

**ECA  
Student  
Leadership  
Training  
Manual  
2012**



# Student Leadership Training at ECA

## Introduction:

First, leadership, like the academic pursuits, is not really about school, it is about life. Second, students are an active, functioning part of society right now and God wants to use them in ministry right now. Third, as God opens doors for students to lead, teachers must be available to encourage and challenge them to step forward.

The culture we live in is a culture of change. Students will need to be flexible leaders, who are able to adapt quickly to perceive the spiritual, physical, emotional and social needs of those around them. Students will also need to be able to unite and empower others to meet those needs because they won't be able to do it alone. Our purpose statement is as follows:

"As Christian teachers we desire to disciple students as they learn to lead in unfamiliar settings, helping them to perceive the needs of their community, and empowering them to unite and equip a team to meet those needs in a manner that reflects the grace of God."

## Program Goals:

1. Tagging Leaders: Identifying students with leadership abilities and a willingness to be trained.
2. Training Leaders: Providing material and discussion of who the leader is and what the leader does.
3. Tasking Leaders: Finding and developing opportunities for students to lead in meaningful ways with appropriate support.

**Meetings:** Students going to the SLC conference this year must attend all sessions. Students hoping to go next year must attend 5 of the 6 sessions (not including special prep sessions).

Jan16: definition/overview, 6 stages of a leader's life (led by Mr. M)

Jan23: 4 essential qualities with Biblical and video examples, take home "this is a test" for completion (led by.....)

Jan30: Intimacy with God and personal letter/response (led by...)

Feb6: Vision, birth of a vision, casting a vision (led by...)

Feb13: Communication the vision, group presentations and interviews, practical application (led by Mr. Humes)

Feb20 - no school

Feb27: Priorities of a Leader, 80/20 principle, take home "7 C's" for completion (led by ...)

Mar5: Teamwork with Dumping/Delegating/Developing (led by ...)

Mar12: You can be a people person, Biblical confrontation, conclusion, applications for SLC (led by Mr. M)

Date	Topic	Attendance
January 16	Session 1a – 6 Stages	_____
January 23	Session 1b – 4 Qualities	_____
January 30	Session 2 – The Source	_____
February 6	Session 3 – The Vision	_____
February 13	Session 4 – Communication	_____
February 27	Session 5 – Priorities	_____

March 5	Session 6 – The Team	_____
March 12	Session 7 -	_____
March 28	SLC applications due (no meeting)	

**For students who have been through the program in a previous year:**

Having completed the training previously, you will be expected to teach at least one half-hour section during this year of training. Please review the material carefully and talk with a sponsor about your ideas for teaching. The sponsor will help you with choosing an appropriate topic, preparing your lesson and working your ideas into the delivery of the material for that day.

Please think carefully about what you have learned regarding the material you choose and how your peers might benefit the most from your teaching. You might use an activity or media of some type to get their attention and transition into the topic. Also, think of some specific application and a way of evaluating their learning as you complete your lesson.

**For all students interested in receiving the leadership certificate:**

In order to receive the certificate of completion for this year's training course, you must attend a minimum amount of sessions and complete an approved leadership training project.

1. 5 of the 6 training sessions must be attended and the written work completed for at least 5 sessions.
2. A project must be planned, in cooperation with your sponsor, which shows how you applied the material learned to a real life situation. This might take the form of a written report, a collection of paperwork relating to an activity, or a short video documenting your interaction with people.

Write your project ideas here before you talk with your sponsor:

## I. Definitions of a Leader

- A. A leader is the streamer which initiates the first phase of each stroke of a lightning discharge. [www.science501.com/PTWeaGIGM.html](http://www.science501.com/PTWeaGIGM.html)
- B. A length of non-image film which is used for threading, identification, or fill-in purposes. (Film Editing)  
[www.microfilmmaker.com/tipstrick/diction/l\\_dictn.html](http://www.microfilmmaker.com/tipstrick/diction/l_dictn.html)
- C. A short length of material for attaching the end of a fishing line to a lure or hook.  
<http://www.merriam-webster.com/dictionary/leader>
- D. **A leader is a person who influences a group of people towards the achievement of a goal.**

## II. Six stages of a leader's life

- A. Providential beginnings – from birth to conversion. God's objectives are:
1. Personality development
  2. Testimony development
  3. Teachability
  4. Basic Ethics
  5. Healthy attitude and emotions
- B. Character and spiritual formation – beginning at conversion, God seeks to develop our spirit and character more than our talents and skills. God's objectives are:
1. Intimacy
  2. Discernment
  3. Lordship
  4. Security
  5. Identity
  6. Convictions and disciplines
- C. Service and application – putting into practice what we have learned, going from milk to meat. God's objectives are:
1. Submission
  2. Vision / purpose
  3. People skills / shepherd's heart
  4. Identification of motivational gifts
  5. Responsibility
  6. Sacrifice
- D. *Momentum and reproduction*     *These three stages usually come later in life.*
- E. *Convergence and significance*
- F. *Afterglow and anointing*

As you look at God's five objectives in Providential Beginnings, identify ways that God has developed them in your life. What is unique about you? What attributes exist inside you that make you different?

Review God's objectives in "Character and Spiritual Formation" What areas are the strongest in your life right now? What areas are weakest in your life right now? What disciplines do you need to build into your life right now?

Take a moment to review the first three phases of a leader's life. What phase are you in now? Look closely at "God's objectives" in phase two and three. Are you currently working through any of those objectives? Which ones? What do you need to do to continue growing in those areas?

### III. Four essential qualities of a leader

- A. **Character** – enables the leader to do what is right...even when it is difficult
1. Works for a leader in four essential ways
    - a) Communicates credibility
    - b) Harnesses respect
    - c) Earns trust
    - d) Creates consistency
  2. Required Ingredients for Character
    - a) Development of personal discipline
    - b) Development of personal security and identity
    - c) Development of personal convictions, values, and ethics
  3. Steps for Developing Character
    - a) Discipline yourself to do two things you don't like every week
    - b) Fix your eyes on a clear, specific purpose
    - c) Learn the "whys" behind God's commands
    - d) Interview a leader who had integrity: How did they build it into their life?
    - e) Adjust and monitor your motives for why you do what you do.
    - f) Write out the promises you've made. Take responsibility for all your actions and emotions
- B. **Perspective** – enables a leader to see and understand what must happen to reach the target
1. Leaders see the big picture and the little process
    - a) They first choose their vision. What is the goal?
    - b) They then choose their venue. What is the strategy to reach it?
    - c) Finally, they choose their vehicles. What systems to use to move ahead?
  2. Required Ingredients for Perspective
    - a) Building and casting vision
    - b) Understanding reality beyond and before the people
    - c) Discerning the process and people needed to reach the goal
  3. Steps for Developing Perspective
    - a) Watch the news or read the newspaper and ask: What could be done to solve these problems? Chose a crisis and list solution steps you would take if you were in charge.
    - b) Groom the optimist in you. Read and listen to positive books and tapes. Feed yourself with big ideas from great people.
    - c) Write out your dreams. What would you attempt to do if you did not fear failure?
    - d) Interview a visionary leader. How do they think? How do they perceive things?
    - e) Identify on e burden you've embraced. Set some goals to address it.
    - f) Post photos, pictures, and quotes that represent your goals and dreams in your room.
- C. **Courage** – enables the leader to initiate and raise the risk to step out towards a goal
1. Courage is...
    - a) ...contagious
    - b) ...initiating and doing what you are afraid of doing
    - c) ...the power to let go of the familiar
    - d) ...vision in action
    - e) ...risking and seizing what is essential to growth
  2. Steps for developing courage
    - a) Attempt something each week that you could not possibly pull off without God
    - b) Invite accountability regarding commitments and decisions you've made
    - c) Give an all-out commitment to a good habit for a set time
    - d) Interview a courageous person. What gives them their courage?
    - e) Do the thing you fear the most and the death of fear will be certain.
    - f) Force yourself to be a decision-maker and a responsibility-taker.

- D. **Favor** – enables a leader to attract and empower others to join in the cause
1. Required ingredients for favor
    - a) Building personal charisma
    - b) Building people skills
    - c) Communication, motivation, delegation, confrontation, and reproduction
  2. Steps for developing favor
    - a) Learn to “host” the relationships and conversations you engage in.
    - b) Determine to be others-centered, focusing on their needs, not on yours
    - c) Become a “good finder”. Find one good quality in others and affirm it.
    - d) Make deposits in the lives of people – encouragement, good books, music, contacts, etc.
    - e) Identify the strengths in people and help them find a place to employ those strengths.
    - f) Interview a people-person. How did they develop their charisma?

Review the four primary qualities of effective, healthy leadership. Do you exhibit these qualities in your life and leadership? As a leader, which of the four qualities of healthy, effective leadership are you strongest in? In which are you weakest?

Looking back on the steps for developing the different qualities, write down specifically what you will do to enhance the quality that most needs developing in your life.

#### **IV. Four Responsibilities of every leader**

- A. Responsibility to God
- B. Responsibility to others
- C. Responsibility to ourselves
- D. Responsibility to our calling

#### **V. Importance of motives, integrity, faithfulness**

## **Leadership Training Session 1C      “This is a Test” (for completion at home)**

Tests are useful tools to help us evaluate where we stand. Think of Abraham and Isaac in Gen 22. The test was not for God to find out what Abraham would do; He already knew. The test was for Abraham to experience the outworking of what was inside. In this session we define a test as an opportunity which challenges us to experientially prove our potential and maturity.

The three possible results of each “test” are as follows:

**Poverty** – This is identified when you realize that no growth has occurred and you are doing worse than the previous time.

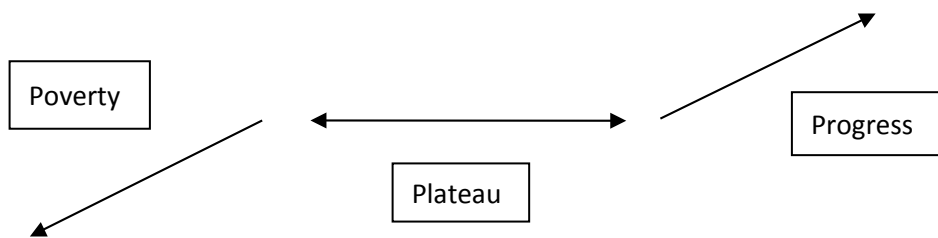
**Plateau** – This is revealed when you realize that you have not grown at all since the last time you were tested in this area.

**Progress** – This becomes clear when you realize that you have grown and responded better since the last time you were tested in this.

With each “test”, rate yourself on the poverty-plateau-progress scale. Place an X at the place where you see your personal growth.

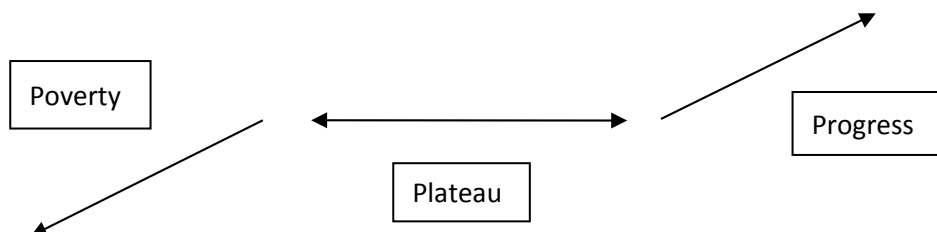
**The Test of Small Things** – This test proves our faithfulness and reveals our potential for greater opportunities and challenges. God challenges us to be faithful with the small things before he entrusts us with the larger things. You must choose to treat both the small and large things as important in your life.

What “small things” are testing you in your life right now? In what ways can you choose to think differently about those things?



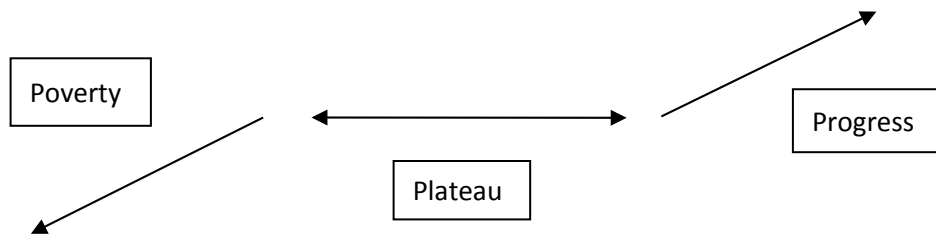
**The Motivation Test** – This test comes to those who are doing right, to reveal why they are doing it. God wants to purify our motives, not just our behavior. We can never be faultless, but we can be blameless. This has to do with our heart and our motives. This is crucial because why you do something will eventually determine what you do.

Take a few moments to ask God to search your heart as you examine your motives. What areas of your life are being tested to reveal your motivation? What motives are fueling your leadership? Your life?



**The Stewardship Test** – This test proves how strategically and generously we handle resources that we presently control. Stewardship is about more than money. It also includes our time, resources, relationships, and many other areas. With every resource we have, we must choose to be a good steward and be faithful to the One who gave the gift. *Matt 25:21 "His master replied, 'Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!'*

In what areas are you already a good steward? In what areas of your life could you be a better steward? What needs to be done to improve in these areas?



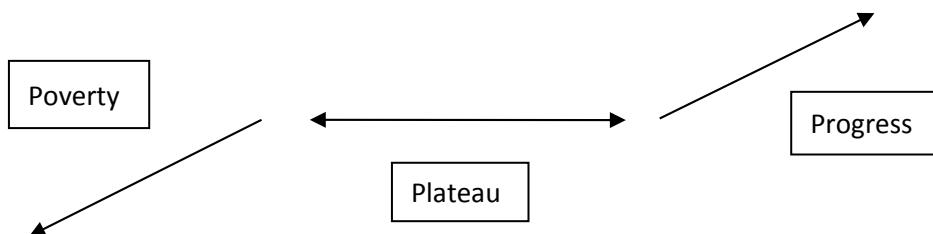
**The Wilderness Test** – This test comes in a time of dryness to reveal our potential for change and to enter a new growth level. This test is a challenge to join God on a deeper level, living from character, not feelings. During this time, we must face a decision. Will we keep doing what we know is right even when the “feelings” are not there to make the experience exciting? Or will we bend in the wilderness, assuming the cause is not worth the fight. *Read Deut. 8:15-18*

Think back to a time in your life when you experienced the “wilderness test”. What was the struggle? How was God faithful? What did you learn?

If you feel like you are going through the wilderness test right now, ask God to reveal the deeper level that He is calling you to in your life. Ask others to pray for you as you work through this test.

**The Credibility Test** – This test reveals our integrity and proves our ability to hold uncompromising ethics under pressure. This test may come in the form of an ethical decision to be made... or it may be an issue when God asks “who is going to do this and who is going to get the credit for it?” Often in life we are tempted to compromise our beliefs or force the momentum instead of allowing God to do His work.

What credibility tests have you encountered recently? Where do you struggle most to maintain your integrity? We must take deliberate steps to destroy the weaknesses in our lives. In the area of credibility, it is essential to have deliberate accountability. Take a moment to think of what areas you need accountability in and who could keep you accountable.



**The Authority Test** – This test reveals our attitude and willingness to submit to God-given authority. As leaders, we must learn to submit to the authority of others, otherwise we have no right to ask others to submit to us as leaders. Authority is different from influence. Authority is given by God. Influence is earned by the leader. We must submit to leaders not because they earn it, but because God calls us to do so. No leader has any real influence unless he or she has proven worthy of it in the eyes of the people. *Read 1 Sam 24:3-10, 17-20*

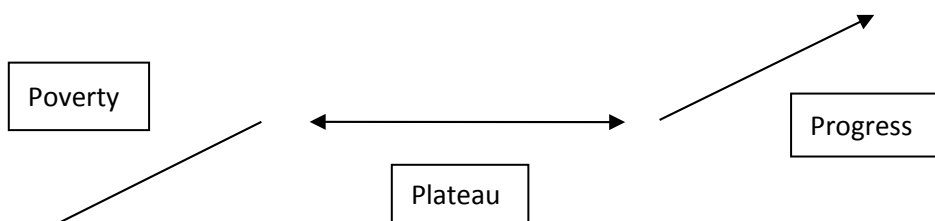
What is your attitude to those in authority?

In what areas of your life are you a leader?

In what areas of your life are you a follower?

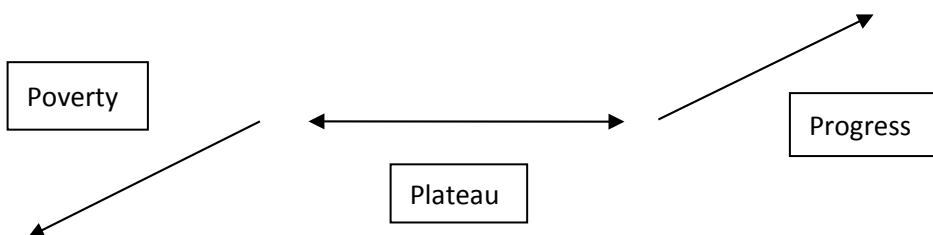
**The Offense Test** – This test comes to prove that we are not easily offended and that we are ready to forgive others. Leaders, to a certain extent, must possess a thick skin. At times we will be criticized by both those we lead and our peers. Jesus possessed the perfect balance of toughness and tenderness. Even while he was dying, he forgave those who had crucified him. Leaders will likely face this test more often than anyone else. Why? Because leaders are the ones responsible for what happens in an organization. As leaders, we will incur more criticism, more attacks, more misunderstandings, and more gossip – simply because the buck stops with us!

Take a moment to evaluate the relationships in your life. Who do you need to forgive? Whom do you need to seek forgiveness from? When will you speak with this person to make your relationship right?



**The Warfare Test** – This test reveals what we will do when we are in God's will and experience adversity or opposition. Simply because we are in God's will does not mean that we won't experience adversity or opposition. In fact, we should expect it. These can be times of great growth, if we maintain the correct attitude. In the Bible are many examples of men and women who endured and excelled despite great opposition. Both Moses and Joseph experienced adversity, yet they were both in God's will and able to deeply impact the world around them.

Think back to a time in your life when you were faced with opposition. Did you continue doing what you knew God was calling you to do? Did you stray off course? What happened? What did you learn?



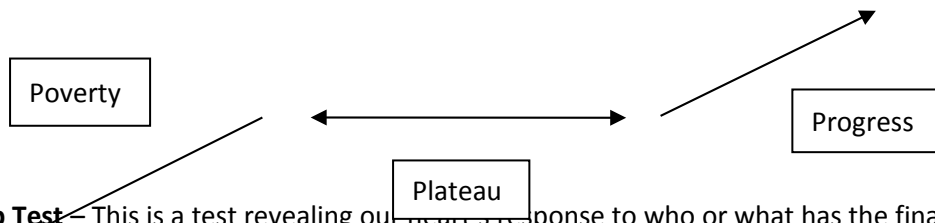
**The Test of Time** – This test proves the quality of our work; it is based on both opportunity and longevity. Anyone can succeed for a short time, but a true leader's impact outlives him or her. A leader's work passes the test of time in quality and endurance. This test also challenges our faithfulness to continue to do the right things even when we don't see immediate results. This test evaluates us in 2 areas: Do we recognize and seize opportunities when they come? Does our life and leadership bear long lasting fruit?

Are there opportunities in front of you right now that you fear the risk of seizing? Is God calling you to step out and take a risk?

What are you doing right now in your life that will still be important in twenty-five years?

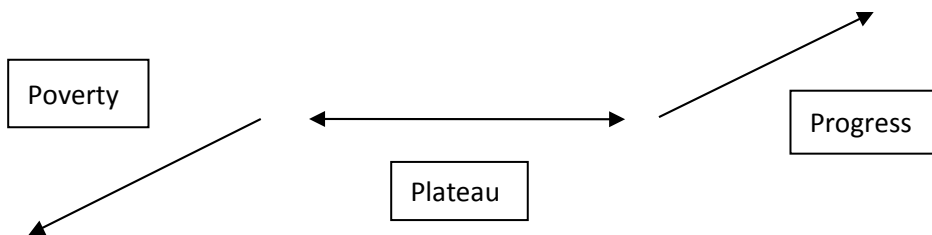
What things can you do to give permanence to your life?  
People you can invest in:

Opportunities you can pursue:



**The Lordship Test** – This is a test revealing our heart's response to who or what has the final authority in our lives. It occurs in a situation where it becomes difficult to obey God. It is likely that this test will come to us in the area of our strengths. God may choose to break us in a strength area. Jesus' close friend Peter had two strengths: one was his fishing ability and the other was his courage. Jesus tested both of these. Peter failed a test the night he boasted he would never deny Jesus and then did so three times. Fortunately, in Luke 5 he passed the test as he trusted Jesus instead of his expertise on fishing. In Luke 5:4-9, notice Peter's key words: "because you say so". He put God's word as his final authority

Think about your own life. Are you willing to follow God even if He says something that doesn't seem logical or possible? Write about a time when you experienced the Lordship Test. What lessons did you learn? Did you pass the test?



### **Wrap Up**

Go back and review each of the 10 tests. As you think about where you have been and where you are now, which tests have you faced in the past?

Which tests are you currently facing?

This lesson was filled with opportunities to make changes in your life. Review any decisions or commitments you made and list them below.

Make sure that any decisions that you made are followed by action. Be accountable to someone. But remember, change takes time. It is a process. Be patient with yourself as you change and grow in light of God's grace.

**Search me, O God, and know my heart;  
test me and know my anxious thoughts.**

**See if there is any offensive way in me,  
and lead me in the way everlasting.**

**Psalm 139:23-24 NIV**

## Your **INTIMACY** with God will impact your influence for God.

A definition:

**INTIMACY** is deliberately drawing near to God to experience the **PROMISE** of *Ephesians 3:18–19*, and the **COMMAND** of *Matthew 22:37*, which results in the **FRUIT** of *John 15:15–16*

### *Ephesians 3:16–19* (NIV)

I pray that out of his glorious riches he may strengthen you with power through his Spirit in your inner being, so that Christ may dwell in your hearts through faith. And I pray that you, being rooted and established in love, may have power, together with all the saints, to grasp how wide and long and high and deep is the love of Christ, and to know this love that surpasses knowledge—that you may be filled to the measure of all the fullness of God.

### *Matthew 22:37* (NIV)

Jesus replied: "Love the Lord your God with all your heart and with all your soul and with all your mind."

### *John 15:16–17* (NIV)

You did not choose me, but I chose you and appointed you to go and bear fruit—fruit that will last. Then the Father will give you whatever you ask in my name. This is my command: Love each other.

## Outcomes of Intimacy

- Security - I am loved unconditionally. I am fully known without fear of rejection.
- Self-worth - I am important in the relationship. I offer something significant.
- Sensitivity - I want to sense and meet your needs. I want to feel and think as you do.
- Sharing - I want to spend time with you. I want to share experiences with you.

## **Intimacy is NOT:**

- *The Feelings Myth - If I feel spiritual, I must be close to God.*
- *The Knowledge Myth - I know so much scripture, I must be close to God.*
- *The Emotion vs. Truth Myth - If I feel badly, I must not be intimate with God.*
- *The Good Deeds Myth - If I work at doing good, I know I am close to God.*
- *The Positional Myth - Intimacy with God is automatic if I am a Christian.*
- *The Intensity Myth - If I serve and / or worship with great zeal, I must be intimate with God.*

Common **BARRIERS** to Intimacy

*Unconfessed sin v/ Disobedience*  
*Negative self-esteem and insecurity*  
*Poor models of intimacy growing up*  
*Unforgiveness*  
*Overly Independent*  
*Distrust*

## The Stages of Intimacy

*General stages that we progress through as we move towards intimacy (whether with people or God)*

1. **Cliché** - Phrases we use out of courtesy, but carry no risk or transparency.
  - i. *"Father, bless this food to our bodies..."*
2. **Facts** - Growing closer by sharing information from our lives.
  - i. *"Father, I need to raise more money for this missions trip..."*
3. **Ideas & Opinions** - Sharing deeper the personal thoughts we have on issues.
  - i. *"Father, please help Carrie to understand when I share with her..."*
4. **Feelings** - Opening up to share our emotions, being vulnerable about who we are.
  - i. *"Father, right now I am really scared because..."*
5. **Total Honesty** - Exhibiting the deepest level of trust by sharing our very life.

*"Father, I do not know why you are calling me to do this, but I am relying on you for everything..."*

A young man approached Socrates desiring to gain wisdom. He told Socrates that he wanted wisdom more than anything else. Socrates took him to a nearby pond and repeatedly dunked the youth until all he could do was gasp for air. Then Socrates asked him, "What is it you want?" The young man stammered, "Air! I want air!" The Socrates finished, "When you yearn for wisdom like you yearn for air, you will get it without my help."

*Do you yearn for intimacy with God the way that young man yearned for air?*

## Some Steps Towards Intimacy – t.h.e.o.l.o.g.y.

**T – TIME** We can't experience real closeness with anyone overnight. Time is often the most difficult essential to add. We must give him time over the long haul.

I must be patient

**H – HUMILITY** The Bible says that God gives grace to the humble but opposes the proud (James 4:6) He loves a broken and contrite heart, which is why intimacy is always preceded by humility. God must break us of self-sufficiency, self-promotion, and self-righteousness.

I must be broken

**E – EXPRESSION** We will not get close to God or to anyone else unless both parties express themselves in vulnerable, loving ways. Just as a husband and wife don't shake hands, we should not be satisfied with trite and superficial expressions of love to God.

I must learn to worship

**O – OPENNESS** God is not found through rigidity or through keeping some sort of checklist. Rather, He is found through relational, honest, and transparent approaches to His grace.

I must be open and transparent.

**L – LISTENING** We must learn to listen to His voice if we desire intimacy. We don't lose intimacy when we stop talking to someone, but rather when we stop listening.

I must invest time in prayer and Bible study.

**O – OBEDIENCE** A desire to please and a willingness to act are pre-requisites to friendship. When we are friends with someone, we learn to love what they love. Jesus equated obedience and love. "If you love me, you will obey what I command." (John 14:15)

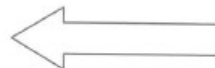
I must act on God's commands.

**G – GRACE** God is not found by keeping rules or performing for Him. Intimacy's foundation is love not law. It is gratitude, not guilt. His grace is greater than any sin we might commit.

I must let God love me...period.

**Y – YEARNING** Intimacy does not happen automatically. We must desire it more than anything else around us! This yearning, hunger, and passion for God is the most important factor in our intimacy.

I must desire God more than anything else in my life.



**INTIMACY WITH GOD PROVIDES THE FOUNDATION  
UPON WHICH OUR SERVICE OF LEADERSHIP  
MUST BE BUILT.**

## assess yourself...



The last portion of this lesson is devoted to assessing your current intimacy with God. Relationships are difficult to assess because they are fluid and often change. But this is designed to help give you a feel for your intimacy with God. Answer the questions below to give you insight into your current intimacy with God.

### Never Sometimes Often

- |                          |                          |                          |  |
|--------------------------|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | In your spare moments, do you find yourself thinking about Jesus, and His purpose in the world and for your life?  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Do you consider ways to please Him more than you do others or yourself?  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Do you look forward to taking time to spend with Him?  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Can you describe Him "with your eyes closed?" (David didn't need to see Him physically to confidently describe His loving kindness, etc. We often hide behind the excuse that we need to see Him to feel close.) |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | How well do you know His character from scripture? Can you point to specific times when you "proved" His character in your life?   |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | How frequently do you talk to others about Him?  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Is He your best friend?  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Do you hide certain things (topics) from Him as you pray about your life, and do you neglect certain areas as you pray? How frequently are you absolutely transparent about where you are?                       |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | What kinds of subject matter do you talk to Him about? Do you go beyond rhetoric and facts, to intimate, honest feelings?  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Do you enjoy worshipping Him and look for new ways to express yourself to Him?   |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Is your driving hunger to obey Him? Does this show in sacrificial surrender of your preferences to do His bidding?   |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | When you practice a Biblical command, is your motive love for Him, or keeping a checklist of do's and don'ts? Does loving God prompt your lifestyle?   |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | When you enter seasons of your life that are difficult and uncertain — do you trust Him?   |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Do you live your life, primarily, from a spiritual posture of "brokenness" and gratitude?  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Do you believe you "hear His voice" (John 10)?   |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | When you think of God, does the thought first spark "fear" or dread — or, have you experienced Him as "Abba Father" and your thought is warm and inviting?   |

Now, add your checkmarks. Every "often" represents a 3; every "sometimes" represents a 2; and every "never" represents a 1.

36-48: You're probably "very close" to God; intimacy has begun to grow!

22-35: You have a hunger, but need to mature; keep on growing!

10-21: You may be a bit distant; definitely focus yourself on getting to know Him.

## **The Vision**

### **What is vision?**

- ◆ “Vision is seeing not just what is, but what could be.”
- ◆ “Vision is foresight, with insight based on hindsight.”
- ◆ “Vision is seeing the invisible and making it visible.”
- ◆ “Vision is an informed bridge from the present to a better future.”

Definition: **Vision** is a clear mental image of a preferable future imparted by God to his chosen servants. It is based on the belief that it not only could be done but should be done.

- A Clear Mental Image – It is an internal plan.
- A Positive Change – It looks to improve upon the present.
- A Future Focus – It gives direction to arrive at what is unseen.
- A Gift from God – It is from the Lord, not just human desires.
- A Chosen People and Time - It fits a specific leader and time period.

While every vision will be as unique and varied as each person who is born, there will be common traits that every leader's vision shares. These common qualities are:

- It is unique and personal.
- It is larger than mere ideas or preferences.
- It requires the leader to act as an innovator.
- It is an image that is both conceptual and practical.

An essential aspect of Christian leadership is recognizing that and remembering that we are pursuing what God has called us to do, not our own purposes. As such, we need to focus on the vision that God has given us and not our own personal vision. Here are some distinctives of the two:

<b>Man-made Vision</b>	<b>God-given Vision</b>
You create it based on your gifts and skills.	You receive it as a revelation from God.
Its fulfillment rests on staying ahead of others.	Its fulfillment rests on the person's obedience.
Other similar groups or people are seen as competitors.	Other similar groups or people are seen as complimentary.
Its goal is to build your organization and create personal benefits.	Its goal is to serve people, advance God's kingdom, and honor God.
Stress may emerge inwardly and outwardly.	It is accompanied by inward peace and outward opposition.
It may be dropped for something better.	It is compelling and captivating until fulfilled.

## The Birth of a Vision.

A vision goes through a process. It begins with God and, through a series of steps, ultimately develops into a full-blown vision. The process is somewhat analogous to the birth of a child and looking at the steps in that process may give you some insight into how a vision will come to exist for you.

**Intimacy** – time spent with God allowing him to speak to you. This is best spent in quiet, solitude and reflection. NOTHING will happen without this step. It is the ESSENTIAL beginning.

Are you taking time to pray and reflect?

Are you experiencing intimacy with God?

**Conception** – God reveals his vision to you and it begins to take shape in you. It will be fuzzy and without the details, but the essential aspects are present.

Has God revealed anything like this to you, yet?

What is he saying to you?

**Gestation** – The vision grows and develops. This is often the longest part. The leader relates closely to the vision, identifies with the problem, intercedes for the people, and intervenes in the process with a sense of compassion and burden. As the vision grows and changes, so will you.

What stage of the process are you in?

Do you identify with a problem anywhere?

How are you praying for that need?

What are you doing about it?

**Labor** – The vision is just about to come to pass. This is often the most difficult part. Satan has a vested interest in the failure of the vision. His attacks often intensify at this point. *“Keep the faith.”* Yes it may be difficult, but it is all going to be worth it.

Have you ever experienced this?

Do you anticipate this stage soon in your leadership?

**Birth** – The vision is realized! What has been developing inside of you is now alive and on its own. Just like a child, you will continue to help it grow, but ultimately you will have to let it go to continue on its own as it involves the lives of others.

Have you seen a vision fulfilled?

What visions have you celebrated in the past?

## **Casting the Vision - Communication**

Once you have a vision, you may be tempted to think that the hard part is done. Having a vision, however, is not enough. You can not go it alone. You must communicate your vision to others. But communicating your vision to others is more than simply telling them about it. You need to transplant your (God's) vision into them. Think of these three analogies:

- **Artist** – You are painting pictures inside of the people who hear you.
- **Prophet** – You are speaking words of conviction about the future.
- **Lobbyist** – You are representing a cause, compelling people to join you in the effort.

### **12 Steps towards casting the vision**

#### **Embrace and OWN the vision yourself.**

For others to catch the vision and embrace it, you need to embrace the vision yourself. You need to believe wholeheartedly in the importance and value of the vision, and make it your own. Here are several ways to determine whether you have done this. Does the vision involve your:

- Natural talents – What do you do well naturally?
- Spiritual gifts – What has God gifted you to do?
- Burdens and passion – What you feel God has compelled you to do?
- Results and fruit – What is produced when you do it?
- Affirmation and recognition – What do others see in and affirm in you?
- Fulfillment and satisfaction – What do you find joy in doing?
- Circumstances and opportunities – What has God placed in front of you as an opportunity?

#### **Engage the SOUL of the people.**

In order to bring people into the vision, you must speak to both the mind and the emotions. You cannot just try to convince people of the importance of the vision, otherwise they will understand it, but it will just remain in their minds. You must speak to their hearts and stir their souls for it to take root in them.

#### **Speak to their NEEDS.**

If your vision does not touch a felt need in their life, people will not see the importance of it for them. You have to understand the people and the keys to their hearts. If you know these things, you know the things that move the heart of the people. If your vision speaks to these, then it will motivate people.

What do they cry about?  
What do they sing about?  
What do they dream about?

What do they laugh about?  
What do they plan about?  
What do they talk about?

## **Ideas for Communication...**

### **Paint PICTURES on the inside of them.**

People think and remember in pictures. Images fill their minds constantly. In order to drive your vision home, nearly everyone needs a point for their head and an image for their heart.

### **Provide APPLICATION not merely information.**

You must furnish something to do, not just think about. People need tangible steps they can take if they are going to own the vision themselves.

### **Communicate the BENEFITS of buying into the vision.**

Humans are, by nature, self-centered. Most people will rarely do anything until they see the personal, measurable benefits of taking action.

### **Enlarge their WORLD.**

People often want to be a part of something bigger than themselves. Let them see how they can leave a legacy behind by participating in the vision.

### **Model personal COMMITMENT and call for it from others.**

The number one motivational principle is this: People do what people see. They rarely follow mere talk. You need to follow the sequence illustrated in Ezra 7:10, "For Ezra had devoted himself to the study and observance of the law of the Lord, and to teaching its decrees and laws in Israel."

### **Allow TIME for acceptance.**

Marketing experts and sales professionals say that people generally need to hear an idea seven times before they will embrace it and call it their own. The time needed for this varies.

### **Create an ATMOSPHERE.**

Good leaders and visionaries create a sense of destiny, a sense of family, and a militant spirit in the people who listen to them. Cultivating an atmosphere is essential to creating the "critical mass" in your constituency needed for the vision to take off.

### **Employ a variety of PEOPLE to help cast the vision in a trickle down process.**

You cannot connect with everyone yourself. Different people "hear" things differently. Work with people with different styles and temperament and allow them to help you communicate with others.

## Demonstrate a **PASSION**.

Passion in you builds passion in others, it is infectious. You must demonstrate passion and communicate enough credibility to make others want to follow the vision. People will listen and connect when they see:

- Personal Sacrifice or Suffering (Mother Teresa)
- Identification with their Needs (Martin Luther King, Jr.)
- Integrity and Trustworthiness (Billy Graham)
- Experience and Credibility (George Washington)
- Vulnerability and Transparency (Princess Diana)
- Wisdom and Insight (Albert Einstein)
- Humility and Meekness (Moses)
- Abilities and Expertise (Tiger Woods)
- Courage and Conviction (Winston Churchill)

As you share your vision, remember that there is a difference between a public speaker and a communicator. Communicators are focused on how their message will affect and transform their audience. They speak to incite change not merely to be heard.

<b>Public Speaker</b>	<b>Communicator</b>
Puts the message before the people	Puts people before the message
Asks the question: What do I have?	Asks the question: What do they need?
Focuses on techniques	Focuses on atmosphere
Content oriented	Change oriented
Goal: complete the message	Goal: complete the people

How must you handle vision...

see it **CLEARLY**

show it **Creatively**

say it **constantly**

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## **Priorities of a Leader**

The “Pareto Principle” teaches us that if we focus our attention on our most important activities we gain the highest return on our effort. In fact, Mr. Pareto found that if we tend to the top 20% most important priorities, we will accomplish 80% of the results we are after. Some call this the 80/20 Rule. This principle can be applied to your everyday priorities to enable you to lead more effectively. If you were to list your top 10 priorities, you would likely find that getting done your first and second priorities will give you 80% of your desired results. This occurs because many of the lower priorities are minor tasks that need to be completed (sometimes urgently), but are not extremely important. These are not the priorities that you should focus on. To be a more efficient and effective leader, you must embrace the right priorities, **the crucial things that only you can do.**

► *Focusing on the lower priorities makes us busy, but not productive.* ◀

### **Lessons we learn from the 80/20 principle**

*It's not how hard you work, but how smart you work.*

What good is it to work extremely hard when it accomplishes little? Working smarter means working on what YOU can do and delegating things others can do.

*You either organize or agonize.*

If you can learn to organize then you can become more efficient in getting things done. This in turn will save you a lot of time and frustration.

*You choose or you lose. If you don't evaluate, you will stagnate.*

Looking at where you stand is very important. To move to the next level of leadership you must evaluate your current situation.

*The issue is not: “Will my calendar be full?”, but “What will fill my calendar?”*

Success in planning is about scheduling your priorities not prioritizing your schedule.

*Will my day be filled by my priorities or by the requests of others?*

As a leader, there are certain things that you can do that others cannot. When you fill your day with completing the requests of others you may not be able to get done the tasks that only you can do.

*Will I lead or react?*

When we lose control we are no longer acting as a leader, but instead reacting to the immediate. When we are determined to lead, reacting is not good enough. We need to be proactive and lead.

## **Checklist for making decisions about what you are going to do**

- ✓ Is this consistent with my priorities?
- ✓ Is this within my area of competence?
- ✓ Can someone else do it better?
- ✓ What do my trusted friends say?

## **Making the Most of Your Time**

Make “to do” lists. Write out what you want to accomplish.

Set your priorities. After you make a list, find the most important things in that list and put them at the top.

Avoid perfectionism. Don’t aim to do something perfectly if it ties up too much time and paralyses you from progress. Do things with excellence, but perfectionism may be an extreme that you need to avoid.

Question everything on the list. Don’t allow any “sacred cows” to keep you from eliminating items from your calendar and “to do” lists.

Welcome tension. Stressing our about something doesn’t get you any closer to completing your goal. Have the understanding that tension is a part of life. Many times tension can actually improve your focus and enable you to complete the job more effectively.

Avoid clutter. Clutter will just get in the way of what you are doing. Try not to waste time searching for things. Have a place for everything and everything in its place.

Avoid procrastination. Don’t just do what is fun first; get what needs to be done first, done first!

Control interruptions and distractions. Minimize the amount of time that people take you away from your main objective. Block out time to get away and pursue your priorities.

Use a planner or calendar. Organizing your days and weeks will save you time and help you organize your priorities.

# Crossing the Seven C's of Leadership.

In this section we will look at seven characteristics that will help you measure your leadership growth. This is a useful tool both now and throughout your leadership "career".

## **Character**

Strong character enables leaders to possess integrity, to earn trust, to gain respect, to experience consistency, and to communicate credibility. Character consists of:

- Personal Identity – A strong moral compass that comes only through a person who has established who they are in Christ.
- Emotional Security – Emotional stability is like the infrastructure that holds a leader up in times of crisis.
- Ethics and Values – Leaders must be principle oriented. Our core values define who we are as a leader and drive each decision that we make.
- Self-discipline – We must determine that we will lead our own lives well before we can expect anyone else to follow us.

### **As you think about your own character, rate yourself on the following:**

I assume responsibility for myself and my team.	1	2	3	4	5	6	7	8	9	10
I am secure in my identity and self-esteem.	1	2	3	4	5	6	7	8	9	10
I do what I should, even when I don't feel like it.	1	2	3	4	5	6	7	8	9	10
I have convictions that I stand for in public.	1	2	3	4	5	6	7	8	9	10

## **Convictions**

A conviction is a strong belief that enables a leader to take a stand and guide them into the future. Convictions usually revolve around the values a leader embraces and are stronger than opinions or ideas. A leader knows what he believes in, makes sacrifices because of his convictions, shows others how strongly he feels about these beliefs, and acts on them.

### *Order of Strength:*

1. Idea – A thought or concept which is usually attractive because it is unique or it originated with you.
2. Opinion – An idea that you feel emotionally tied to, but which might change as your emotions change.
3. Belief – A strong preference tied not only to emotions, but based upon thoughtful reflection or study.
4. Resolution – A decision to embrace a belief or a principle based upon your emotions, mind, and will.
5. Conviction – A strong belief or commitment that so governs your decisions that you are willing to die for it.

### **Here are some questions to ask yourself:**

I know exactly what I believe in.	1	2	3	4	5	6	7	8	9	10
I make sacrifices because of my beliefs.	1	2	3	4	5	6	7	8	9	10
Others can see I feel strongly about some things.	1	2	3	4	5	6	7	8	9	10
Passion enables me to act on what I believe.	1	2	3	4	5	6	7	8	9	10

## **Compassion**

Compassion is a virtue that takes seriously the needs of other people, their inner lives, their emotions, as well as their external circumstances. It is an active disposition that offers supportive companionship in distress.

**How well do you express compassion for others? Does compassion move you to meet the needs of others and help solve problems? Respond to these questions:**

I am sensitive to spot the needs of others.	1	2	3	4	5	6	7	8	9	10
I help those in need even when it costs me.	1	2	3	4	5	6	7	8	9	10
I am moved emotionally by my love for others.	1	2	3	4	5	6	7	8	9	10
I am fulfilled when I serve and meet others' needs.	1	2	3	4	5	6	7	8	9	10

## **Courage**

Having courage means facing fears and taking stands. It means acting brave when we don't really feel brave. Courage enables the leader to step out and take risks; it fuels action.

**How well do you exhibit courage? Take a moment and evaluate yourself.**

I like to start new projects, even when it is scary.	1	2	3	4	5	6	7	8	9	10
People think that I'm a brave person.	1	2	3	4	5	6	7	8	9	10
I don't mind being the first to take a risk.	1	2	3	4	5	6	7	8	9	10
When ideas arise, I want to take action, not talk.	1	2	3	4	5	6	7	8	9	10

## **Competency**

A leader must be capable of convincing followers that he or she is competent enough to get the job done. A competent leader has the integrity and creativity to figure out what to do and how to do it in order to get results.

**Have you stopped to evaluate your level of competency? What abilities do you bring to the table?**

My ideas often turn into plans.	1	2	3	4	5	6	7	8	9	10
I have some unique and useful abilities.	1	2	3	4	5	6	7	8	9	10
I can figure out how to finish a job I start.	1	2	3	4	5	6	7	8	9	10
I am good at solving problems.	1	2	3	4	5	6	7	8	9	10

## **Commitment**

All effective leaders possess strong commitment. They understand few things get done without perseverance and have the ability to engage a project until it is completed. Commitment is needed most when a leader encounters routine obstacles or unsettling failures.

**How do you measure up? Are you committed to anything, as a young leader? Consider these statements.**

I am stubborn and don't give up easily.	1	2	3	4	5	6	7	8	9	10
I finish what I start.	1	2	3	4	5	6	7	8	9	10
Obstacles don't discourage me but challenge me.	1	2	3	4	5	6	7	8	9	10
I can stay focused on one goal.	1	2	3	4	5	6	7	8	9	10

## **Charisma**

Charisma enables leaders to connect with others. It enhances a leader's communication skills and magnetically draws followers to a cause. Charisma, plainly stated, is the ability to draw people to you. This is not about being popular, but rather being an effective leader. You can't lead if there is no one around you. Many think that charisma is something that you either have or you don't, that it is a natural ability. While that may be true to some degree, like any other character trait, it can be developed.

### **To make yourself the kind of person who attracts others, you need to personify these pointers:**

4. Love life – Think about the people you want to spend time with. How would you describe them? They are celebrators, not complainers. They're passionate about life. If you want to attract people, you need to be like the people you enjoy being with.
5. Put a "10" on every persons head – One of the best things you can do for people, which also attracts them to you, is to expect the best of them. If you appreciate others, encourage them, and help them reach their potential, they will love you for it.
6. Give people hope – Hope is one of the greatest of all possessions. If you can be the person who bestows that gift on others, they will be attracted to you, and they will be grateful.
7. Share yourself – People love leaders who are transparent. As you lead people, give of yourself.

### **When it comes to charisma, the bottom line is others-mindedness. Leaders who think about others and their concerns before thinking of themselves exhibit charisma. Do the following statements describe you?**

I attract people – they like to be around me.	1	2	3	4	5	6	7	8	9	10
When I enter a room, I think of others not myself.	1	2	3	4	5	6	7	8	9	10
I give confidence and encouragement to others.	1	2	3	4	5	6	7	8	9	10
I am genuinely interested in other people.	1	2	3	4	5	6	7	8	9	10

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## Teamwork – It Makes the Dream Work!

### ***Great teams possess:***

- **A Common Vision**

Every great team rallies around a single vision. The entire team understands the vision and buys into it. They are all running in the same direction with their eyes on the same end result.

- **Diverse Skills and Contribution**

A great team is made up of a group of people who complement each other. The members of the team are not all alike. Diversity of gifts and skills is desired and celebrated. A team requires people with a variety of skills contributing in different areas to accomplish the scope of any goal.

- **Strong Coaching and Communication**

A great team has someone who is purposeful in coaching, that is: providing vision and giving direction. Further, both the coaches and the players are constantly communicating among each other.

### What makes an effective team?

1. **An effective team cares for one another.**

Three principles of relationships a leader must know

- The Second mile Principle - people go the “first mile” because of a sense of duty. They go the “second mile” because of relationship.
- The Connection Principle - Leaders always touch a heart before they ask for a hand. If you connect relationally with your followers, they will gladly join you in the work.
- The Host Principle - Good leaders always “host” the conversations and relationships of their life. They initiate as a host rather than wait for others to serve, as a guest.

2. **An effective team knows and practices what’s important.**

An effective team is clear about its vision. It understands what it has been called together to do and knows its purpose. Everything the team does is in line with accomplishing that vision.

3. **An effective team grows together.**

As a leader, you must minister, serve, lead, and live off of today’s growth, not just yesterday’s truth. If you stop growing today, you will stop leading tomorrow.

4. **An effective team has a chemistry that fits.**

- Relationships are strong
- Morale is high
- Roles are clear
- Benefits are for everyone
- People are appreciated
- Trust is evident
- Motives are pure
- Decisions are similar
- Wins are frequent
- Abilities are complementary

5. **An effective team places an individual's rights below the team's best interests.**

THE CODE OF COOPERATION

- Carry your load
- Respect other team members
- Understand their value
- Look for ways to add value to them
- Come together ready to contribute
- See the big picture
- Give up your rights
- Represent the team's position, not yours
- Privately and publicly affirm one another
- Accept responsibility for the team's standings

6. **An effective team realizes everyone plays a special role.**

*1 Corinthians 12:18-22, 25-26*

*<sup>18</sup>But in fact God has arranged the parts in the body, every one of them, just as he wanted them to be. <sup>19</sup>If they were all one part, where would the body be? <sup>20</sup>As it is, there are many parts, but one body. <sup>21</sup>The eye cannot say to the hand, "I don't need you!" And the head cannot say to the feet, "I don't need you!" <sup>22</sup>On the contrary, those parts of the body that seem to be weaker are indispensable,*

*<sup>25</sup>so that there should be no division in the body, but that its parts should have equal concern for each other. <sup>26</sup>If one part suffers, every part suffers with it; if one part is honored, every part rejoices with it.*

7. **An effective team knows where the team stands.**

The goals that the team sets need to be measurable goals. The team is then able to compare itself to the goals and determine how the team is doing.

8. **An effective team pays the price.**

There is no success without sacrifice. Success takes work. If you succeed without sacrifice, then it is usually because someone who went before you made the sacrifice. If you sacrifice and do not see success, then someone who follows you will likely reap success from your sacrifice.

9. **An effective team says “yes” to the right questions.**

The following questions can help evaluate if our team is healthy and effective:

- Do we trust each other?
- Do we have concern for each other?
- Do team members feel free to communicate openly?
- Do we understand our team’s goals?
- Do we have a commitment to those goals?
- Do we make good use of each member’s abilities?
- Do we handle conflict successfully?
- Does everyone participate?
- Do we respect our individual differences?
- Do we like being members of the team?

## Dumping, Delegating, and **Developing**

**When ministers decide to become leaders, they cross an important line; they make a revolutionary decision on the way to perform their ministry. They are no longer judged only by what they can do themselves. Their value now depends mainly on what they can get done through others!**

Moses is an example of a great leader. But he did not start out that way. His father-in-law Jethro recognized what Moses needed to do. To become a true leader, Moses had to change.

### **Exodus 18:13-26.**

<sup>13</sup> The next day Moses took his seat to serve as judge for the people, and they stood around him from morning till evening. <sup>14</sup> When his father-in-law saw all that Moses was doing for the people, he said, "What is this you are doing for the people? Why do you alone sit as judge, while all these people stand around you from morning till evening?"

<sup>15</sup> Moses answered him, "Because the people come to me to seek God's will. <sup>16</sup> Whenever they have a dispute, it is brought to me, and I decide between the parties and inform them of God's decrees and laws."

<sup>17</sup> Moses' father-in-law replied, "What you are doing is not good. <sup>18</sup> You and these people who come to you will only wear yourselves out. The work is too heavy for you; you cannot handle it alone. <sup>19</sup> Listen now to me and I will give you some advice, and may God be with you. You must be the people's representative before God and bring their disputes to him. <sup>20</sup> Teach them the decrees and laws, and show them the way to live and the duties they are to perform. <sup>21</sup> But select capable men from all the people—men who fear God, trustworthy men who hate dishonest gain—and appoint them as officials over thousands, hundreds, fifties and tens. <sup>22</sup> Have them serve as judges for the people at all times, but have them bring every difficult case to you; the simple cases they can decide themselves. That will make your load lighter, because they will share it with you. <sup>23</sup> If you do this

and God so commands, you will be able to stand the strain, and all these people will go home satisfied."

<sup>24</sup> Moses listened to his father-in-law and did everything he said. <sup>25</sup> He chose capable men from all Israel and made them leaders of the people, officials over thousands, hundreds, fifties and tens. <sup>26</sup> They served as judges for the people at all times. The difficult cases they brought to Moses, but the simple ones they decided themselves.

Moses made two major changes:

- First, Moses changed his way of thinking.
- Second, Moses changed his way of working.

The result of these changes was the following set of steps that Moses took to become a true leader who would last:

- He became a man of prayer. v. 19  
Jethro recognized that a leader needs to be a person of prayer. His first advice to Moses was to PRAY - pray for the people and the issues among them.
- He committed himself to communication. v.20  
Communication is key to effectively leadership. People won't know how to follow unless they are told what they need to do.
- He laid out the vision. v.20  
Good leaders always keep the big picture in mind and share it with their followers. They help the people see the future toward which they are headed.
- He developed a plan. v.20  
You can't just stop at sharing the vision...you must come up with a way to get there.
- He selected and trained the leaders. v.21  
Jethro observed that there were untapped gifts among the people. Moses saw the talent and resources available and utilized it.
- He released them to serve according to their gifts. v.22  
A leader must recognize the gifts in a person, then help that person recognize their gifts, and then encourage that person to use them.
- He only did what they could not do. v.22  
A leader helps the people do the things that they are equipped for and the leader focuses on what he or she is equipped for.

# Doing the things...

*As a leader, your actions will take different shapes:*

*Doing the things that others are unwilling to do:*

## SERVANTHOOD

*Doing the things that others should do:*

## MODELING

*Doing the things that others can learn to do:*

## EQUIPPING

*Doing the things that others cannot do:*

## LEADING

### Why leaders fail to equip

We have seen that it is impossible to do it on our own. We know that we need to get others involved. Yet, why do so many leaders keep trying to do it all on their own? Here are some reasons:

- They realize that equipping people is hard work.
- They are insecure or have a poor self image.
- They feel they are the only one qualified to do it.
- They don't trust others.
- They have bad habits and an unbiblical perspective.
- They have a low belief in people.
- They don't know how to train others.

Equipping others takes time, energy, and careful planning. It is a proactive way of leading, rather than the reactive way that is so common. It will also mean that, as a leader, you will need to allow others ownership of the work you are doing. This requires a belief and trust in others and the ability to relinquish control. However, if you commit to equipping people as a leader, you will find what Jethro said in Exodus 18:23 to be true in your life and leadership.

***There are three levels of sharing your ministry with others:***

DUMPING, DELEGATING OR DEVELOPING

## DUMPING

This is where you simply dump a task into the hands of someone. You are relieved that it is no longer your responsibility, but usually fail to understand the damage you do to the person you dumped on.

## DELEGATING

This is where you plan ahead and think through how you will pass on a task to someone else. No damage is done this way, but the focus is still on eliminating a task, not on developing a person.

## DEVELOPING

This is the ultimate way to share a ministry. You plan ahead, prepare the person to take on the task, and the focus is on the training of the person. Both of you win in the end.

## **How to...**

So how do we develop others? Here are some suggestions:

- Know yourself.  
Be familiar with the strengths you pass on to them in the work.
- Know the person you wish to develop.  
Be familiar with their strengths and weaknesses. Help them exercise their areas of giftedness. Understand their limitations so that you don't overwhelm them.
- Clearly define the assignments.  
Don't leave anything to question - write it down. That way, neither of you will have questions about what they are supposed to accomplish.
- Teach them the "why" behind the assignment.  
Let them know why it is important. Help them understand the reason behind what you are doing.
- Discuss their growth process as you go.  
Talk about how they will grow from it. Show them the ways in which they will develop and point out the areas in which they have already grown.
- Spend relational time with them.  
Invest time when you are not talking about work. Develop a positive relationship with them. Become more than just an impersonal leader.
- Allow them to watch you minister.  
Let them observe you in action and allow them to give feedback to you.
- Give them the resources they need.  
Provide the tools to do the job. Give them the necessary resources so they are not wondering where to go or what to do to get the job done.

- Encourage them to journal during the process.  
Help them interpret their growth through writing and processing on paper. Not only will they gain insight from this exercise, they will have a record of their growth to refer back to.
- Hold them accountable for their ministry.  
Ask the hard questions when necessary, remembering to always speak the truth in love.
- Give them the freedom to fail.  
Making mistakes is part of life. Learning from those mistakes is part of the growing process. Communicate that you support them and will be there to help should they struggle.
- Assess and affirm regularly.  
Encourage them all along the way as they succeed.

#### Bibliography

Elmore, Tim. 2001. *Portrait of a Leader, Book Two*. Atlanta, GA: EQUIP

# You Can Be a People Person

Leadership is about people. It has been said that a leader's most important asset is people skills. Relationships will make or break a leader over time.

## **Four Foundations**

There are four foundations that you must understand as a leader if you desire to develop good people skills. These foundations give the perspective a leader should carry into his or her leadership when dealing with people.

- ✓ A good leader can lead **various** groups because leadership is about people.
- ✓ People are an organization's most **appreciable** asset (NOT resource).
- ✓ A leader's most important asset is **people skills**.
- ✓ You can have people skills and not be a good **leader**, but you cannot be a good **leader** without people skills.

## **What Every Leader Should Know About People**

**People are INSECURE - Give them CONFIDENCE**

Most people are insecure. As a leader, you must be secure in what God has done in you and what He has called you to do. To create security in others, you must CARE for them:

- **Communicate**
- **Appreciate**
- **Recognize**
- **Empower**

☞ **Key Principle:** Hurting people hurt people. Secure people offer security to people.

**People like to feel SPECIAL - HONOR them.**

Mark Twain said, "One compliment can keep me going for a whole month." Words of praise and encouragement build people up. Here are some pointers on giving compliments:

Make them **sincere**. Be genuine and authentic about what you say.

Make them **specific**. Get very pointed and specific about what you say.

Make them **public**. Share this honoring word in front of others (not always, of course)

Make them **personal**. Get beyond general gratitude; speak personally to them.

☞ **Key Principle:** To deal with yourself, use your head. To deal with others, use your heart.

### **People look for a better TOMORROW - Show them HOPE**

The people that you are leading need to have confidence that where they are headed is better than where they are now. This is why it is important to have a vision and goals.

☞ **Key Principle:** The key to today is the belief in tomorrow.

### **People need to be UNDERSTOOD - LISTEN to them.**

When a person come to talk to you about a problem, often they are looking for someone to listen to them and show understanding; they are not necessarily looking for advice. Often times you will need to suppress the desire to speak and you will need to listen, and with your heart, not just your ears.

☞ **Key Principle:** If a leader is to connect with others, he or she must understand the “key” to their heart.

### **People need DIRECTION - NAVIGATE for them**

More than fame, comfort, wealth, or power, our souls are hungry for meaning, for the sense that we have figured out how to live so that our lives matter, so that the world will at least be a little bit different for our having passed through it. People are looking for a sense of purpose. As a leader, you will need to help provide the direction and guidance to help them accomplish this.

☞ **Key Principle:** Most people can steer their ship as long as someone helps to chart the course.

### **People are SELFISH - Speak to their NEEDS first.**

Like it or not, most people look out for themselves first. We must connect with them by starting where they are. Then, we can help them grow into the people they should be.

☞ **Key Principle:** People will meet the needs of others when they feel their own needs will be cared for.

### **People get EMOTIONALLY LOW - ENCOURAGE them.**

Years ago an experiment was conducted to measure people's capacity to endure pain. How long could a bare-footed person stand in a bucket of ice water? It was discovered that when there was someone else present offering encouragement and support, the person standing in the ice water could tolerate the pain twice as long as when there was no one present. Encouragement can make a person go twice as far as they could go alone.

☞ **Key Principle:** What gets rewarded gets done.

### **People want to associate with SUCCESS - Help them WIN**

Everyone likes to win...to be part of a winning team. Help your people feel successful. That will take them and you far.

☞ **Key Principle:** People may root for the underdog – but it is because they want him to win.

## People want meaningful RELATIONSHIPS - Provide COMMUNITY

God's word is all about community. The second greatest commandment is about relationships with others. We are seeking to lead a community, not just a group of individuals.

☞ **Key Principle:** Apply the 101% Principle – Find the 1% you have in common with someone, and give it 100% of your attention.

## People want MODELS - Be an EXAMPLE

The early followers of St. Francis of Assisi wanted to know what to do when they went out into the streets to minister. “Preach the Gospel at all times,” St. Francis advised. “If necessary, use words.” Nothing can take the place of a leader setting the example for others. People don't necessarily do what they hear, they do what they see. People emulate models. They would rather see a sermon than hear one any day.

☞ **Key Principle:** People do what people see.

# Spiritual Leadership Checklist

The following qualities mark a true spiritual leader. They are inward qualities that you can evaluate your life against. Rank yourself on a scale of 1 – 10 on these traits.

	SCORE
INITIATIVE	( )
<ul style="list-style-type: none"><li>• I give direction to the primary relationships of my life.</li><li>• I take responsibility for the health of my relationships.</li><li>• I initiate spiritual dialogue with vulnerability and humility.</li></ul>	
INTIMACY	( )
<ul style="list-style-type: none"><li>• I experience intimacy with God through personal worship and study time.</li><li>• I experience intimacy with my primary relationships in open conversation.</li><li>• I experience relationships where I am fully known without fear of rejection.</li></ul>	
INFLUENCE	( )
<ul style="list-style-type: none"><li>• I exercise Biblical influence within my relationships.</li><li>• I develop, encourage, and facilitate growth in my primary relationships.</li><li>• I am a “giver”, a generous contributor in relationships.</li></ul>	
INTEGRITY	( )
<ul style="list-style-type: none"><li>• I lead a life of integrity and honesty that is above reproach.</li><li>• I am not ashamed of my “private world”; who I am when no one is looking.</li><li>• I avoid hypocrisy because I live by what I believe wherever I go.</li></ul>	
IDENTITY	( )
<ul style="list-style-type: none"><li>• I am secure in who I am in Christ.</li><li>• I have a healthy, Biblical self-image that prevents a defensive attitude.</li><li>• I have developed a mature statement of purpose for my life.</li></ul>	
INNER CHARACTER	( )
<ul style="list-style-type: none"><li>• I exhibit the fruit of the Spirit in my life, which includes self-discipline.</li><li>• I am a Spirit-filled, Spirit-led believer.</li><li>• I maintain control by submission to God's authority first, then human authority.</li></ul>	

Add up your scores from each quality.

45 – 60 You are functioning as a strong and healthy spiritual leader. Continue to cultivate these qualities in your life.

25 – 44 You are on your way to becoming an effective spiritual leader. Assess in which qualities you are lacking and what you can do to strengthen these in your life.

6 – 24 You have some areas of growth to address before you are ready to take on the role of a spiritual leader. Look over the six qualities listed above and the aspects given in each. Determine what needs to be done to grow in these areas.

## Leading When You'd Rather be Leaving

**Basic Truth:** Leaders that last learn to manage conflict in healthy ways.

### **It will come...**

No doubt you will experience some difficult and draining moments as you attempt to lead others. Leadership can be a thankless, lonely, and even discouraging task, simply because you are the one most responsible for the organization. It is very likely you will feel both affirmed and attacked as you lead people.

The fact that both you and those you lead are human means that you will face some conflict and hurdles before the race is over. We are all sinful, which means none of us will handle our relationships perfectly. And we all come from different backgrounds, mindsets, and personalities, which means we won't always see eye to eye. In this session, we will examine how to handle those difficult times with other people most effectively. We will learn how to deal with conflict so that we may grow and gain insight from it, rather than letting it leave us battered and bruised.

### **Getting to the source...**

There is in every conflict an underlying reason for it. It usually is not simply about the issue you are arguing over. There is a source according to James 4:1. Often, the most common sources of conflict and difficulty with people are as follows:

- ◆ *Personality and Relationship Clashes*
- ◆ *Unspoken and Unmet Expectations*
- ◆ *Insecurity and Identity Issues*
- ◆ *Unresolved Conflict from Past Wounds*
- ◆ *Independent Attitudes and Inflexible Perspectives*

“Figure out WHAT went wrong, not WHO was wrong, when communication breaks down.”

To deal with the root of the problem, rather than the surface issue, here are some **foundational principles** to consider when faced with conflict:

1. Often, we must practice the 101% principle: find the 1% you can agree with and give it 100% of your attention.
2. When the EMOTION expressed far outweighs the issue at hand, there is a HIDDEN ISSUE to be faced.
3. In relationships, it is better to build a FENCE at the top of the cliff, than a hospital at the bottom. Take PRECAUTIONS to prevent potential trouble.
4. We must initiate affirmation, because most people struggle with INSECURITY and IDENTITY issues.
5. As leaders, we must never place our EMOTIONAL HEALTH in the hands of someone else.
6. Many times, our problem is not our problem, it represents only a SYMPTOM of a root issue.
7. Hurting people naturally HURT other people.
8. We must embrace the BIBLICAL PRINCIPLE: if I can't love others, I can't love God (1 John 4:20)

## Five Options

When faced with conflict, people usually choose one of five approaches to the situation. To more positively deal with the situation, it can be helpful to recognize the option(s) that others have chosen.

- **'I'll Get Them!** - This approach is where one seeks retaliation as recourse. The person who responds this way to conflict wants to get even. They have an “eye for an eye and tooth for a tooth” mentality.
- **'I'll Get Out!** - The person who chooses this option for dealing with conflict merely wants to get out of the situation. They want to escape and so they avoid any further conflict.
- **'I'll Give In!** - This person would rather give up than continue in any more conflict. They surrender as their means to a resolution.
- **'I'll Go Half!** - This person attempts to strike a deal to end the conflict. They try to agree on a compromise that both parties can live with.
- **'I'll Deal With It!** - This person addresses the issue head on. They attempt to understand the dynamics of what is going on and deal with the underlying issues.

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## **Biblical Confrontation**

Confrontation is not a non-biblical concept. In fact, when someone under your care has done an apparent wrong, the BIBLE CALLS US TO CONFRONT THEM when the issue is clear: sin, failure to keep a public commitment, a destructive attitude, harmful conversation, etc. If you wonder whether the Bible is clear on this subject, consider the following passages.

### **II Corinthians 10:4-5**

- The tools of our trade are divinely powerful to challenge people's thinking.

### **I Thessalonians 5:14**

- Remind, warn, admonish, and encourage the faint hearted.

### **II Timothy 3:16**

- Scripture is profitable for teaching, reproof, correction, and training.

### **II Timothy 4:2-4**

- Preach, reprove, rebuke, and exhort.

### **Colossians 1:28**

- Admonish (warn by reminding) people.

### **Titus 1:1-3**

- Reprove severely that they may be sound in faith.

## **Remember:**

Conflict is *NORMAL*

It is going to happen because we are different.

Conflict is *NEUTRAL*

It is neither destructive nor constructive in itself.

Conflict is *NATURAL*

It is universal; you are not alone in your humanity

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## Steps Toward Effective Confrontation

1. *Pray through your own anger.*  
Don't let emotion lead you. Wait until you are objective, but deal with issues before they grow into "big ones".
2. *Be the one to initiate the contact.*  
Don't wait for them to initiate. Scripture beckons you to make things right whether you are the offender or the offended.
3. *Begin with affirmation*  
Speak words of love and encouragement first. Then, receive fresh permission to challenge them, and be honest about what you see.
4. *Tell them that you have a problem or a struggle.*  
Don't say it is their problem, but yours. Own the fact that you have wrestled through dealing with the issue.
5. *Bring up the issue and explain that you don't understand what has happened.*  
The meeting may be more of a "clarification" than a confrontation. Give them the benefit of the doubt and allow them to explain themselves. Be loving and clear. Aim to clarify.
6. *Establish forgiveness and repentance, if necessary.*  
Connect the issue you are correcting with who they are in Christ. Don't conclude the meeting until forgiveness is extended and issues are clear and resolved.
7. *Compromise on opinions, but not on Biblical convictions or principles.*  
Determine what you will "die for". Be flexible with your own opinions or preferences, but not on issues where the Bible has clearly spoken.
8. *Pray and affirm your love as you close your time together.*  
Always close these times with prayer. Give them hope for the future and remind them of their place in God's heart and yours. Help them to never question that they are loved.

# Evangelical Christian Academy Student Leadership Conference Application



## What is it?

The Student Leadership Conference is a five day trip for 4-5 students in grades 10-12 at the end of September. It is organized by the Association of Christian Schools International and is held in Budapest, Hungary. Students who are chosen to attend will meet together with 150 Christian School students from all over Europe at Csilleberc Camp Ground and Conference Center. Schools that attend come from Austria, Czech Republic, Germany, Hungary, Jordan, Kazakhstan, Norway, Poland, Romania, Russia, Slovakia and Ukraine. Some of these schools are international schools. The rest of the schools are local Christian schools. The conference is held in English.

ECA students attend the conference to learn about leadership from the speakers, students, and school staff; exercise their leadership skills and to have a time to focus on God's work in their lives. Students also enjoy a day of sightseeing in Budapest.

## How much does it cost?

The cost of the trip depends on airfare at the time. The cost of trips in the past have averaged between 400-450 Euros without spending money. The conference fees may be subsidized by ECA. A deposit of 50 Euros is due by May 15<sup>th</sup> for airline reservations. The remainder must be paid by September 15<sup>th</sup>.

## How do I apply?

1. Write a one to two page essay including an evaluation of your current leadership skills and needs, explaining your goals for growth as a leader in God's Kingdom and stating some concrete objectives for service next school year to the ECA student body and/or community.
2. Complete the application form attached and return it with your essay to a sponsor by March 28<sup>th</sup>.

## Who is chosen?

The headmaster and student leadership training team along with the current Student Council President read the essays and then chose 4-5 students by the end of April. The students are chosen based on their essays and how those essays match up with what is evident in their lives. Students must have a C average and have demonstrated the personal responsibility needed to make up missed work. Seniors and Juniors are given first consideration but 10<sup>th</sup> graders may be chosen when their qualifications, passion, and/or experience is evident. Musical skills are not required to be chosen, though many students from ECA have participated in the conference worship music teams.

## When do we find out who is chosen?

All students who apply will be notified the week of April 23<sup>rd</sup>, when the sponsors will meet individually with each applicant.

Application for Student Leadership Conference  
 With parental permission for the ACSI Student Leadership  
 Conference, Budapest, Hungary

**Date received:** \_\_\_\_\_

**Accepted/Declined**

**Student Informed**

Name \_\_\_\_\_

E-mail \_\_\_\_\_ Grade 2012/13 year \_\_\_\_\_

I understand that if I am chosen to attend the Student Leadership Conference that I am agreeing to participate in the Student Leadership Course after school during the year of 2012/2013. There are about 8 classes and students must miss no more than one. Attend all Conference Preparation Meetings before the September conference.

I have talked with my parents about this opportunity and they have agreed to support me in my decision to apply. I have asked them to sign below indicating that they understand the cost, requirements, and time obligation for the year of my commitment.

I have written my essay and have attached it to this application.

Parental Consent. I understand that my child is participating in regular student leadership training at ECA and is now applying as a potential delegate to the ACSI Student Leadership Conference in Budapest, Hungary, in September 2012. I understand that there is a commitment of time for this training and, if chosen as a delegate to Hungary, a financial cost of about 400 Euros (for a 5-day trip, depending on the exchange rate and the cost of airline tickets at the time). In the past, ECA has been able to help with part of the conference fees.

\_\_\_\_\_  
 Parent Signature

\_\_\_\_\_  
 Date

Student Pledge. I am now committing myself to leadership training at ECA during the 2012-13 school year which will involve additional sessions in preparation for the conference in September, if I am chosen to attend. I also recognize the responsibilities of this commitment in regard to my time and the funds which the trip may require of me.

\_\_\_\_\_  
 Student Signature

\_\_\_\_\_  
 Date

**For the essay:**

6. Please describe your current leadership skills and the areas in which you feel that you need to grow to be a good leader.
7. Please outline your objectives in becoming a leader who will have a positive impact for the Kingdom of God.
8. Please relate your specific ideas for serving your school and your community in the following year.

**For Administration Use Only:**

<b>Essay Rubric:</b>	1. Not present at all	2. Alludes to but not clear			
3. Attempts to communicate	4. Clearly states	5. States with passion			
<i>Each item is scored from 1-5 with a highest total score of 100 points.</i>					
<b>1. Essay evaluation:</b>	Sp 1	Sp 2	Head	SC P.	Total
a. Honest Inventory of Leadership Skills and Needs					
b. Clear Leadership Growth Objectives					
c. Concrete Ideas about Service for Next Year					
<b>2. Evaluation of consistency between life and essay</b>					
<b>3. Demonstration of the 7 C's of leadership</b> (from training material)					
	Totals:				