personal "Life Mission Statement." The process of coming up with a "Life Mission Statement" usually begins with a few pages. You want them to go narrowing it down to one page, then one paragraph, and then ultimately down to 1-3 sentences. This final statement will be "representative" of "bigger ideas." They will want to use "key words," or "representative words," that are meaningful to them. Ideally the final "Life Mission Statement" is short enough for them to remember/memorize, and ideally it should be specific enough for them to use as a filter for saying "yes" and "no" to opportunities. If a request, or opportunity doesn't align with their God-given "Life Mission Statement" they would probably lean toward saying, "No thank you. I appreciate the opportunity, but I'm going to have to pass."]

(You will want to work through these worksheets rather quickly for the sake of time. You want to make sure you have enough time to answer any questions they might have. These documents will provide the frame-work for participants to flesh out their own "Life Mission Statement."

ESTABLISHING MY LIFE MISSION STATEMENT

[We are going to help you prayerfully establish a “Life Mission Statement” that expresses your values, S.H.A.P.E., and commitment to God’s purpose for your life.]

Jesus – “I glorified you on earth, having accomplished the work that you gave me to do.” John 17:4 (ESV)

Paul – “But I do not account my life of any value nor as precious to myself, if only I may finish my course and the ministry that I received from the Lord Jesus, to testify to the gospel of the grace of God.”

Acts 20:24 (ESV)

“For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them.” Ephesians 2:10 (ESV)

I. WHAT IS A LIFE MISSION STATEMENT?

A description of what I believe God wants me to do with my life.

1. It’s more than a goal.
2. It defines true success for me.
3. It’s based on God’s purpose for my life.
4. It expresses my S.H.A.P.E. (God-given wiring)
5. It clarifies my roles in life.



II. HOW DO I DISCOVER MY LIFE MISSION?

“Therefore do not be foolish, but understand what the will of the Lord is.” Ephesians 5:17 (ESV)

“Whoever walks in integrity walks securely, but he who makes his ways crooked will be found out.”
Proverbs 10:9 (ESV)

ASK YOURSELF 3 QUESTIONS

1. WHAT WILL BE THE CENTER OF MY LIFE?

GOD SAYS: HE MADE ME TO KNOW AND TO LOVE HIM.

“And he said to him, ‘You shall love the Lord your God with all your heart and with all your soul and with all your mind.’³⁸ This is the great and first commandment.” Matthew 22:37-38 (ESV)

“So, whether you eat or drink, or whatever you do, do all to the glory of God.” I Corinthians 10:31 (ESV)

“Have this mind among yourselves, which is yours in Christ Jesus,” Philippians 2:5 (ESV)

2. WHAT WILL MY LIFE-MESSAGE BE?

GOD SAYS: HE MADE ME TO TELL OTHERS ABOUT HIM.



“...walk in a manner worthy of the calling to which you have been called,” Ephesians 4:1b (ESV)

Paul – “But I do not account my life of any value nor as precious to myself, if only I may finish my course and the ministry that I received from the Lord Jesus, to testify to the gospel of the grace of God.”

Acts 20:24 (ESV)

Jesus – “Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, ²⁰ teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age.” Matthew 28:19-20 (ESV)

Jesus – “A new commandment I give to you, that you love one another: just as I have loved you, you also are to love one another. ³⁵ By this all people will know that you are my disciples, if you have love for one another.” John 13:34-35 (ESV)

3. HOW WILL I LEVERAGE MY UNIQUE GOD-GIVEN S.H.A.P.E.?

GOD SAYS: HE MADE ME TO USE MY UNIQUE S.H.A.P.E. TO HELP OTHERS.

“As each has received a gift, use it to serve one another, as good stewards of God’s varied grace:”

1 Peter 4:10 (ESV)

“For we are his workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them.” Ephesians 2:10 (ESV)

[You have an example of a completed LIFE MISSION STATEMENT in APPENDIX B. If needed this can be shared to help participants get a better feel for what a LIFE MISSION STATEMENT looks like. You will probably want to share it later in the process so they don’t mimic it.]

[The next tool helps individuals get clarity on their God-given S.H.A.P.E. This is a second form you will have participants fill in: “HOW HAS GOD SHAPED ME” – with answers. The participants will have these forms, with blanks to be filled in, in their Participants Workbook]

S.H.A.P.E.

HOW HAS GOD SHAPED ME?

“Your hands shaped me and made me...” Job 10:8a (NIV)

- **God has been molding and shaping you for ministry since you were born. In fact, God started uniquely shaping you even before you were born!**

“I praise you, for I am fearfully and wonderfully made. Wonderful are your works; my soul knows it very well. ¹⁵ My frame was not hidden from you, when I was being made in secret, intricately woven in the depths of the earth.” Psalm 139:14-15 (ESV)

1. I was shaped for a purpose.
2. I am unique!
3. I am wonderfully complex!

“But who are you, O man, to answer back to God? Will what is molded say to its molder, ‘Why have you made me like this?’” Romans 9:20 (ESV)

“Now there are varieties of gifts, but the same Spirit; ⁵ and there are varieties of service, but the same Lord; ⁶ and there are varieties of activities, but it is the same God who empowers them all in everyone. ⁷ To each is given the manifestation of the Spirit for the common good.” I Corinthians 12;4-7 (ESV)

MY S.H.A.P.E. WILL HELP DETERMINE MY LIFE-MISSION

GOD'S PURPOSE FOR OUR LIVES IS DETERMINED BY SEVERAL FACTORS:

Spiritual Gifts

"...But each has his own **gift** from God, one of one kind and one of another." I Corinthians 7:7b (ESV)

What am I GIFTED to do?

Hearth

"Whatever you do, work **heartily**, as for the Lord and not for men," Colossians 3:23 (ESV)

(God wants you to be passionate and love what you are doing! What do you love to do? What are you passionate about? There are certain things that you love to do and certain things that you hate to do! God made you that way on purpose!)

What do I LOVE to do?

Abilities

"and I [God] have filled him with the Spirit of God, with **ability** and intelligence, with knowledge and all **craftsmanship**," Exodus 31:3 (ESV)

What NATURAL TALENTS & SKILLS do I have?

Personality

"For who knows a person's thoughts except the spirit of that person, which is in him?..."

I Corinthians 2:11a (ESV)

How does God want to use my PERSONALITY to fulfill His purpose?

Experiences

"Blessed be the God and Father of our Lord Jesus Christ, the Father of mercies and God of all comfort,
4 who comforts us in all our affliction, so that we may be able to comfort those who are in any affliction,
with the comfort with which we ourselves are comforted by God." II Corinthians 1:3-4 (ESV)

What LIFE-EXPERIENCES does God want me to leverage for His purpose?

- What educational experiences does God want you to leverage to benefit others? (Formal or informal)
- What vocational experiences does God want you to leverage to benefit others?
- What painful experiences does God want you to leverage to benefit others?

Don't waste your pain!

- We will give you additional tools to process your spiritual gifts next session.

[Not only do we need wisdom and insight when it comes to ourselves, but we also need wisdom, and knowledge, and insight when it comes to the organization.]

- What is the church's Vision? Is there a clear, concise vision statement that clarifies the vision / mission of the church? (If there isn't an "official" vision statement, that's ok. Begin to cast the vision God has laid on your heart. It should include the Great Commandment and the Great Commission.)
- What are the church's resources?
 - People
 - Leaders
 - Finances
 - Time
 - Influence
 - Partnerships
 - Building / property
 - Digital Resources (website, email lists, podcasts, etc.)
 - Other Resources
- If the church has established "Core Values," hand them out and take the time to read through them. (Ask: Do any of these surprise you? Which do you find most difficult to live out? – If there is a "value" related to evangelism, it is often the most challenging for churches and individuals to live out).



1. Exercise: Have participants journal using the questions from the “ESTABLISHING MY LIFE MISSION” form:

- What will be the CENTER of my life?
- What will my LIFE-MESSAGE be?
- How will I leverage my unique GOD-GIVEN S.H.A.P.E.? (Pay special attention to your difficult and painful experiences)
- Read back over your journal entries from the “WHAT’S REALLY IMPORTANT?” AND “WHAT ARE MY STRENGTHS?” worksheets.

2. Read: (assign chapters to be read before next meeting)

3. New memory verse: Acts 20:24; (continue to review Ephesians 4:29; and James 1:5; Philippians 2:3-4)

“But I do not account my life of any value nor as precious to myself, if only I may finish my course and the ministry that I received from the Lord Jesus, to testify to the gospel of the grace of God.” Acts 20:24 (ESV)

4. If your church has a “Vision Statement,” put it on 3 x 5 cards and have participants memorize it.

[We will address “Spiritual Gifts” and encourage participants to begin processing through what their spiritual gift is in Session 5]

SESSION 5

Insightful Wisdom

- **Memory verses:** Acts 20:24 (James 1:5; Philippians 2:3-4; Ephesians 4:29)
Have everyone pair up and share memory verse back and forth for 3 minutes. Then ask group:
How does these verses relates to leadership?

Paul – “But I do not account my life of any value nor as precious to myself, if only I may finish my course and the ministry that I received from the Lord Jesus, to testify to the gospel of the grace of God.”

Acts 20:24 (ESV)

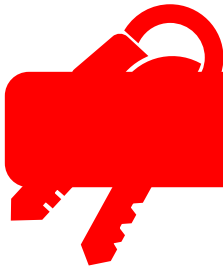
- **Book review (in groups of 2-3)**
Pair up with someone you haven't been with yet and answer the following questions:
What are the top 3 highlights from the chapters you read?
How could you apply some of these ideas in your personal life or work life?
How could our church apply these ideas more fully?

Have a spokesperson for each group report back to group.

- **Journal:** What was most challenging about working on your “LIFE MISSION STATEMENT”? What was most thought provoking? How do you think your life would be different if you lived your life in alignment with a personal “LIFE MISSION STATEMENT?”

Break down into smaller sub-groups and have each person share:

What did you discover about yourself as a result of processing through these worksheets? Do you feel that you are maximizing and playing to your unique GOD-GIVEN S.H.A.P.E.? Are you serving in the church, the “body of Christ” using your GOD-GIVEN S.H.A.P.E.? (Give each person 5 minutes)



LEADERS DEMONSTRATE...

Insightful Wisdom – it's about making decisions from a long-term perspective (It's the ability to envision the long-term ramifications. Some have seen this as a kind of "leader's intuition" that separates and distinguishes "upper-case" leaders: "L," from "lower-case" leaders: "l". This necessitates significant insight and reasoning skills, not necessarily intelligence / book smarts, but mental quickness, brightness of mind. It's the ability to sift through lots of options and generally come to a good conclusion.)

This includes:

- Gathering and analyzing pertinent information - getting the facts (knowing the history, track record, statistics, key players, and having the ability to ascertain what information is pertinent / relevant / crucial).
- Self-awareness - knowing your strengths and weakness; processing through past emotional and relational baggage; demonstrating a desire to discover, expose and deal with one's own blind-spots (the challenge with "blind-spots" is that they're blind-spots, you don't see them; and having a clear sense of one's own "Life Mission").
- Knowledge of resources available (human, financial, time, etc.; as well as knowing the strengths and weaknesses of team members).
- Knowing the organization/ministry and having a clear sense of what they are attempting to achieve (vision).
- Knowing how others have tackled similar assignments (opportunities, challenges, responsibilities).
- Using sound judgment (Good judgment = life experience + relevant facts + ability to envision long term implications).
- Projecting how facts will/might affect things long term (the ability to anticipate needs/challenges and make appropriate adjustments or changes, always maintaining a "big-picture perspective).
- The conscious and/or unconscious ability to sift decisions through key filters.


Modeled by Jesus: He is the all-knowing God. He had total knowledge and wisdom and insight. He always knew what was right, and best, and wise. Peter said, ... “Lord, You know all things;...” John 21:17

(Leadership decisions that often seem “intuitive,” are often in reality the result of leaders either consciously or unconsciously sifting decisions through certain “grids” or “filters” – sometimes in “nano-seconds,” sometimes after processing through decisions over a few hours or days. Everyone probably functions as a leader at one time or another. Wherever someone is on the continuum of leadership ability, we have the ability to grow and develop our leadership capabilities. However, there seem to be some people who are “upper case” leaders: “L”, who seem to have an extra “leadership gear,” and some people who are “lower case” leaders: “l” who can lead but seem to struggle with more complex and dicey decisions, vision casting, and inspiring people to pursue a preferred future – especially if it involves significant change. High-capacity leaders are often perceived to have the ability to make the “right decisions” or say the “right thing” intuitively. Some leaders may be “L” leaders while others are “l” leaders – certainly some people have the spiritual gift of leadership while others don’t – we would presume that this would give them the capacity to lead at a higher level. But upon closer introspection leaders have often come to realize that part of what allows them to make what are perceived to be “intuitive” decisions is actually the fact that they have “filters” or “grids” that they run decisions through. Interestingly, they often do this without even realizing they are doing it until they slow down to figure out how they made the decision they made. So what are some of these filters?

[The underlined words will be “blanks” in the Participant’s Guide.]

Filters:

1. Is it biblical?
2. What, if any, kind of precedent will this set?
3. Is this decision in alignment with our vision, values, and culture?
4. Does this decision reflect love and respect for all those affected?
5. How will this negatively or positively affect people’s lives?
6. Would we want and be able to do this if the organization were twice as big?

- 
7. Does this reflect stepping out in faith?
8. What are the long-term implications or ramifications of taking this path?
9. Will this decision take us where we truly want to go in the long term?
10. What's the wise thing to do?
11. Is it sustainable?
12. Do we have the resources (time, people, finances, etc.) to do this while maintaining margin?

What are some other filters that can help you make leadership decisions?

13. _____
14. _____
15. _____



- What are your filters?
- What are some additional filters you need to incorporate into your decision-making process?
- What decisions are most difficult for you? What could you do to develop “leadership muscles” in that area?





1. Make a list of key “filters” you use to make decisions in your personal life / marriage?
2. Make a list of filters you feel you need to try to incorporate into your decision making “grid”?
3. Read:
4. Review all your verses: James 1:5; Ephesians 4:29; Philippians 2:3-4; Acts 20:24
5. Journal: Continue working on your “LIFE MISSION STATEMENT.” Focus specifically on your S.H.A.P.E.

See Appendix D for: Online “Spiritual Gift” article and survey / assessment

<https://www.lifeway.com/en/articles/women-leadership-spiritual-gifts-growth-service>

However, the best way to figure out your Spiritual Gift, is:

- Self-assessment
- Family and Friend’s assessment and input
- Journaling
- Putting yourself in a situation to use this gift:
 - Is it rewarding?
 - Are you fruitful?
 - Are you effective?
 - Is it energizing?

Ex: If you think you have the gift of teaching and you’re energized by teaching, but people are bored, falling asleep, and don’t seem to be having moments where the “light-bulb” goes on for them, then you probably don’t have the gift of teaching.

There are 4 primary Scriptures related to Spiritual Gifts:

Each of the “lists” of Spiritual Gifts are different. Since these “lists” are taken from different letters going to different churches, it is often assumed that these are not necessarily exhaustive lists. Even combining them may not be an exhaustive list of all the possible Spiritual Gifts. Nevertheless, combined, they provide at least an exemplary list of the Spiritual Gifts God has provided to His followers.

Romans 12:3-10

Ephesians 4:11-13

I Corinthians 12-14

I Peter 4:10-11

- We do not choose our gifts. They are sovereignly bestowed by God as a “gift” to be used in the body, not for personal recognition.
- If we are followers of Jesus, we have at least one spiritual gift, probably several. It is helpful to know our primary gifts so we can leverage them for God’s glory.
- Nobody has all the spiritual gifts, but all Christians have at least one.

Tools to help understand how our PERSONALITY influences our S.H.A.P.E.

FREE online personality assessments:

DISC: <https://www.truity.com › test › disc-personality-test>

Myers Briggs: <https://www.truity.com/test/type-finder-personality-test-new>

APEST: <https://designdiscovery.com/fivefold-spiritual-gifts-test/#>

FOR A FEE:

Working Genius: workinggenius.com

SESSION 6

Clear Communication

- **Memory verses: James 1:5; Ephesians 4:29; Philippians; 2:3-4 Acts 20:24**
Have everyone pair up and share memory verse back and forth for 3 minutes. Then ask group: How do these verses relates to leadership?

- **Book review (in groups of 2-3)**
Pair up with someone you haven't been with yet and answer the following questions:
What are the top 3 highlights from the chapters you read?
How could you apply some of these ideas in your personal life or work life?
How could our church apply these ideas more fully?

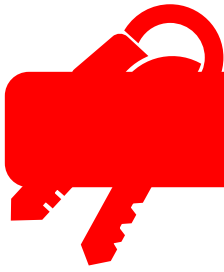
Have a spokesperson for each group report back to group.

- **Review:**
1. What are the top two filters you feel you need to try to incorporate into your decision making "grid" to enhance your "Leadership Wisdom (Intuition)"?

2. Share what you've discovered about your S.H.A.P.E. Where have you gained clarity when it comes to your "LIFE MISSION STATEMENT"? Where are you struggling?

Break down into smaller sub-groups and have each person share:
What did you discover about yourself as a result of processing through your unique GOD-GIVEN S.H.A.P.E.? (Give each person 5 minutes)

Have 2-3 participants share the highlights of their "Life Mission Statement." If anyone has it down to a paragraph, have them read it. (Provide feedback. Is this in alignment biblically with what God says His purpose is for our lives? Is this specific enough to allow them to say "yes" or "no" to certain things? It should be able to help them build margin into their lives, by helping them limit certain things while pursuing those things that allow them to fulfill their God-given Life Mission.)



LEADERS DEMONSTRATE...

Clear Communication – it's about what you transmit to others (must be able to communicate in a clear, compelling, and inspiring way – does not necessarily have to be a “magnetic and great communicator,” but must be clear and have the credibility to transmit the information needed and inspire people to join in)

This includes:

- Relaying information in a clear and sensitive way.
- An ability to inspire and motivate others.
- Having credibility. (Which goes back to character)
- Being accurate and truthful.
- Being a good listener.
- Seeking to understand others.
- Must figure out when to speak and when not to speak, and how much to say.
- Being curious and asking good questions.

There are different means of communication: written, one-on-one, public, verbal, non-verbal, etc.

Modeled by Jesus: Jesus was the Master Communicator (Matthew 7:28,29; Mark 11:18).

We're going to focus on verbal, but non-verbal is just as important, if not more important. Our body language and/or tone can communicate more than our words!



- What are some of the things Jesus did extremely well when communicating with people? (Jesus asked questions. He used parables/word pictures/illustrations. He was aware of His audience. Jesus loved and valued people.)
- What are some helpful principles or guidelines for communicating better?

[Have open space for people to fill in those that seem most helpful.]

Guidelines for better communication:

1. Think through the right words ahead of time.
There is power in words. Precise words can be critical. Does your audience understand what the words you are using mean. (For example: How do you think someone who does not know Jesus in a personal way would respond to being referred to as: lost? un-churched? curious? disconnected? Disillusioned? Explorer? / Far from God? (Some of these terms may be more offensive than others depending on the context)
2. Presentation is everything.
(Confidence, right tone [What do I mean by that? – light, serious, intense, humorous, challenging, angry, mad, upset, disappointed, loving, compassionate], body language (leaning forward / back; eye contact; arms/hands/gestures).
3. Use word pictures when possible. Ex: Biblical community vs. I imagine a group of people having a great time, sharing openly about issues in their life that really matter.
4. If at all possible, be positive, express hope, extend the benefit of the doubt.
5. Pray for perspective, self-control, and humility.
6. Extend grace. Assume there is another perspective. Assume the best.
7. Give the benefit of the doubt
8. “Train wrecks,” things falling apart must be addressed (or problems get bigger). Ask, rather than accuse: “What happened?”
9. Speak the truth in love.
10. Model a willingness to take responsibility for your own mistakes.
11. Take advantage of the opportunity to validate the person.
12. When it’s a difficult conversation, it’s helpful to have a follow up conversation. “Are we okay? Is there anything else we need to deal with?”
13. Rather than expressing frustration, anger, or arguing, learn to use the phrase, “Help me understand...” (with a truly curious and open mind).

- It is very difficult to lead in any significant area without strong communication skills.
- Push yourself to take on positions where you have to speak in public.
- The more critical the issue being addressed the more important it is to practice (go over) what you are actually going to say.



1. Read: Third book or choose a book from the list of leadership books provided. You will be sharing highlights over the next couple of weeks. The last week of “Leadership U.” participant will give a 3-5 minute summary, and rate it on a scale of 1-10.

2. Memory verses: Matthew 22:37-38 (James 1:5; Ephesians 4:29; Philippians 2:3-4; Acts 20:24)

“And he [Jesus] said to him, ‘You shall love the Lord your God with all your heart and with all your soul and with all your mind.’³⁸ This is the great and first commandment.³⁹ And a second is like it: You shall love your neighbor as yourself.” Matthew 22:37-39 (ESV)

3. Exercise: How do your spiritual gifts influence your “Life Mission Statement?” Fine Tune – “Life Mission Statement.” Ready or not: Write out a “Life Mission Statement.” It may be a page or two long at first. Spell it all out. In the coming weeks you’ll go condensing it down to one paragraph, and then 2-4 ideas in 1-3 sentences. You want it simple, clear, compelling. It should limit and help define what you say “yes” and “no” to.

Two parts to a “Life Mission Statement:”

- * God’s universal purpose for the lives of all followers of Jesus.
- * God’s unique purpose for your life based on your God given S.H.A.P.E. (your unique wiring).

SESSION 7

Persevering Courage

- Memory verses: Matthew 22:37-38; James 1:5; Ephesians 4:29; Philippians 2:3-4; Acts 20:24
Have everyone pair up and share memory verse back and forth for 3 minutes. Then ask group:
How does these verses relates to leadership?

“And he [Jesus] said to him, ‘You shall love the Lord your God with all your heart and with all your soul and with all your mind.’³⁸ This is the great and first commandment. ³⁹ And a second is like it: You shall love your neighbor as yourself.” Matthew 22:37-39 (ESV)

- Book review (in groups of 2-3)
Pair up with someone you haven’t been with yet and answer the following questions:
What was most life – impacting to you personally?
How (have the principles in this book) has this book changed your perspective about life?

Have a spokesperson for each group report back to group.

- Review: What was most challenging about working on your “LIFE MISSION STATEMENT”? What was most thought provoking?

[Has anyone got their “LIFE MISSION STATEMENT” down to a paragraph? Would you be willing to share it with the group? [Give feedback. It should be specific enough to help them say “yes” or “no” to opportunities that come their way. Ideally it is short, clear, meaningful to the person and provide direction and guardrails / boundaries.]

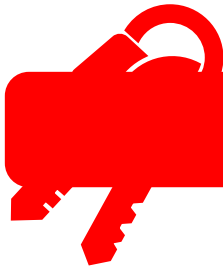
Have 2 share with the whole group – evaluate as a group.

How is it unique?

Is it biblical?

Will it help you say “yes” and “no” to demands on your time/life?

What is your unique life contribution / message?



LEADERS DEMONSTRATE...

Persevering Courage – this is about how you respond to challenges (having the courage and determination to move against fears and obstacles)

This includes:

- Being self-motivated / pro-active / an initiator.
- Having “edge” – the willingness and courage to make the tough calls. (Jack Welch coined the phrase)
- Having the courage to face and manage conflict in a healthy way.
- Keeping all the resources aligned in the right direction – aimed at the target. (Maintaining a **divine focus**. Managing and maximizing the appropriate resources at one’s disposal as well as finding additional resources. Delegating and empowering others within the guardrails of the vision and values of the organization.)
- Promoting change and continuous improvement. (Pursuing excellence, not neurotic perfectionism, and driving for results.)
- Demonstrating GRIT, the drive and energy to do whatever it takes to accomplish the vision, including reinventing self, and/or the organization (Grit – passion and perseverance over the long haul – unwavering long-term tenacity; steely determination, demonstrated over decades; it is the willingness to use every last drop of effort to move something ahead and keep expending that energy until you cross the line.)
- Having the energy to energize others (I Corinthians 15:58).
- The ability to anticipate and adjust or change courses.

Modeled by Jesus: Nothing was going to stand in the way of Him accomplishing His mission. Said “no” to staying put in one place. Set His face toward Jerusalem. In the Garden of Gethsemane prayed, “...not My will, but Thine be done.” (Luke 22:42)

Leaders play hurt!!



- What are some additional ways in which Jesus modeled “grit,” persevering courage?
- Do you think Jesus could have accomplished what He did without persevering courage? Without grit? Why? Or why not?
- Why do you think this leadership trait is so critical?
- What do you think are the biggest challenges to being an effective leader? (Top 3) Why?
 - A. Write Out / Prioritize
 - B. Have 3-5 share what they believe to be the biggest challenge and why? (One that at times is overlooked is “Persevering Courage”: – “Edge” / “Grit”. Many leaders are unwilling to make the hard / unpopular calls and changes, and it puts a lid on their leadership. You can be fuzzy, at less than 100% on others, but this one will make you or break you! This is a key trait to being a capital “L” LEADER.)
- What do you need to do to develop this trait more fully in your life?



1. Read:

2. Memory verses: Deuteronomy 31:8 (Matthew 22:37-38; James 1:5; Ephesians 4:29; Acts 20:24; Philip-
pians 2:3-4)

“It is the Lord who goes before you. He will be with you; he will not leave you or forsake you. Do not fear or be dismayed.” Deuteronomy 31:8 (ESV)

3. Exercise: Fine Tune – “Life Mission Statement.” Continue to fine tune your “Life Mission Statement.” Try to get it down to 2-4 ideas in 1-3 sentences. You want it simple, clear, compelling. It should limit and help define what you say “yes” and “no” to.

4. Exercise: Begin to process how God could use you more fully in the expansion and advancement of His Kingdom, His redemptive cause, in His church body? Take at least 30 minutes, as “Think Time,” to be still and ponder.

SESSION 8

Change Implementor

- Memory verses: Deuteronomy 31:8 (Matthew 22:37-38; James 1:5; Ephesians 4:29; Philippians 2:3-4; Acts 20:24)

Have everyone pair up and share memory verse back and forth for 3 minutes. Then ask group: How does these verses relates to leadership?

“It is the Lord who goes before you. He will be with you; he will not leave you or forsake you. Do not fear or be dismayed.” Deuteronomy 31:8 (ESV)

- Book review (in groups of 2-3)

Pair up with someone you haven't been with yet and answer the following questions:
What was most life-impacting to you personally?
How have the principles in this book changed your perspective in some way?

Have a spokesperson for each group report back to group.

- Review:

1. What was most challenging about working on your “LIFE MISSION STATEMENT”? What was most thought provoking?

2. Has anyone got their “LIFE MISSION STATEMENT” down to a paragraph, or 1-3 sentences? Would you be willing to share it with the group? [Give feedback. It should be specific enough to help them say “yes” or “no” to opportunities that come their way. Ideally it is short, clear, meaningful to the person and provide direction and guardrails / boundaries].

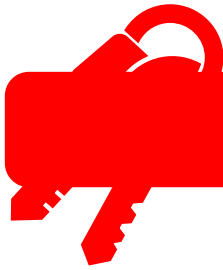
Have 2 share with the whole group – evaluate as a group.

How is it unique?

Is it biblical?

Will it help you say “yes” and “no” to demands on your time/life?

What is your unique life contribution / message?



LEADERS DEMONSTRATE...

Change Implementation (being a change agent) – this is about making course corrections or adjustments to stay relevant and focused on the objective (having the courage, insight, and determination to bring about needed change even when it's difficult and painful)

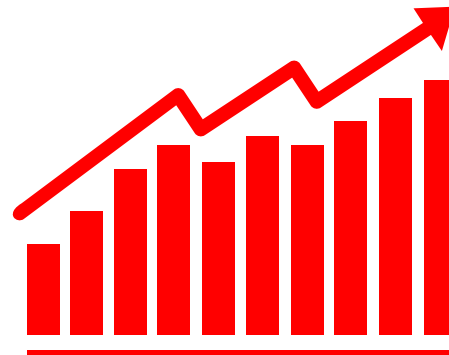
This includes:

- Being crystal clear about what the objective / preferred future / the vision / the destination is.
- Being ruthlessly honest about the reality of the situation (strengths, weaknesses, ruts, excuses, fears, desire for control, desire for comfort, for status-quo, for what we know, biases, differentiating between personal tastes, personal preferences, and what is best for the organization).
- Clarifying “WHY” change is critical, but speaking that truth in love.
- Identifying the consequences of NOT making the changes.
- Identifying the gap between reality and the preferred future.
- The ability to come up with a realistic and doable (though challenging) game-plan / strategy.
- The ability to vision-cast the need for change to key “stakeholders,” and inspire them to make the sacrifices needed to pursue the preferred future.
- A willingness to courageously and pro-actively implement the plan through the ups and downs.

Modeled by Jesus: He continually challenged man-made traditions (religious rituals, legalism, and hypocrisy) with “the way of love.” (Good Samaritan, Luke 10:25-37) (Healing of the sick on the Sabbath Matthew 12:1-13), He painted word-pictures and challenged people to pursue the Kingdom of God (a preferred future) through His sermons, parables (three powerful parables talking about God’s longing to see lives changed from “lost” to “found,” Luke 15), and personal interactions with people (Nicodemus, John 3). He provided a simple, but doable strategy to change the world by spreading the Gospel (Matthew 28:18-20), beginning where they were and moving outward in concentric circles as His witnesses (Acts 1:8) making disciples who make disciples, who make disciples, who make disciples.

1. Identify where you are. 2. Clarify where you want to be. 3. Try a “big one-day stretch,” and then fall back, but “not all the way back.”

Sometime later try another “big one-day stretch,” and then fall back, but “not all the way back.” After 3-5 of these iterations, you’ll find yourself where you wanted to go, without it being quite as painful.



Shoot bullets before you shoot cannons. Find a smaller, less expensive way to experiment before you go “all in.”



WHERE
YOU ARE

WHERE YOU
WANT TO BE

– Jim Collins



- What are some other examples of Jesus implementing change? How challenging do you think that change would have been for the people involved?
- What changes do you potentially need to make to live out your personal “Life Mission Statement”?
- How receptive to positive/healthy change do you think our church family is?
- How receptive to positive/healthy change do you consider yourself to be?

Challenge the group:

- We can’t ultimately become leaders by studying and talking about leadership, we’ve got to roll up our sleeves and lead.

- We would love to see every one of you step into a “higher capacity” level of leadership in our church family. I’ll be getting with you one-on-one to talk to you about opportunities I think God might use you in. At that time, I would love to hear where you are sensing God is leading you to step up.

- Some of you may be called to be on our staff team someday (as we grow). It may mean, giving up a good paying job and taking a cut in pay to be a part of making an eternal difference.

- Some of you may be called to be pastors, or church planters, or missionaries. It may mean some major financial sacrifices, or a total change of career.

“True Success” is being right in the center of God’s will for your life!!

There’s nothing better than that!!

- God calls every one of us to represent Him every day, to be His official ambassadors wherever we work, whatever we do. Hopefully, some of what we’ve learned will help you expand the kingdom of God wherever you go and whatever you do!!

- **Go over a list of ministry needs/opportunities in your church family.**

“And he [Jesus] said to them, ‘The harvest is plentiful, but the laborers are few. Therefore pray earnestly to the Lord of the harvest to send out laborers into his harvest.’ Luke 10:2 (ESV)



1. Read: Finish reading your third book. If you chose to have everyone do an “elective book,” then in the next session each person will give a brief synopsis of the overarching focus of the book. They will rate it by giving a recommendation on a scale of 1-10. And answer these two questions:

- * What was most helpful, or life-impacting to you personally?
- * How have the principles in this book changed your perspective in some way?

2. Review memory verses: Deuteronomy 31:8; Matthew 22:37-38; James 1:5; Ephesians 4:29; Acts 10:24; Philippians 2:3-4

3. Fine Tune – “Life Mission Statement.” Continue to fine tune your “Life Mission Statement.” Try to get it down to 2-4 ideas in 1-3 sentences. You want it simple, clear, compelling. It should limit and help define what you say “yes” and “no” to.

4. Journal: How could God use you more fully in the expansion and advancement of His Kingdom, His redemptive cause, in His church body? Take at least 30 minutes, as “Think Time” to ponder this question. Write down any ideas that come to mind.

SESSION 9

Wrap Up

- **Memory verses:** Deuteronomy 31:8; Matthew 22:37-38; James 1:5; Ephesians 4:29; Philippians 2:3-4; Acts 20:24

Have everyone pair up and share memory verses back and forth for 3 minutes – with a special focus on Deuteronomy 31:8. Then ask group: How does these verses relates to leadership?

- **Present ongoing LEADERSHIP DEVELOPMENT:**

We are going to meet every other month to highlight and talk through leadership principles related to a book we will all be reading from the list of elective leadership books.

- **Book reviews:**

(Each person gets 5 minutes – keep an eye on time or you will run out of time.) Give a brief synopsis of the overarching focus of the book. Rate it by giving us your recommendation on a scale of 1-10. And answer these two questions:

* What was most helpful, or life-impacting to you personally?

* How have the principles in this book changed your perspective in some way?

- **What was most challenging about working on your “LIFE MISSION STATEMENT”? What was most thought provoking? What was most helpful?**

- **Has anyone got their “LIFE MISSION STATEMENT” down to a paragraph, or 1-3 sentences? Would you be willing to share it with the group? [Give feedback. It should be specific enough to help them say “yes” or “no” to opportunities that come their way. Ideally it is short, clear, meaningful to the person and provide direction and guardrails / boundaries.**

Have 2 share with the whole group – evaluate as a group.

How is it unique?

Is it biblical?

Will it help you say “yes” and “no” to demands on your time/life?

What is your unique life contribution/message?



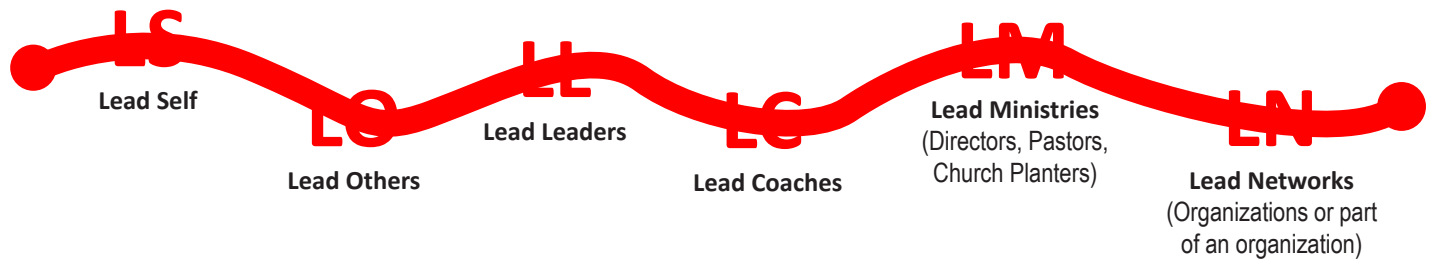
**What has been the most helpful/beneficial aspect of this time together?
What could be done to make Leadership U more effective / better / more practical?**

[These wrap-up comments are NOT in the Participant's Guide.]

General Keys to Leadership: (I want to leave you with.)

1. Leadership ultimately cannot be learned & developed in a classroom setting. You must take on leadership responsibilities to develop these skills – to develop as a leader.
2. If you're not a leader (if that doesn't resonate), then acknowledge and be a great "right hand person" / supporter / follower / servant (that is where real greatness is anyway).
3. Every great leader has a great team.
4. Warning: If you step into leadership, you will take hits.
 - Be ready for it – Expect It.
 - You cannot please everybody.
 - You must make tough calls for the greater health of the church (not to please friends / not for comfort / not for convenience.)
5. Leaders are learners – Never stop learning / stretching yourself.

"LEADERSHIP PATH"



- Go over list of leadership opportunities / ministry opportunities one more time. Remind the participants you will be getting with them one-on-one to dialogue about what their next step in leadership with the church might be.

LEADERSHIP DEVELOPMENT FOLLOW-UP

You can choose any option, but we encourage you to come up with a plan to continue to develop those who are interested.

One possibility: Choose one of the “Elective” books and have everyone read it. Meet every other month, or once a quarter asking these questions:

- *What were the top three highlights from this book?*
- *What helped you/challenged you the most about this book?*
- *What are you going to do about what you read?*

You could also ask for any updates on the participant’s “Life Mission Statement.”

APPENDIX A

Read 3 leadership books (Pastors select books that resonate with the Church's vision and / or that have been extra helpful and powerful in the Pastor's own life – ideally the books chosen need to really mean something to the Pastor leading the gathering)

Recommendations:

FIRST BOOK: Choose a Christian leadership book OR a church health book that will help you as a pastor vision cast where you are wanting to lead your church (it should align with your church's vision and values or align with the vision and values you are hoping and praying your church will adopt).

[LIST OF BOOKS]

1. 7 Practices of Effective Ministry, by Andy Stanley, Reggie Joiner, & Lane Jones
2. Lead Like It Matters: 7 Leadership Principles for a Church That Lasts, by Craig Groeschel
3. Simple Church, by Thom S. Rainer and Eric Geiger
4. The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You, by John C. Maxwell
5. Developing The Leaders Around You: How to Help Others Reach Their Full Potential, by John C Maxwell
6. The Purpose Driven Church: Growth Without Compromising Your Message & Mission, by Rick Warren
7. Breathing Life into Sunday School: 12 Essentials to Revive Your Most Important Ministry, by Ken Braddy

8. Other... your choice

SECOND BOOK: A secular leadership book that presents practical, helpful, and insightful leadership principles. This exposes them to additional leadership material, and hopefully helps them understand that the vast majority of leadership principles align with biblical principles.

[LIST OF BOOKS]

1. Built To Last: Successful Habits of Visionary Companies, by James C. Collins & Jerry I. Porras
2. Good To Great: Why Some Companies Make the Leap...and Others Don't, by Jim Collins
3. Emotional Intelligence 2.0, by Travis Bradberry & Jean Greaves

[Or pull from next list]

THIRD BOOK: A Christian leadership book that is very focused on practical principles for developing leaders. Or you could have each participant chose a different book from the “Recommended Book” list.

Elective: Have each individual participant choose a different book from the list provided and give a 3-minute report on it to expose the group to a variety of different books. Depending on the size of the group, this could take another whole session, or a follow-up session.



You could do this as a follow-up to “Leadership U.” and have an ongoing leadership group. Meet once a month or once a quarter with the group and discuss a book the entire group chose. Or have individuals highlight the book they read and discuss some of the key ideas as a group.


***Be aware that the intensity of the “HOMEWORK” goes up in the last half of “Leadership U.” You may want to choose a book that is an easier read.**

[LIST OF BOOKS – pastors/leaders feel free to add an “addendum” with books you want to include. A large number of these books are not Christian books.]

Leadership University Book List

1. **“Developing The Leader Within You,”** by John C. Maxwell
2. **“FOCUS: The Future of Your Company Depends on It,”** by Al Ries
3. **“Generation iY – Our Last Chance to Save Their Future,”** by Tim Elmore
4. **“Good To Great: Why Some Companies Make the Leap and Others Don’t,”** by Jim Collins
5. **“Great By Choice,”** by Jim Collins
6. **“How The Mighty Fall: And Why Some Companies Never Give In,”** by Jim Collins
7. **“How To Win Friends and Influence People,”** by Dale Carnegie
8. **“Lead Like IT Matters: 7 Leadership principles for a Church that Lasts!”,** by Craig Groeschel
9. **“It’s Your Ship: Management Techniques from The Best Ship in the Navy,”** by Captain D. Michael Abrashoff
10. **“Leadership and Self-Deception – Getting Out of The Box,”** by The Arbinger Institute
11. **“Made to Stick,”** by Chip Heath & Dan Heath

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12. **"Making Vision Stick,"** by Andy Stanley
 13. **"Nuts: Southwest Airlines Crazy Recipe for Business & Personal Success,"** by Kevin and Jackie Freiberg
 14. **"On Becoming a Leader,"** by Warren Bennis
 15. **"Switch – How to Change Things When Change Is Hard,"** by Chip Heath & Dan Heath
 16. **"The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You",** by John C. Maxwell
 17. **"The 80/20 Principle: The Secret to Achieving More with Less",** by Richard Koch
 18. **"The Advantage: Why Organizational Health Trumps Everything Else in Business,"** by Patrick Lencioni
 19. **"The Five Temptations of a CEO,"** by Patrick Lencioni
 20. **"The Next Generation Leader: 5 Essentials for Those Who Will Shape the Future",** by Andy Stanley
 21. **"The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance & Personal Reward,"** by Jim Loehr & Tony Schwartz
 22. **"Visioneering: God's Blueprint for Developing and Maintaining Vision,"** by Andy Stanley
 23. **"Boundaries for Leaders,"** by Dr. Henry Cloud
 24. **"Necessary Endings,"** by Dr. Henry Cloud
 25. **"Rare Leadership,"** Marcus Warner & Jim Wilder
 26. **"Emotional Intelligence 2.0,"** by Travis Bradberry
 27. **"Difficult Conversations,"** by Douglas Stone, Bruce Patton, Sheila Heen
 28. **"Never Split the Difference,"** by Chris Voss with Tahl Raz
 29. **"Sticky Teams,"** by Larry Osborne
 30. **"Communicating for a Change,"** by Andy Stanley and Lane Jones
 31. **"Center Church,"** Timothy Keller
 32. **"The Unstuck Church: Equipping Churches to Experience Sustained Health,"** by Tony Morgan
 33. **"Smart Leadership,"** by Mark Miller
 34. **"The Emotionally Healthy Leader",** by Peter Scazzero
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35. **“The Longview: Lasting Strategies for Rising Leaders”**, by Roger Parrott
 36. **“Leaders Who Last,”** by Dave Kraft
 37. **“Leading Major Change,”** by Jeff Lorg
 38. **“Pioneering Movements,”** by Steve Addison
 39. **“Leading Change Without Losing It,”** by Carey Nieuwhof
 40. **“Do Lead,”** by Les McKeown
 41. **“When Church Conflict Happens,”** by Michael Hare
 42. **“A Tale of Three Kings,”** by Gene Edwards
 43. **“The Multiplication Effect,”** by Mac Lake
 44. **“Know What You’re FOR,”** by Jeff Henderson
 45. **“How to Ruin Your Life,”** by Eric Geiger
 46. **“The ONE Thing,”** by Gary Keller and Jay Papasan

RECOMMENDED LEADERSHIP PODCASTS

- **Craig Groeschel Leadership Podcast**
 - **Maxwell Leadership Podcast**
 - **At the Table with Patrick Lencioni**
 - **The Working Genius Podcast with Patrick Lencioni**
 - **Battle Ready with Erwin Raphael McManus & Aaron McManus**
 - **The Global Leadership Podcast**
 - **The Andy Stanley Leadership Podcast**
 - **Carey Nieuwhof Leadership Podcast**
 - **Exponential Podcast**
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APPENDIX B

“LIFE MISSION STATEMENT” TOOLS

- WHAT’S REALLY IMPORTANT? pgs. 13-15
- WHAT ARE MY STRENGTHS? pgs. 27-28
- ESTABLISHING A LIFE MISSION STATEMENT? pgs. 33-35
- HOW HAS GOD SHAPED ME? – S.H.A.P.E. pgs. 36-38

(This example will not be in the Participants Guide. You do not want them copying / mimicking this “Life Mission Statement.” This is an example for you as the leader. If participants are struggling with the concept of a “Life Mission Statement,” you may want to read through what someone else processed through, and the ensuing “Life Mission Statement” they developed.)

* A LIFE MISSION STATEMENT is a personal definition of success!!

EXAMPLE: ESTABLISHING MY LIFE MISSION

I. WHAT WILL BE THE CENTER OF MY LIFE?

- Success is knowing, loving, & trusting God.

Matthew 22:37-38; I Corinthians 10:31

Proverbs 3:5-6; Proverbs 9:10; Jeremiah 9:23-24

II. WHAT WILL MY LIFE-MESSAGE BE?

- **Success is thinking and acting like Christ in every situation.**

Romans 8:29; Philippians 2:5

- **Success is helping people see they matter to Christ, that He wants to have a relationship with them, and that He has a purpose for their lives.**

Matthew 28:19-20; Acts 20:24

- **Success is having those who know me best respect me most.**

Proverbs 20:7; Psalm 101:2; Ephesians 4:1

- **Success is being wise and balanced.**

Proverbs 4:7-8; Proverbs 9:11

- **Success is doing my part to maintain my health and energy in order to do God's will.**

III John 2; Proverbs 14:30; Romans 12:1-2

III. HOW WILL I LEVERAGE MY UNIQUE S.H.A.P.E. TO HELP OTHERS?

- **Success is discovering, developing and using the abilities (S.H.A.P.E.) God has given me.**

Romans 12:4-10; I Peter 4:10

- **Success is meeting my wife's needs so well she's never tempted to look elsewhere.**

Ephesians 5:2; I Peter 3:7; Hebrews 13:4

- **Success is raising my kids to love God with all their hearts, to have biblical convictions about right & wrong, to know their worth and feel loved, and to know their strengths and life purpose.**

Ephesians 6:4

- **Success is using my gifts in the role of pastor by leading, feeding, and loving the flock.**

I Peter 5:2-4; Hebrews 13:7; I Corinthians 13:3

- **Success is helping set in motion a multiplying movement of healthy, prevailing churches.**

Acts 13:36

MY LIFE MISSION IS...

...to love, honor, and glorify God in all I do.

...to love, honor, and respect my wife and kids and help them reach their full God given potential.

...to develop and maximize my God given S.H.A.P.E., and use it in the expansion of healthy, prevailing churches

Sample of “Core Values”:

7 CORE VALUES

1. Uncompromising commitment to Biblical Authority

We believe God has spoken to us through the Bible and we recognize it as the final authority for our lives.

Are your priorities consistent with Scripture?

Psalm 119:105; II Timothy 3:16,17; James 1:23-25

2. Intimacy with God

God desires an intimate relationship with each of us.

Is your relationship with God growing?

Matthew 11:28-30; John 15:5-15

3. Staying in Touch - Cultural Relevance

We believe the church should be culturally relevant.

Are the environments you serve in appealing, engaging, and helpful?

I Corinthians 9:19-23; Galatians 1:8-10; I Peter 3:15; Jude 1:3,4

4. Loving Relationships

We believe accountability, belonging, care, and spiritual growth happen best within the context of relationally-connected Christ-followers.

Are you in a Small Group?

Luke 6:12,13; John 13:34,35; Acts 2: 42-47; Romans 12:9,10,18

5. Our Best - Excellence

We believe giving our best honors God and inspires people.

Are you giving God your best?

Proverbs 27:17; Malachi 1:6-14; Colossians 3:17, 23,24

6. Interconnected Selfless Service

We believe our abilities and gifts have maximum impact when humbly exercised in tandem with others to support our vision & strategy.

Where are you serving?

John 13:1-17; Romans 12:4-5; Philippians 2:3-5

7. Concern for the Disconnected - Relational Evangelism

We believe lost people matter to God and that His message of forgiveness is most effectively conveyed within the context of personal relationships.

Who are you investing in?

Luke 5:30-32; Luke 15; Luke 19:10; Matthew 18:12-14; I Timothy 2:3-5; II Peter 3:9

APPENDIX C

Spiritual Gifts Survey

Online “Spiritual Gift” article and survey / Assessment:

<https://www.lifeway.com/en/articles/women-leadership-spiritual-gifts-growth-service>

Spiritual Gifts Assessment Tool: Discover Your God-Give Spiritual Gifts

Use these tools to help you to understand how God has gifted you.

by Lifeway Staff, September 10, 2015 at 8:00 AM

Use these tools to help you to understand where you are spiritually and how God has gifted you. As a church leader you can empower the people in your church to serve with their gifts and encourage them in their spiritual growth.

Spiritual Gifts Assessment Tools

- Spiritual Gifts Survey (Discovery Tool)
- Spiritual Gifts List (List of Gifts and Scripture References)
- Where do you feel God leading you to serve Him? (Discovery Tool)

God invites us to “give our spiritual gifts away” through service. Here are some ways to encourage people in your church to serve using their spiritual gifts.

What the Bible Says about Spiritual Gifts

Here are a few verses to get you thinking about what you need to reinforce (Paul’s basic description of a spiritual gift can be found in 1 Corinthians 12:4-11):

- Each believer is given at least one gift. (1 Corinthians 12:7)
- The Holy Spirit determines who receives which gifts. (1 Corinthians 12:11)
- Each gift is equally valuable. (1 Corinthians 12:21-26)
- We are to use our gifts to serve others for the benefit of the body. (Romans 12:6-8; Ephesians 4:12)
- We are commanded to use our gifts. (1 Peter 4:10)
- Exercising our gifts will help us develop spiritual maturity. (Ephesians 4:13)

APPENDIX D

Pray for Revelation

God will reveal our gifts through His Holy Spirit. Believers should pray and study what God says about gifts in His Word. We should also remember God uses other believers to affirm our gift. Sometimes God may also use spiritual gift assessment tools to reveal His gifts.

Match Gifts with Ministry Opportunities

Once gifts are discovered, the next step is to take action on that discovery. Here is an example of a way to match interests and gifts with ministry opportunities.

Spiritual Growth

Your spiritual journey as a follower of Christ began the moment you admitted personal sin and placed your trust in Christ as Savior and Lord. From that point, until death or the return of Christ, your life's call is to grow in Christlikeness.

God expects His children to grow spiritually and His Word encourages personal examination as an element of growth.

The assessment (download from the link to the right) helps you think carefully about your spiritual development related to six specific spiritual disciplines; abiding in Christ, living in the Word, praying in faith, fellowshiping with believers, witnessing to the world, ministering to others.

"Discover Your Spiritual Gifts!", by Gene Wilkes

"A spiritual gift is an expression of the Holy Spirit in the life of believers which empowers them to serve the body of Christ, the church. Romans 12:6-8; 1 Corinthians 12:8-10, 28-30; Ephesians 4:11; and 1 Peter 4:9-11 contain representative lists of gifts and roles God has given to the church. A definition of these gifts follows."

Leadership - Leadership aids the body by leading and directing members to accomplish the goals and purposes of the church. Leadership motivates people to work together in unity toward common goals (Rom. 12:8).

Administration - Persons with the gift of administration lead the body by steering others to remain on task. Administration enables the body to organize according to God-given purposes and long-term goals (1 Cor. 12:28).

Teaching - Teaching is instructing members in the truths and doctrines of God's Word for the purposes of building up, unifying, and maturing the body (1 Cor. 12:28; Rom. 12:7; Eph. 4:11).

Knowledge - The gift of knowledge manifests itself in teaching and training in discipleship. It is the God-given ability to learn, know, and explain the precious truths of God's Word. A word of knowledge is a Spirit-revealed truth (1 Cor. 12:28).

Wisdom - Wisdom is the gift that discerns the work of the Holy Spirit in the body and applies His teachings and actions to the needs of the body (1 Cor. 12:28).

Prophecy - The gift of prophecy is proclaiming the Word of God boldly. This builds up the body and leads to conviction of sin. Prophecy manifests itself in preaching and teaching (1 Cor. 12:10; Rom. 12:6).

Discernment - Discernment aids the body by recognizing the true intentions of those within or related to the body. Discernment tests the message and actions of others for the protection and well-being of the body (1 Cor. 12:10).

Exhortation - Possessors of this gift encourage members to be involved in and enthusiastic about the work of the Lord. Members with this gift are good counselors and motivate others to service. Exhortation exhibits itself in preaching, teaching, and ministry (Rom. 12:8).

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Download the Spiritual Gifts Survey from LifeWay.com. Gene Wilkes is pastor of Legacy Church, Plano, Texas. This article was adapted from "Jesus on Leadership: Developing Servant Leaders," by Gene Wilkes (LifeWay Christian Resources 1998). Ken Hemphill, "Serving God: Discovering and Using Your Spiritual Gifts" (Dallas: The Sampson Company, 1995); "Your Spiritual Gifts Can Help Your Church Grow" by C. Peter Wagner, Copyright © 1979, Regal Books, Ventura, CA 93003. These definitions exclude the "sign gifts" because of some confusion that accompanies these gifts and because they are difficult to fit into ministries within a typical church's ministry base



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