

LEADERSHIP

2

THIS COURSE WILL GIVE THE STUDENT A THEOLOGICAL BASIS FOR UNDERSTANDING LEADERSHIP AS A FORM OF SERVICE. USING JESUS AS OUR MODEL, THE STUDENT WILL LEARN TO USE HIS LEADERSHIP SKILL AS A WAY TO SERVE THE CHURCH, RATHER THAN AS A SOURCE OF SELF-GRATIFICATION.

THEOLOGY AND PRACTICE OF SERVANT LEADERSHIP

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SERVANT LEADERS

STUDENT GUIDE



Servant Leaders RESOURCE

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Credits

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THEOLOGY AND PRACTICE OF SERVANT LEADERSHIP

Description:

This course will give the student a theological basis for understanding leadership as a form of service. Using Jesus as our model, the student will learn to use his leadership skill as a way to serve the church, rather than as a source of self-gratification.

Objectives: Upon completion of this course, the student should be able to...

- Build a biblical case for servant leadership.
- Understand the characteristics of a servant leader.
- Define and explain the 4 leadership roles: (a) master, (b) mentor, (c) motivator, and (d) mobilizer.
- Define and implement the concept of continuation, to go beyond the level of influence implied by authority.
- Define and implement the concept of social currency.
- Define and implement the concept of credibility.
- Recruit, position, and equip people for ministry.
- Define and implement the concept of complements, to form synergetic ministry teams.

Learning Inputs:

1. Attendance of course lectures
2. Completion of assigned reading

Outcome Activities:

1. Complete Homework Assignments
2. Complete Final Project



SERVANT LEADERSHIP

- THE THEOLOGY OF SERVANT LEADERSHIP -

I. The Theology of Servant Leadership

A. What is Servant Leadership

1. _____ - a lifestyle in which one humbly and sacrificially meets the _____ of others.
2. _____ -

"Leadership is a relationship one extends to mobilize people and resources in order to accomplish a common goal and vision." - Cameron Woolford -

3. _____

A servant leader is one who sees his _____ and _____ as an opportunity to lead others to greater _____ with God through their own example and service.

B. Biblical Foundation of Servant Leadership

1. Servanthood

Mark 10:35-45 *And James and John, the sons of Zebedee, came up to him and said to him, "Teacher, we want you to do for us whatever we ask of you." 36 And he said to them, "What do you want me to do for you?" 37 And they said to him, "Grant us to sit, one at your right hand and one at your left, in your glory." 38 Jesus said to them, "You do not know what you are asking. Are you able to drink the cup that I drink, or to be baptized with the baptism with which I am baptized?" 39 And they said to him, "We are able." And Jesus said to them, "The cup that I drink you will drink, and with the baptism with which I am baptized, you will be baptized, 40 but to sit at my right hand or at my left is not mine to grant, but it is for those for whom it has been prepared." 41 And when the ten heard it, they began to be indignant at James and John. 42 And Jesus called them to Him and said to them, "You know that those who are considered rulers of the Gentiles lord it over them, and their great ones exercise authority over them. **43 But it shall not be so among you. But whoever would be great among you must be your servant,** 44 and whoever would be first among you must be slave of all. 45 For even the Son of Man came not to be served but to serve, and to give his life as a ransom for many."*



Both James and John are seen in this passage as seekers of glory. They long for all of heaven and God's kingdom to see them as the ones who were the closest to Jesus. They want recognition and appreciation from everyone that they are the ones who achieved this great feat of being the closest to the very Son of God.

Jesus does not rebuke them, but rather points out to them that they are confused about something very important.

Beginning in verse 42, in order to address the growing dissension between His disciples, Jesus teaches an incredibly important principle.

The principle can be summarized in this question: Do people more greatly appreciate a person who gives only the necessary time and attention to his friends when it is convenient for him, or the person who seeks to serve his friends and sacrificially gives his time and attention to them?

Isn't it obvious that the latter is the type of person everyone wants as their friend, as is the one who is spoken well of in all circles? They arrive at the point which Jesus mentions in verse 43 of being the one who is "great among you."

Here then is the principle: He who is spoken of as great in the kingdom of God is he who in this life served others as a lifestyle that everyone noticed.

It is also important to note the command here to not "lord over others by exercising authority over them. For this is not the mark of a follower of Christ." In other words, Jesus is saying, Christians do not do leadership like that; rather, they serve.

2. Love (Sacrifice)

Galatians 5:13 *For you were called to freedom, brothers. Only do not use your freedom as an opportunity for the flesh, but _____.*

- a. Servant Leadership is a command to serve one another.
- b. Servant Leadership is not:
 1. A Ticket to the top
 2. Only for those who lead
- c. We All are to jump in and serve!
- d. Love is a verb – not an emotion.

Servant Leadership is founded on the idea that the leader will sacrificially serve those he leads. This love is described in 1 Corinthians 13:4-8 and is revealed in the life of Christ on display in the Gospels.



1 Corinthians 13:4-8 *Love is patient and kind; love does not envy or boast; it is not arrogant or rude. It does not insist on its own way; it is not irritable or resentful; it does not rejoice at wrongdoing, but rejoices with the truth. Love bears all things, believes all things, hopes all things, endures all things. Love never ends. As for prophecies, they will pass away; as for tongues, they will cease; as for knowledge, it will pass away.*

3. Reproduction

Matthew 28:18-20 *And Jesus came and said to them, "All authority in heaven and on earth has been given to me. 19 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."*

All of us are called to go and make disciples, therefore all of us are called to go serve, teach, love, mentor, bless, baptize, and _____ our faith in others.

Servant Leadership is living the Gospel.



TABLE DISCUSSION:

1. What is a disciple?

2. Is there a difference between a follower and a disciple? A leader and a discipler?



C. Characteristics of a Servant Leader

1. Following Jesus' Example

a) Jesus is _____.

What is distinct or special about the leadership Jesus provided at the most intimate level?

- (1) He had a _____ (friendship) with Peter, James and John.
- (2) They were His deepest _____.
- (3) They had a deeper level of _____ with Jesus.
- (4) Jesus _____ the three more than anyone else.

b) Jesus exercised His leadership at _____. Looking deeper into the life and ministry of Jesus can help us both identify and understand a little bit about these different levels of leadership influence that Jesus had during His public ministry.

- (1) Jesus' _____ to the multitudes - Throughout Jesus' public ministry he taught to many crowds and even occasionally spoke to thousands. However, He never looked to become popular with these groups. He confronted the status quo, jarred his listeners' sensibilities, and often taught in parables. He didn't feel the need to clarify everything. He often left his audience confused and wondering what He meant. His goal was apparently to shift their paradigm and get them to think.
- (2) Jesus' _____ the seventy - Jesus sent the seventy out. This group was more intimate than the crowds and multitudes. He gave them specific assignments. He sent them out in pairs. He required their commitment. He did not equip them with any resources or materials, but sent them out with the purpose of performing miracles. He warned them to expect opposition (see Luke 10:1-12), and promised no earthly reward (see Luke 10:18-20).
- (3) Jesus' _____ the twelve - Jesus chose His twelve and told them to follow Him (see Mark 3:14a). Just like the previous group, He taught them and gave them assignments (see Mark 3:14b-19). However, He also shared His daily life with them. He poured His very life into them (1 Thessalonians 2:8). He therefore could entrust them with power to do the same work He had done. He even promised that they would actually do greater works (John 14:12-14).



(4) Jesus _____ in the three - Jesus had an inner circle comprised of Simon Peter, James, and John. He took them on special outings (Matthew 17:1). They witnessed His greatest glory (Mark 9:2-3), and his toughest temptation (Mark 14:33-34). He prayed with them (Luke 9:28). He taught them specific lessons that He did not teach the others (Matthew 17:2; Mark 5:37-43). He even introduced them to His heavenly family (Matthew 17:3). They were his closest friends and confidants.

c) One common thread that is found in all the examples above is this: true servant leaders live in or exercise _____. They do not concern themselves with glory, attention, or fame. Being exalted or recognized is up to God. In other words, no one should ever use leadership as a means for gaining any form of recognition



TABLE DISCUSSION:

1. At which level of leadership influence did Jesus ensure His legacy would be passed down?

2. Which level of leadership influence did Jesus invest the most time, energy, teaching, and influence?



2. Mimicking the Mind of Christ

a) HUMILITY

(1) My _____ ought to be described by others as being _____.

(2) Humility comes before honor. Proverbs 15:33

(3) To be a servant leader, I must recognize that I _____ an even higher authority's leadership: Jesus' authority.

b) CARE

Likewise, you who are younger, be subject to the elders. Clothe yourselves, all of you, with humility toward one another, for "God opposes the proud but gives grace to the humble." 1 Peter 5:5

Do nothing from selfish ambition or conceit, but in humility count others more significant than yourselves. Philippians 2:3

(1) Jesus' _____ or ministry to humanity was done humbly out of _____ to the Father.

(2) We must recognize that a spiritually disciplined life led by the direction of the _____ and by _____-filled living, is the ultimate solution for every person's needs.

When he saw the crowds, he had compassion for them, because they were harassed and helpless, like sheep without a shepherd. Matthew 9:36 (See also Mark 6:34).

(3) Once again, _____ is of utmost importance in leadership, and this is especially true for a servant leader. With that focus a leader does not see himself or herself as a separate piece or entity from the team, but rather as a member of the team with the responsibility of _____.

(4) A true servant leader does not just see needs, he or she _____ needs that he or she can then meet.

(5) To be a servant leader one must be an _____ of needs and must _____ the needy to the solution.

So if there is any encouragement in Christ, any comfort from love, any participation in the Spirit, any affection and sympathy, 2 complete my joy by being of the _____, having the same love, being in full accord and of one mind. 3 Do nothing from selfish ambition or conceit, but in humility count others more significant than yourselves. 4 Let each of you _____ only to his own interests, but also to the interests of others. 5 Have this _____ among yourselves, which is yours in Christ Jesus, 6 who, though He was in the form of God, did not count equality with God a thing to be grasped, 7 but emptied Himself, by taking the form of a servant, being born in the likeness of men. 8 And being found in human form, He _____ himself by becoming _____ to the point of death, even death on a cross. 9 Therefore God has highly exalted Him and bestowed on Him the name that is above every name, 10 so that at the name of Jesus every knee should bow, in heaven and on earth and under the earth, 11 and every tongue confess that Jesus Christ is Lord, to the glory of God the Father.

Philippians 2:1-11 (ESV)



c) SERVANTHOOD

Mark 10:44 says, *and whoever would be first among you must be slave of all.* The word _____ in this verse, sometimes rendered _____ is the same word as _____.

The key to unlocking humility in the life of any believer is found in Matthew 16:24 (See also Mark 8:34, Luke 9:23.): Then Jesus told his disciples, *"If anyone would come after me, let him deny himself and take up his cross and follow me."*

Denying one's flesh to allow the Spirit to lead them according to God's Word causes them to have that necessary spirit of humility to be able to _____ and _____ the team's needs, and therefore be able to successfully lead.

d) TEAM SPIRIT

(1) Valuing Team above _____.

To be a servant leader, I must...

(a) Minimize my own _____ by _____ responsibilities to others on my team whose strengths _____ my weaknesses.

(b) Set aside my own personal visibility as the leader to make the team's efforts as a whole be more _____ to others.

(c) Look to serve my teammates' needs to make _____ better, even if it means I must make personal sacrifices to do so.

(2) Valuing Team above _____.

To be a servant leader, I must make my _____ my highest priority and not any _____ needing to be accomplished. The team concept is invaluable. A true servant leader does not see himself or herself as the most valuable member of the team or even more valuable than anyone else on the team. Instead, a servant leader views himself or herself as the servant sent to ENERGIZE, EQUIP, and ENABLE other team members in order to help them succeed.

When he had said this, he showed them his hands and his side. Then the disciples were glad when they saw the Lord. 21 Jesus said to them again, "Peace be with you. As the Father has sent me, even so _____." 22 And when he had said this, he breathed on them and said to them, "Receive the Holy Spirit."

John 20:20-22




To be a servant leader, I do not need to wait for a _____ to start _____ others.

The leadership role for some is apparent because they have a title or a position. Others are recognized as leaders simply because they have gained the _____ of others by serving them. They may not have a title or position, but their leadership is evidenced by their _____.

A title is not what determines whether someone is a good leader or a bad one, or even a servant leader. Some servant leaders serve well in a position while others do so without a position. _____ and a healthy, Biblical perspective of oneself is key to making sure your leadership is one of _____ and not merely _____.

True servant leaders are _____. It has been said, "to be a good leader one must first learn to follow."

 **TABLE DISCUSSION:**

1. Do servant leaders actually accomplish anything by being focused on their teammates instead of their overall goals? Why or why not?

2. Why would individuals on a team follow a leader who has positional authority and values achievement over the team itself?

3. What motivates teams to follow the leadership of a servant leader?

3. The Difference Between Marketplace Leadership and Servant Leadership

The first thing one thinks of when he hears the word “leader” is usually _____, but the Scriptures has a completely different focus

Then the mother of the sons of Zebedee came up to him with her sons, and kneeling before him she asked him for something. 21 And he said to her, “What do you want?” She said to him, “Say that these two sons of mine are to sit, one at your right hand and one at your left, in your kingdom.” 22 Jesus answered, “You do not know what you are asking. Are you able to drink the cup that I am to drink?” They said to him, “We are able.” 23 He said to them, “You will drink my cup, but to sit at my right hand and at my left is not mine to grant, but it is for those for whom it has been prepared by my Father.” 24 And when the ten heard it, they were indignant at the two brothers. 25 But Jesus called them to him and said, “You know that the rulers of the Gentiles _____, and their great ones exercise _____ over them. 26 It shall not be so among you. But whoever would be great among you must be your servant, 27 and whoever would be first among you must be your _____, 28 even as the Son of Man came not to be served but to _____ and to give his life as a ransom for many.” Matthew 20:20-28 (See also Mark 10:42-45)

(1) In these verses, Jesus points out the differences between true servant leadership and common marketplace leadership with great clarity. He shows that there is a completely different focus.

MARKETPLACE LEADERSHIP	SERVANT LEADERSHIP



(a) Where marketplace leadership focuses on the achievement of _____, servant leadership focuses on attaining _____.

In servant leadership, the mission is much bigger than the individual. The individual sacrifices himself for the mission. In marketplace leadership, an individual may sacrifice time and energy, but it is ultimately for the purpose of personal achievement.

(b) Where marketplace leadership focuses on the _____, servant leadership focuses on having a _____.

In servant leadership, recognition for one's work is not that important. There is a desire for positive influence regardless of who gets the glory. In marketplace leadership, people work hard so that they can get the prestigious promotion. Again, the focus is on the self.

(c) Where marketplace leadership focuses on the desire for the _____ by team members, servant leadership focuses on achieving _____ from team members

In marketplace leadership, everyone strives to be recognized as a leader by their peers. When a peer fails to live up to an expectation, this is seen as an opportunity to shine. In servant leadership, team members are inspired when a team member shines. It actually creates a synergetic environment where everyone performs better.

The bottom line is that marketplace leadership is all about _____ team members, whereas servant leadership is all about _____ them.

A portion of the content for this course is taken from the book:

The Five Levels of Leadership by John Maxwell.



SERVANT LEADERSHIP

- HOW TO BE A SERVANT LEADERSHIP -

II. HOW TO BE A SERVANT LEADER?

A. Introduction

Every follower of Christ is _____. It is important that as a leader we do not look at every man and woman we lead through the same leadership lens.

To find out what type of leader I need to be for them, I must...

- (1) Evaluate where they have been, where they are and where I see them in the body of Christ.
- (2) Get the input of others who know them and who have seen them in life and ministry.
- (3) Evaluate their faithfulness, ability and overall willingness, in order to gain a correct perspective of possible ministry participation.

Look at the ministry you are seeking to move them into and ask the 4 diagnostic questions:

4 Diagnostic Questions To Determine Competency:

What Type of Leader Do They Need?*

Question #1: Are they unwilling and unable?

That means they lack _____ and _____.

Question #2: Are they willing, but not able?

That means they desire, but lack _____.

Question #3: Are they able, but not willing?

That means they are trained, but lack _____ or _____.

Question #4: Are they able and willing?

That means they are trained and willing!

	Mobilizer	Motivator
Able	Able and Willing	Able, Not Willing
Not Able	Willing, Unable	Unwilling, Unable
	Mentor	Master
	Willing	Not Willing

What Kind of Leader Do They Need?

*adapted from the "Situational Leadership" course by The Center for Leadership Studies. www.situational.com



We must adjust our leadership style to where the person with whom we are working is at the moment, but _____.

Keeping in mind that our ultimate goal is to accomplish what Paul clearly calls us to do in Ephesians 4:12 *“equip his people for works of service”*

We must remember that our goal is to move people forward to where they need less of your influence/leadership and become more of a co-laborer with you in the work of the local church. Our goal is to _____ the church into _____

B. Three Keys To Effective Multilayered Servant Leadership

1. _____ - One of the key factors that separates a leader from a servant leader is the acceptance and even desire for accountability.

Humility is one of the character qualities of a servant leader. A servant leader is keenly aware of his own humanness. He knows that he has to battle his flesh every day, so he desires spiritual insight and influence from others.

Who should keep you accountable?

- (1) Accountability should come from someone who is also in leadership and understands the practices of servant leadership.
- (2) Accountability needs to come from someone who has a vested interest in your influence in ministry.
- (3) Accountability needs to come from someone who can exhort, encourage, and even push you forward toward further development and eventual success.
- (4) Accountability should come from multiple sources.

The success or failure of your leadership ought to never fall squarely on your own shoulders or even yours and God's alone. Failure as a leader is never merely personal.

If a leader fails who else is affected?

- (i) In general, the whole team.
- (ii) In a ministry, the ministry team, and the recipients of the ministry.
- (iii) In a local church, the local church and even the community.



Accepting accountability, or better yet, inviting accountability is not a _____; it is _____.

2. _____ - Discipleship is the God-given key to producing new leaders.

Local churches with an accountability-based discipleship model produce a pool of potential leaders who can:

- eventually move into local church ministry
- be sent out to plant new churches
- be sent out to serve as missionaries

Healthy churches produce leaders, and this is because they are heavily steeped in discipleship ministry.

True disciples of Christ know they have not arrived, and _____ have more to learn, more to repent of, and more areas to become disciplined in.

Romans 12:4-8: 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. 6 Having gifts that differ according to the grace given to us, let us use them: if prophecy, in proportion to our faith; 7 if service, in our serving; the one who teaches, in his teaching; 8 the one who exhorts, in his exhortation; the one who contributes, in generosity; the one who leads, with zeal; the one who does acts of mercy, with cheerfulness.

The body of Christ is meant to function with collaboration, everyone's participation, and with everyone continually developing in order to better serve the body with their gifts.

Genuine servant leaders develop in this environment of dynamic body life.

Everyone in the body needs a discipler and everyone in the body should get to the point where they can disciple others.

3. _____ - Becoming a leader is _____, learning to serve is a must!

a) Become a servant - The world is full of leaders who are not servants, but we lack servants who are not leaders, and certainly have a shortage of servant leaders, but unfortunately there is no shortage of those who desire to lead.

The key to gaining more servant leaders is to gain more _____.



b) Time and Proximity - In order to serve you need to know needs. In order to know needs you need to give time to people and seek to be close to them.

c) Influence and Relationship

d) Pre-established relationships:

(1) Start at Home: Father to son, mother to son, father to daughter, mother to daughter, husband to wife. We must serve at _____.

(2) At work: CEO to president, president to manager, manager to supervisor, supervisor to employees. We must serve in our jobs.



TABLE DISCUSSION:

1. Did Jesus have accountability?

2. Should a pastor of a local church have accountability?



SERVANT LEADERSHIP

- SERVANT LEADERSHIP ROLES -

III. Servant Leadership Roles

A. Level 1: _____

1. Role of Leadership

- a) You have influence because you have _____.
- b) People follow you because they fear the _____ of insubordination.
- c) The leader holds the position of authority, but in the mind of the subject, the leader has yet to prove his or her competency to lead.

d) Caution

- (1) Don't assume that subjects will want to follow you just because you have the authority.
- (2) Don't undervalue subjects because they are below you on the authority hierarchy.
- (3) Avoid playing politics.
- (4) Don't overplay "The Boss Card."

(5) Examples

(a) Barney Fife - What kind of leader was he?

He had _____ as a lawman and he wanted people to recognize them. The "title" of deputy made him feel official and important. He was _____ to carry a gun (even if he was not allowed to load it).

(b) Andy Taylor - What kind of leader was he?

He had the real authority and power. Everyone knew he was the real leader and could handle any situation. His focus was on his _____ to the people he served. He never even carried a gun.

(c) King Saul - What kind of leader was he?

He had authority as the king, but he always found himself fighting for _____. The title of king gave him a false sense of what rights he had. His focus was on himself, his reign, his legacy, personal success, and greatness.



(d) David - What kind of leader was he?

Before becoming king, he had no positional authority. However, everyone knew he was the real leader and could handle any situation. His focus was on _____ God by serving others. People _____ to follow David and even sang songs about him

“Nearly all men can stand adversity, but if you want to test a man’s character, give him power.” - Abraham Lincoln, 16th U.S. president

Leaders who rely on their authority tend not to move upward. Turnover is high for leaders who rely on their authority to influence others. People only tend to work only as hard as they have to for Master leaders.

2. Level of Leadership Influence

Administrator

By _____ his or her time, energy, and resources, the _____ leader can achieve the concept of continuation in that he will eventually gain greater trust and credibility with the members of his team.

3. Leadership Principle: _____

A leadership title (manager, captain, boss, deacon, pastor, elder etc.) is not the end, its just the starting point. - Its an invitation to grow as a leader.

It is most common to view becoming a leader or receiving a position as an ultimate destination or _____.

Leadership, especially if it involves authority, should be viewed as a _____ or the beginning of a growth process.

As one gains leadership experience, he will begin to see that the type of influence he has evolves over time. He will increase in his ability to motivate, guide, and execute greater tasks.



"It's not the titles that honor men, but men that honor titles." - Niccolò Machiavelli

4. How to Make the Most of your Authority

a) Stop relying on authority to influence people.

"Be careful not to lead from too close, lest your followers mistake you for only a friend. Also, be careful not to lead from too far away, lest your followers mistake you for the enemy."

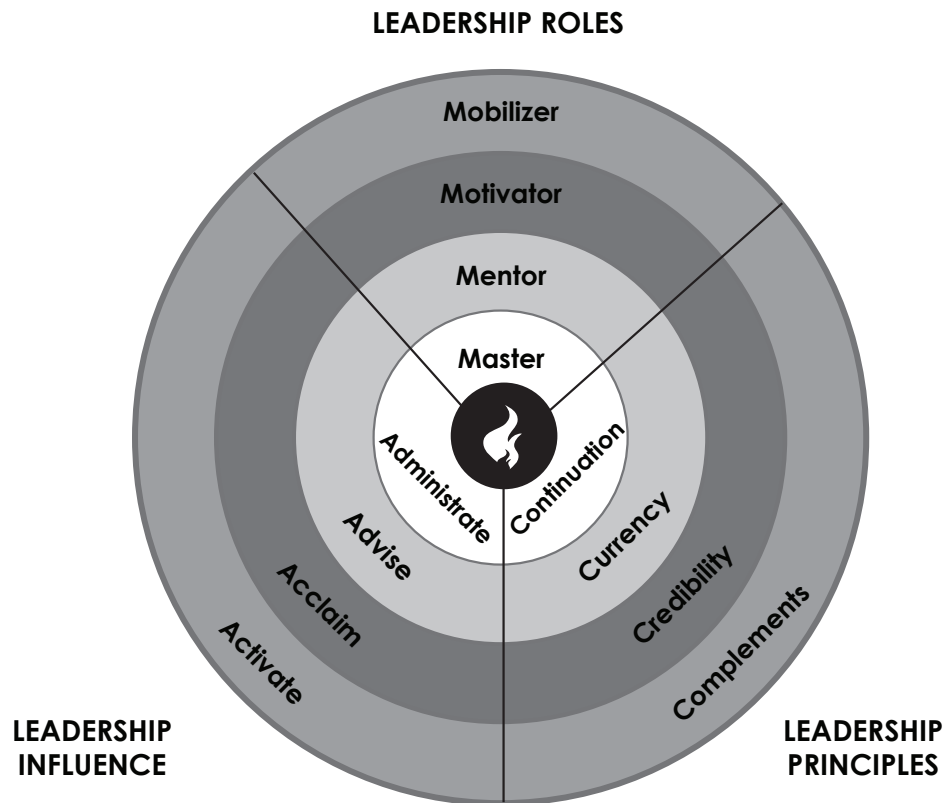
- Author Unknown

The truth is if you have to tell people that you are in charge, you're not!

b) Don't value yourself or others based on a title.

c) Know that leadership is not a position, but is influence over people through relationship.

Review: Graphic



B. Level 2: _____

1. Leadership Role

- a) You have influence because you have a _____.
- b) People follow you because they want to please you.
- c) The leader still holds the position of authority, and in the mind of the subject, the leader is also competent for the position.

“You can’t lead people until you like people.” - John C. Maxwell

2. Level of Leadership Influence

By fulfilling the role of an _____ or a mentor, the leader puts himself in the position to practice and apply the concept of social currency (see below) in that he invests his time, energy, and resources in his in an individual relationship with a member of his team

The Progression For Achieving Greater Influence

- (1) _____ - If you have integrity with people, you develop trust.
- (2) _____ - The more trust you develop, the stronger the relationship becomes.
- (3) _____ - The better the relationship, the greater the potential for a leader to gain permission to lead. Formal vs. Informal - In any relationship with another person there is a need to interact with each other in both formal and informal settings. If say, in a work environment two coworkers remain formal 100% of the time, gaining trust with one another will be nearly impossible. The doubt will always be there as to whether the other can be trusted outside the formal realm.
- (4) _____ - This is where you really gain the opportunity to have a positive influence.

3. Leadership Principle - _____

“Whenever we interact socially with people, there is an exchange of currency... not of financial currency, but of a social currency. We either make deposits or we make withdrawals based upon how welcomed the interaction has been received.” - David Graef



- a) You cannot lead as a _____ if you carry a negative balance.
Leading as a _____ is the only option if you are in the “red.”
- b) You may have to learn the currency of each individual or culture.
(1) Example: Shoveling your neighbor's snow
(2) Example:
- c) You must regularly make deposits. You make deposits by...
(1) Regularly encouraging those under your leadership.
(2) Giving public praise for a job well done.
(3) Caring about the whole person, not just what they do for your ministry.
(4) Investing in each person outside of the work or ministry context.
(5) etc.
- d) Choose your withdrawals wisely.
(1) Public Humiliation
(2) Pretending to Listen
(3) Private Confrontation
(4) Denying a Request
(5) Choosing someone else's idea.
(6) Not being available.
(7) Personality Conflicts
(8) Putting your foot down (“Get back to work!”)
(9) Suggestions for Improvement.
- e) Like any bank account, the goal is not to avoid all withdrawals; the goal is to make them wisely.

4. Caution:

- a) There is a delicate balance to making people happy and helping them succeed.
- b) It is easy to lose authority trying to gain relationship points.
- c) The leader must be vulnerable in order to build the relationship.

***“You can impress people from a distance, but you must get close to influence them.”
- Rick Warren***

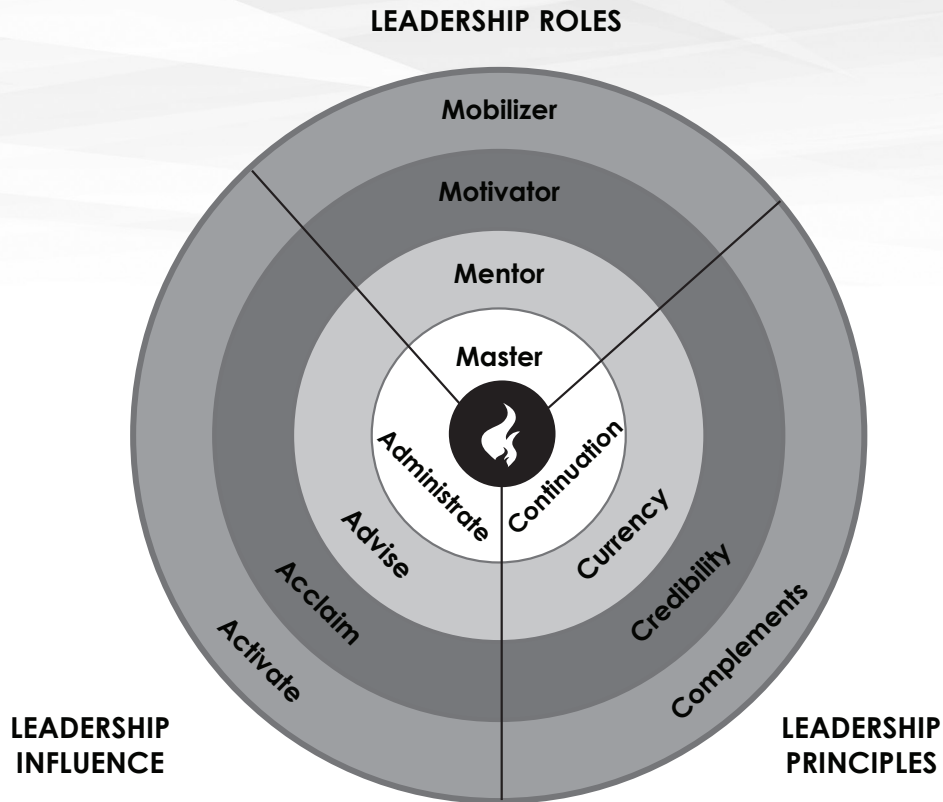
- d) As a leader you must treat people as a whole person.



"Why is it that I always get the whole person, when what I really want is a pair of hands?"
- Henry Ford

5. Review GRAPHIC

- a) MASTER: Concept of Continuation
- b) MENTOR: Concept of Currency



C. Level 3: _____

1. Leadership Role.

- a) People can get to level 1 for an almost endless number of reasons.
 - 1) They show promise.
 - 2) They have connections.
 - 3) They play politics.
 - 4) They have seniority.
- b) Leaders who are good with people can make it to level 2.



c) But to get to level 3, you have to _____.

d) High productivity produces high morale... High morale in turn causes high productivity.
This process creates momentum.

“There are two types of people in the business community: those who produce results and those who give reasons why they didn’t.” - Peter Drucker

2. Level of Leadership Influence

“ _____ ”

A way to develop credibility with the members of your team is by verbally recognizing the achievements of the team members. When one realizes their leader is recognizing their value on the team and verbally expresses appreciation for their work and contribution, it raises the credibility of their leader. You have influence because you create momentum. People follow you because they have seen positive results. The leader still holds the position of authority, has proven competency, and has a history of positive results.

3. Leadership Principle: _____

“All important decisions have inherent risks. Not only are you risking failure in the outcome from the individual decision, but your future credibility is on the line as well. This can work for you or against you based upon the success or failure of the decision.” - David Graef

Principle of _____

- a) Level 1 leadership carries very little credibility to begin with.
- b) Level 2 leadership will only gain you enough to take small risks.
- c) Level 2 leadership is where your decisional skills will be put to the test.
- d) Even a good decision can be a bad decision if you don't have enough credibility to pull it off.
- e) Start with small risks and build upon your successes.
- f) You'll never have the trust of everyone, but you better have it from your key influencers!

***“In some cases, you may not have enough time to develop trust via past successes. In order to be successful in these cases, you must rely on borrowed credibility. That is, you have credibility based upon your relationship to someone they already know and trust.”
- David Graef***



Concept of _____ Credibility

Example:

- a) Missionary Bob starts a church in Colombia.
- b) Bob moves to Chile and starts a church with missionary John.
- c) Bob moves back to Colombia to start leadership training.
- d) Bob invites John to Colombia to help with the leadership training.
- e) The Colombians trust John, because Bob invited him.

Principles of Borrowed Credibility

- a) Borrowed credibility is not as strong as earned credibility.
- b) Borrowed credibility is putting the credibility of both parties at risk.
- c) Borrowed credibility becomes earned credibility for both parties if the risk pays off.
- d) One should be careful whom he recommends.
- e) One must take seriously the responsibility when representing someone else's credibility.

4. Review: Graphic

- a) MASTER: Concept of Continuation
- b) MENTOR: Concept of Currency
- c) MOTIVATOR - Concept of Credibility

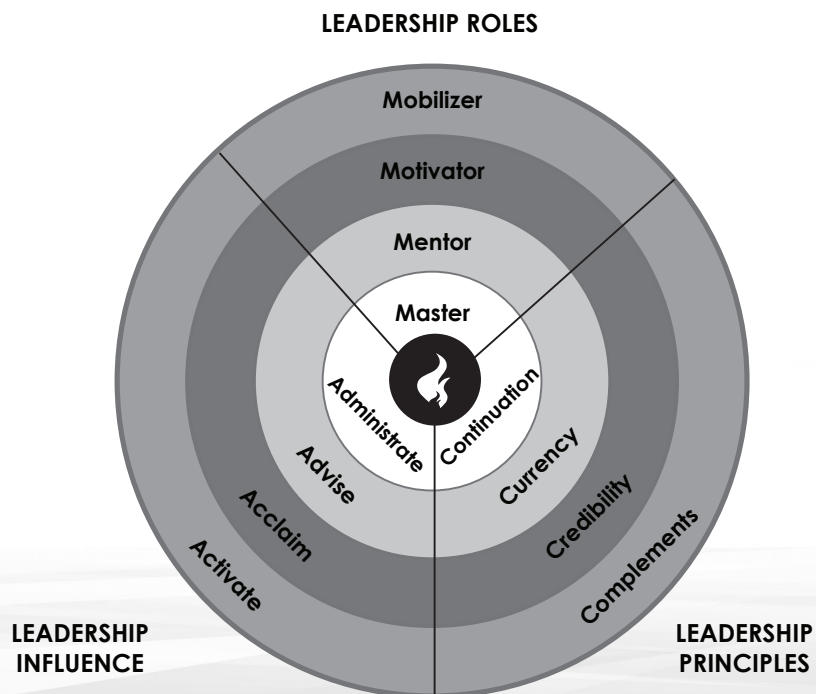




TABLE DISCUSSION:

1. React to the advice that many young pastors receive: "As a new pastor you should not make any major changes for the first year."

2. How does this relate to the concept of credibility?

D. Level 4: _____

1. Role of Leadership

- a) Your influence is multiplied because you have equipped others to be better.
- b) People follow you because they want to become more like you.
- c) The leader still holds the position of authority, has proven competency, has a history of proven results, and has reproduced these traits in others.

2. Level of Leadership Influence- " _____ "

The best leaders know how to _____ themselves and are known for producing new leaders. Mobilizing leaders not only know the members of their team, but also know how each one best contributes to the overall potential and success of the team by what individuals tasks each one excels at doing best. The reason why the team excels at the tasks they perform is because of the concept of complements in that the team works well together to achieve overall success. Everyone feels "activated" by their achievements, which results in a momentum and energy that motivates the team to only respect and appreciate their leader the more. Does this concept sound a little like Jesus commission of His disciples?



a) People-Oriented Mentality vs Task-Oriented Mentality

(1) People-Oriented Mentality

- (a) A people-oriented leader will know the people on his team well and therefore know what they do well.
- (b) A people-oriented leader will often ask "How can I invest in my people to make them successful?"
- (c) A people-oriented leader often gives his team the task they can do best.
- (d) DOWNSIDE: What if the task needing to be done is different than what they do well?

(2) Task-Oriented Mentality

- (a) A task-oriented leader will know the task needing to be accomplished.
- (b) A task-oriented leader will often ask "How can I get my people to accomplish this task?"
- (c) A task-oriented leader will put his team to work on the task regardless of talents, giftedness, strengths or weaknesses.
- (d) DOWNSIDE: Although most major necessary tasks are accomplished, talent gets wasted in the process.

b) A level 4 leader realizes that his most valuable asset is the giftedness of people, and will work to find the delicate balance between being people-oriented and task-oriented.

c) What happens when there is no people development?

- (1) Someone in leadership leaves or dies, leaving a vacancy.
- (2) His or her replacement is determined by one's experience, not on his or her ability to lead.
- (3) That person gets replaced by an employee without leadership training.
- (4) Over time, everyone gets promoted until they have reached their level of incompetence PETER PRINCIPLE: Everyone gets promoted to the level of incompetence.

d) The Process of Developing People

- (1) Recruiting: Finding the best people possible.
 - (a) Chemistry, or better yet _____
 - (b) _____
 - (c) _____
 - (d) _____



(2) Positioning: Placing the right people in the right situations.

(3) Equipping: Helping others do their job well.

(a) I do it.

(b) I do it and you are with me.

(c) You do it and I am with you.

(d) You do it.

(e) You do it and someone is with you.

3. Leadership Principle - _____

a) Team-Based Leadership

(1) Servant Leaders™ Value #2: Team-Based Leadership: “We believe that God often gives leaders a complementary set of leadership skills. When His servants work together in teams, they accomplish much more. The goal, then, is to train all leaders how to excel in their giftedness, and to marginalize their weaknesses by working in teams.”

(2) Why Teams?

(a) It is very rare that one person is gifted in all areas of leadership.

(b) Our gifts and skills complement each others' gifts and skills.

“The purpose of a team is to make the strengths of a person effective and his or her weaknesses irrelevant.” - Peter Drucker

(c) Everyone participates in ministry! Members should be players, not spectators.

Romans 12:3-8 *For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the faith God has distributed to each of you. 4 For just as each of us has one body with many members, and these members do not all have the same function, 5 so in Christ we, though many, form one body, and each member belongs to all the others. 6 We have different gifts, according to the grace given to each of us. If your gift is prophesying, then prophesy in accordance with your faith; 7 if it is serving, then serve; if it is teaching, then teach; 8 if it is to encourage, then give encouragement; if it is giving, then give generously; if it is to lead, do it diligently; if it is to show mercy, do it cheerfully.*



(d) Everyone has gifts, everyone has something to contribute, but servant leaders must take the responsibility to energize, enable, and equip others in order to see them _____ (released) into service for themselves.

Ephesians 4:11-13 *So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, 12 to equip his people for works of service, so that the body of Christ may be built up 13 until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.*

4. Review: GRAPHIC

- a) MASTER: Concept of Continuation
- b) MENTOR: Concept of Currency
- c) MOTIVATOR - Concept of Credibility
- d) MOBILIZER - Concept of Complements

LEADERSHIP ROLES

