

Principles of Leadership



General Principles to Grow Into a Life of Leadership

Welcome to “Principles of Leadership”

Course Overview:

This course is designed to introduce you to some of the major principles of Leadership. In it you will learn. . .

- A Practical Definition of Leadership
- How to Grow as a Leader
- The Character of a Leader
- The role of Vision in Leadership
- The role of Teamwork in Leadership

Course Goals:

By the end of this course, we would like you to:

- Understand how you can grow in your leadership ability
- Know your leadership strengths and weaknesses
- Begin to employ these principles in your daily life
- Set goals for increasing your influence as a kingdom leader.

Follow-up Study:

To obtain full credit and benefit from this class, you must complete the following two assignments:

1. Read the follow-up reading on the website www.prepareinternational.org. You will find these articles listed under the course title – *Principles of Leadership*
2. Write a 3-5 page paper answering the two following questions:
What were the three most important things you learned in this course (list and describe them). How can these truths affect your life today? How can you use these Principles of the Leadership in your ministry?

Sources:

1. Maxwell, John. 1998. *The 21 Irrefutable Laws of Leadership*. Thomas Nelson Publisher. Nashville, Tenn.
2. James M. Kouzes and Barry Z. Posner. 1997. *The Leadership Challenge*. Jossey-Bass Publishers. San Francisco, CA.
3. D. Tjosvold. 1986. *Working Together to Get Things Done*. Lexington, Mass.: Heath.
4. Peter Block. 1996. *Stewardship*. Berrett-Koehler Publishers. San Fransisco, CA.
5. Janet C. Lowe. 1998. *Jack Welch Speaks: Wisdom from the World's Greatest Business Leader*. John Wiley and Sons Publisher, New York.



Lesson 1: What is a Leader?

There is much talk today about leadership. Many men have made the statement that **everything rises and falls on leadership**. Although this view may be a bit simplified there is a great deal of truth in it. In the world, we see these phenomena. . .

- When a sports team loses consistently, they change coaches.
- When a business performs poorly, they fire the head and place another in his/her place.
- When a democratic nation is doing poorly, at the next election, they change leaders.
- When children lack character and have poor life skills, people point to the parents.

In all of these instances, it comes down to **Leadership!**

Leadership in the Bible

Does the Bible have anything to say about this all important topic of leadership?



Discussion: With a partner, think of as many key examples of leadership as you can from the Bible. Examples of good and bad.

The Book of Judges – when there was good leadership, the people followed the Lord, when there was poor leadership, the people fell away and served other gods.

Examples of the Kings – In the OT, good kings, such as Asa, Jehoshaphat, David, and Josiah led the people well in the ways of the Lord and the people followed both the Lord and the people. When there was an evil king, the people followed in the ways of the king.

Key verses:

Josh 24:31 *And Israel served the LORD all the days of Joshua and all the days of the elders who survived Joshua, and had known all the deeds of the LORD which He had done for Israel.*

Judg 21:25 *In those days there was no king in Israel; everyone did what was right in his own eyes.*

Judg 5:2 *“When leaders lead in Israel, when the people willingly offer themselves, bless the LORD!*

So What is a Leader Anyway?

A leader is . . . **someone who has followers**. That’s pretty simple isn’t it? A leader is someone who influences others to follow, that is, to live a certain way, to live for a certain cause, to serve a certain vision, to go somewhere, or do something that they would not ordinarily go or do.

Leadership is Influence - the power to influence people to a different course of action



and a different way of life.

Because this is the essence of leadership, many in so called 'leadership' in God's kingdom and the church are not really leaders because they have little or no influence over people. In Judges 5.2, the Bible reveals a clear principle of leadership: *when leaders lead, people willingly volunteer and offer themselves and God is blessed.* Many in the church are teachers and others are pastors, but we must have leaders, that is, people who have real influence and can genuinely cause people to follow as they follow Christ.

Why Do People Follow a Leader?

As you think about leadership and leaders, what is it in these people that cause people to follow them? Think of as many reasons as you can and list them below.



Reflection: There is no simple reason that we can come up with on why people follow a particular leader, but there are some things we can learn and come to grips with as a set of core principles on why people follow and allow a leader to influence them.

People follow because of. . .

#1 The Power of the Leader's Personal Life – One reason people follow a person is because they see something in the personal life of the other that attracts them. They want to be around that person and let them have influence within them because of the power or virtue or some desirable thing within their person.

People might follow you because of. . .

- Your knowledge --Your experience
- Your success --Age

#2 A Vision to Follow – A second reason people follow another and give them the right to influence them is because of a compelling vision to live for. Most people have little or no personal vision for their lives outside of having a meaningful life, but deep inside of every person lies a twofold desire

The desire to be noticed personally and have a meaningful personal life

The desire to be a part of something much greater than themselves and their personal life.

Vision can touch one or both of these inner desires if a leader is skilled enough in his presentation and management of a vision with the people.

Nehemiah is a great example of a man with vision. When he came to Jerusalem, the Lord had given him a clear vision of what to do to rebuild the city. In Neh. 2.11-18 we see God forming this vision in him and then he presents it to the people giving them something much bigger than themselves to live for. But Nehemiah was a great leader, he also gave every family a part of the vision and assigned them to build near their own home thus touching the personal need in people also. They followed him because of vision – vision of the big and how that vision might touch them personally.



#3 Real Relationship – A third reason people follow others is because of relationship. Within the heart of people is the desire for real and genuine relationships which will enhance and build their lives. In the early days of a leader/follower relationship, one of the first two aspects mentioned earlier might cause a person to give another the right to lead them, but as time unfolds, relationship will deepen and build that desire to follow.

When someone knows that you care for them, that you desire their best, that they can trust you, and that you are available to help them, they will open their lives to follow in much greater measures.

While David was in the wilderness on the run from Saul, we see many men coming to him and giving him the right to lead them. As you study the life of David, you realize that these men were loyal to the very end. Even when he made huge blunders, they remained loyal and followed. Why? Because of relationship! You can see in the life of David that he had real love and relationship with his guys. They knew he cared, they knew he loved them and they trusted him.

There is a cry for relational leadership in the church today. Men and women who will live among the people and say come, be my friend and follow me.

#4 Personal Fulfillment Through Following – A fourth reason people follow another is because they see that through following someone else's life, vision, plan, etc, they will reach a higher level of personal fulfillment.

God does not desire us to be robots simply following Him to achieve His glory and follow some delegated leader on earth. He has designed life with Him to be one of fulfillment and personal growth. Because of this, people will follow further, to the next level, to deeper places when they begin to see how you as a leader genuinely care for more than just your own vision. You care for them and somehow the vision and your leadership will help them to emerge as a more mature, successful person.

Biblical Examples:

- *David's Mighty Men* – When many of these came to David, they were indebted, discontent, and downcast, but through following him, they became great men who could do great things. This was the story of David's leadership.
- *The 12 Apostles* – Jesus chose 12 very ordinary men, but after having followed Him for 3 ½ years, they became greater men who could change their world.
- *Paul's Disciples* – We have the record of many young men and even some women who followed the Apostle Paul and through this relationship, they became great servants of God.



Principle #1: Leadership is a Choice

The first principle we must adopt is that leadership is a choice. I can choose to lead or NOT to lead. If I don't make a conscious choice to lead, I am probably not leading or not leading well.

Where do I begin to make the leadership choice?

Nehemiah Makes the Choice to Lead

When you study the life of Nehemiah, we see very clearly how he became a leader of God's people. Here is the process of choosing to lead.

#1 You Must See the Need (Neh. 1)

When Nehemiah's friend came to him from Jerusalem and told him of the dismal and distressing state of the city, Nehemiah saw the need and began to internalize the depth of that need.

We will discuss this in greater detail later in the section on vision, but leadership begins with seeing a need. As we walk with God and live in the world, we will see many needs. Many things that we know that God wants to do in people's lives and to accomplish for His Kingdom's purposes. God often moves upon people to step out and lead by showing them a great need around.

#2 You Must Accept Responsibility to Meet the Need (Neh 1 & 2)

Nehemiah did not just see that someone needed to do something to help the city of Jerusalem and to lead God's people, He made the decision that began to move him into leadership: ***I will go and do something. I will meet the need.*** It was this decision which launched him into leadership.

THE ACCEPTANCE OF RESPONSIBILITY IS THE BEGINNING OF LEADERSHIP!

Many people see needs around them and God begins to speak to them, but they never do anything about it. They are not willing to take the step to take responsibility. This is where leadership is NOT assumed. We must learn to take responsibility to engage our life to be a change agent on the earth.

Why do people choose not to accept responsibility? Because it will cost them. Be very sure of this – leadership costs! It costs you time, money, sacrifice, etc., but the results are wonderful in the lives of people

Jesus said it like this, ***“If anyone wishes to come after Me, he must deny himself, and take up his cross and follow Me. ³⁵“For whoever wishes to save his life will lose it, but whoever loses his life for My sake and the gospel's will save it.” Mark 8.34,35***

In all leadership there will be self denial, there will be a cross to carry (death), and sacrifices to be made.

#3 You Decide to Enlist Others to Meet the Need (Neh 2)

Nehemiah made a decision that made him a leader and not just a minister. What is the difference between a leader and a minister?

A Minister is someone who sees a need, accepts responsibility and gives their life to meet the need in others.



A Leader is someone who sees a need, accepts responsibility and decides to enlist others to give their lives to meet the need in others.

A leader is not a leader until he has enlisted others to follow. Just meeting a need does not make you a leader. Influencing others to give their lives takes you into the realm of leadership.



Application:

1. Have you made the choice to lead?
 2. Will you give your life to become a leader?
 3. What is a need around you that you currently see?
 4. Have you or will you accept responsibility to be a part of the answer?
 5. Who could you influence to give their life as well?
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Principle #2: Everyone Can Grow as a Leader

Taking Responsibility, the first step to leadership

Most people do not see themselves as a leader but this is not necessarily true. In Exodus 18.1-22, we find Moses' father-in-law, Jethro giving advice about leadership. Here are the things we learn:

- 1) We can accomplish more with multiplied leaders than we can alone.
- 2) We will wear ourselves out unless we develop other leaders and give them a chance
- 3) There are different levels of leadership gifting in different people – Some can lead 1000, some 100, some 50, and some 10.

Leading 10 people – that is not an overwhelming thought, and most could do it if they would only choose to take responsibility. Taking Responsibility, this is the beginning step into leadership.

This is one of the foundational principles of becoming a leader. Every man and woman who leads in the Bible began right there, they chose to take responsibility for a few others around them and seeing that God's will was done.



Bible Study: Read Exodus 3:10-4:13. How did Moses feel about the idea of being a leader?

Everyone Can Grow

Some are born with natural leadership charisma, but most of us are not that fortunate. But here is a principle that is critical to understand: ***Leadership is a group of attitudes to adopt and a set of skills to be developed.*** When we believe this statement, we are on the road to growing as a leader.

We must abandon the idea that we are either born as a leader or not. We can ALL accept responsibility for God's work, a few people, and then begin the journey of growing into a leader.

Psalm 78.72 speaks of these two aspects of leadership using David as an example: ***"So he [led] them according to the integrity of his heart, and guided them by the skillfulness of his hands."***

We see two critical sides to growing as a leader:

- A heart of Integrity – right attitudes
- Skillfulness of hands – leadership skills



Everyone and anyone can grow in both of these areas – leadership attitudes and leadership skills. If you will apply yourself to learning and applying these things, **You can be a great leader.**

Remember, It Is a Process

Some are truly naturally endowed with good leadership charisma, but often these never take time to develop good skills or right attitudes. It is often those who give themselves to learn and grow that make the best leaders, but you must remember, ***it is a process, not an event!***

All great leaders in the Bible went through many years of growth, learning new lessons all the time. They were committed to the long journey and committed to learn and grow through it all.



Principle #2: Being with Jesus – The Training Ground of Leaders

Mark 3.13-15

Seeking the Source

At the heart of Leadership lies a humility that seeks out the source of life. The confidence of a leader does not reside in his gifting or skills. Confidence comes from knowing the One that supplies the authority and power to lead and succeed.

- 1) Jesus modeled this by seeking out and spending time with his source; the Father. *Mark 6:46*
- 2) Jesus invited his inner circle of disciples to spend time with him. *Mark 3:13-15*
- 3) Through the Holy Spirit, we are invited to be in his inner circle today. *John 16:13*

The Heart of a Learner

One of the main things that distinguishes the leader from others is a heart that is constantly willing to learn. The leader understands that if we expect to be successful in the long term, we must always be looking for more wisdom, better skills and improved understanding.

NOWHERE IS THIS ATTITUDE EXEMPLIFIED MORE THAN IN OUR WILLINGNESS TO LEARN FROM JESUS.

- 1) What we are seeking is NOT more information. More information, even good information does not have the power to transform us - to take us to the next place in ability or capability.
- 2) We must learn through revelation. This is when the words of life take on a transforming ability in us. As we spend time with Jesus, he brings those moments of “aha!” when words cease to be words and they become awesome nourishment.
- 3) This “learning environment” is developed through a lifestyle of being with Jesus.

The Discipline of Being with Jesus

Learning the discipline necessary to develop a lifestyle of being with Jesus is our first priority. Everything else will flow from this discipline. There are many guides available on how to develop a quiet time with the Lord, but the bottom line is; spending time with Jesus is not an option. It is the only way to tap into the source.

The Promise of Being with Jesus

Mark 3:13-15 shows Jesus purpose for his disciples; to send them out to proclaim the message and to have authority over the demonic. Jesus has the same purpose for us.

- 1) A message to proclaim
- 2) Authority

An effective leader needs both.



Principle #3: Servanthood – Character to Lead

Leaders who expect to see fruit from their efforts develop a willingness to put their security on the line to see it happen. Reputation, money, time and security all become potential sacrifices for the leader that is committed to see his vision or mission become reality.

The Law of Sacrifice

Mark 8:34- *If any man would come after me, let him deny himself, and take up his cross and follow me.*

In his book, “The 21 Irrefutable Laws of Leadership,” John Maxwell identifies the law of sacrifice as an irrefutable law. “A leader,” says Maxwell, “must give up to go up.”¹

- 1) The Lifestyle of Service and Sacrifice: Servanthood is more than a technique, however. For us it must be a lifestyle. Sacrifice is not the odd circumstance, it is the norm.
- 2) Sacrifice in Leadership is a Process: There is no singular sacrificial event that can produce the “magical result desired.” Rather it is the continual willingness to give and then give again that produces the breakthrough.
- 3) For the leader, sacrifice is not optional: If you are not willing to take major risks in time, money and reputation, you will need to lower your expectations of results.
- 4) Maxwell also points out that “the higher you go, the more you give up.”² The more responsibility you are given, the fewer personal rights you can maintain. The sacrificial demand rises with your leadership mantel.

The Leader Servant

Matthew 20:27- and whosoever would be first among you shall be your servant

The leader understands servanthood differently. Service and sacrifice are more than a means to show love, it is how we model the Kingly heart. The servant heart often serves without expecting anything in return. In contrast, the Leader servant serves expecting certain results:

- 1) The Leader lives by the principles of sowing and reaping. We sow service and sacrifice and expect a harvest.
- 2) Leaders set the example, expecting others to follow.
- 3) Leaders expect more than touched lives; they expect more leaders.
- 4) Service and sacrifice are forces that compel the heart man to live for something beyond themselves.



What the Leader Must Not Sacrifice

- 1) Time with Jesus. For the leader, disconnecting from the source is suicide.
- 2) Marriage. Sacrifice that affects the marriage must be through agreement of both husband and wife. You must never demand your spouse to sacrifice. They must have the opportunity to give as well. When sacrifice is made through agreement, the marriage does not suffer, but rather is strengthened.
- 3) Family. This is your ultimate testing ground for leadership. If you expect to be a great leader in the world, you must first show yourself to be a great leader to your home. There will be times when sacrifices are made that affect the family, but if we prepare our family to live a kingdom lifestyle, our sacrifices of time and effort will not (usually) compete with our family responsibilities.



Principle #4: Vision – People Follow Vision

One of the most important skills to develop as a leader is the ability to receive vision from the Lord and then make it work. We call this the Vision Process. The Vision Process is the driving force to accomplish great things for the Lord on the earth. This process will work in every area of life if we will learn it, use it, and work with it.

Prov 29:18 ***“Where there is no vision, the people are unrestrained, But happy is he who keeps the law. “***

The word ‘vision’ in this verse has the underlying idea of . . .

- It comes to us from God
- It is progressive, alive, constantly growing
- It gives us guidance, direction and a way to walk forward

Vision is *the destination given to us by God of where He wants us to go and what He wants us to accomplish for Him.*

In this definition, we find two parts to a God given vision:

- *Where we are going to take our group* – that is, what are the spiritual growth changes we will see as we walk and work together.
- *What we are going to accomplish* – the definite goals God has given us to achieve in the city we live in and the lives around us.

Proverbs 29.18 tells us that where there is NO vision, the people are unrestrained, that is, they go anywhere they feel like going and do anything they feel like doing. Vision brings a restraint, a direction, a clear cut place we are going and clear cut goals we are to accomplish. With it, you have a path to walk down, without it, you are like a man taking a walk not knowing where he is going.

Understanding Vision

In the bible, there is perhaps no better example of how vision works than the life of Nehemiah and the rebuilding of the city of Jerusalem. Nehemiah was a great leader and a man who understood how to mobilize a whole group of ordinary people into doing something great for God and His Kingdom. You can find his story in the book of Nehemiah and it would be well worth your study of his life in detail.

Receiving Vision from the Lord (Neh. 1)– This might come to you in many ways, so you have to learn to be open to receiving from the Lord. Remember, vision is where the Lord wants to take you and what He desires you to accomplish.

How did men receive vision from the Lord in the Bible?

- **Supernatural Communication:** Some form of heavenly, supernatural communication. People saw angels, had visions, and heard the voice of God.
- **Seeing a Need:** Some saw a need and decided to take responsibility for it. In Nehemiah 1, he hears of the terrible state of the city of Jerusalem and the people of God there. It is this great NEED that begins vision in the heart of Nehemiah. He hears of the need and takes it to heart. As he prays, he begins to have a dream, a vision of a rebuilt Jerusalem and an orderly people serving their God. He mixes seeing a NEED, with a growing BURDEN to do something about it and begins to PRAY and out of this, he receives vision from the Lord. This is probably where most vision begins. It is when we



choose to take responsibility for the need that we see, that God gives us a vision.

- **Passed Down from Others:** A third way that vision comes according to the Bible is through others God has placed in our lives. Moses passed vision on to Joshua, Abraham to Isaac, David to his Mighty Men, and Jesus to His 12. At first, it might just be a task, but as we take it to heart, it can become a burning vision from the Lord.

Write it down until it is very clear to you and others (Hab. 2.2) – Often, our vision is so unclear and so mystical that we really don't have any clear guidance to move forward on and definitely those following us have nothing to stand upon. God gives us some clear guidance about what to do with vision when it comes to us. . .

Hab 2:2 *“Then the LORD answered me and said, “Record the vision And write it on tablets, That the one who reads it may run.”*

The purpose of the vision is so that others might receive instruction from it and RUN! That is, that they may receive the direct guidance from the Lord of where to go and what to do. If it is unclear and fuzzy, men cannot run with it. Therefore, God says to write it down so that others can read it, get direction and run.

Writing our vision down brings discipline to our thoughts. Work with it until it becomes simple, clear and easily understood. Don't settle for unclear vision. Those who follow us should know exactly WHERE we are going and WHAT we are to accomplish for the Lord.

People are looking for a Leader with a Vision to Follow

Proverbs 29:18- *Where there is no vision, the people cast off restraint; but he that keeps the law, he is happy.*

Through a series of studies, James Kouzes and Barry Posner provide insight into leadership actions that influence people's willingness to follow.³ Kouzes and Posner, in their book, *The Leadership Challenge*, identify the top four leadership characteristics that influence us as:

- Honesty (provides a true representation of self and situation)
- Forward-looking (sees the vision)
- Inspiring (communicates the vision effectively)
- Competence (able to get us there)

Vision provides a structure for personal passions and dreams to take shape under a larger umbrella of purpose and direction.

The fastest way to lose the heart of the people is to fail to provide vision. Vision answers certain fundamental questions that reside in the heart of every follower:

- What is it that binds this particular group of people together? Why do I choose this group of people as opposed to any other?
- What is our common purpose and how does that relate to my personal purpose?
- If we succeed, what will that look like?
- Is there something here worth giving my life for?

The fastest way to draw people and motivate them for action is to provide an answer to the questions above. Vision answers those questions.



Vision and the Realm of Faith – The Story of Caleb

It is very difficult at times for leaders to see past the reality in front of them. Political battles, apathy, cultural values that defy and ridicule us; these can steal our vision. Vision without faith will always be taken from us. It is necessary for leaders to understand the role of faith in leading, through opposition, to a God-given destination.

The Faith Filled Leader will:

- 1) See what others cannot see. The leader must be able to see past current circumstances to what God is seeing.
- 2) Believe in the promise rather than the difficulty.
- 3) Call the people to see what he sees; believe what he believes.
- 4) Fight for the breakthrough.

The challenge to live in the realm of faith can best be seen in the story of Caleb, Joshua and the 10 spies of Israel.



Bible Study: *Numbers 13 – 14:9* Read the Story of Caleb, Joshua and the ten spies. What role does faith play in the different responses of the spies? How does that instruct you concerning your leadership?



Principle #5: Relationships – The Foundation of Leadership

Leadership is the unique ability to bring two powerful (and sometimes opposed) forces in alignment with each other; the task and the people.

People Skills

The risk that all leaders face is focusing on the vision and the goals to the exclusion of the people involved. In many cases leaders become slave drivers, *using* people to fulfill the goal. These leaders have missed the heart of God. God's design is always to draw his people into his purposes. When individuals are valued and nurtured, they are motivated to help. When that happens the people are fulfilled and the King is glorified. These two things, vision and relationship, operating in tandem must always be focus of the leader.

The need to develop the art of relationship building cannot be emphasized enough. The following elements can help us see what is involved in relationship building:

- Receive people at the highest level. Value the person before the skill.
- Treat people as equals without denying your leadership anointing.
- Practice the art of listening.
- Learn names and call people by name.
- Develop a willingness to be transparent and practice being genuine. Avoid presenting yourself as something you are not.
- Be first in line to serve others. Help new people unload their moving truck; have people into your home, provide meals to the sick or bereaved (or stressed).
- Stay and work through conflicts always confident that the result is worth the effort.
- Don't get offended, ever.
- Refrain from asking people to follow your rank or position. Ask people to follow you.

Communication Skills

Leaders need to be ready to communicate in a variety of contexts. One-on-one, small group, or large-group settings require a range of communication skill, but the leader sees all of these contexts as opportunities to communicate heart, message and vision.

The effective communicator will:

1. Communicate that the successful personal life of each person is a top priority.
2. Look for every communication opportunity to share his heart, message and vision.
3. Invite participation and listen carefully to concerns, challenges, and proposed solutions.
4. Speak with honesty, giving an accurate picture of self and situation.
5. Be a good steward of people's time. Prepare when possible and always stay on topic.
6. Sincerely communicate a balance between the personal needs of the people and the corporate needs of the group or team.

Communication Skill can be learned

Every leader has strengths and weaknesses when it comes to communication ability.



Be honest about your areas of weakness and seek to develop your skill. Play to your strengths and seek others who can help you.

1. Seek training and develop both your strengths and weaknesses
2. Seek out a team of leaders that can complement you and fill in the gaps.



Principle #6: Teamwork – Winning Through Others

The ability to form and lead a team is rare and extremely valuable. Most of us don't truly understand the power of teamwork because, when things get difficult, we usually back away or try to do the task on our own. Teamwork is hard work. No doubt about it.

The Value of Teamwork

The natural tendency of every leader is to surround him or herself with others that are similar in personality and perspective. This happens because it is easier to generate agreement and cooperation. We are automatically more comfortable around people who think and behave like we do.

Many leaders talk about teamwork, but true teamwork means that **we must learn to live outside of our comfort zone**; permanently. Leaders that are willing to draw together people with different personalities, different ways of looking at the world and different capabilities find that they are able to accomplish more and release more people into their gifting and anointing.

A team leader must be able to:

- 1) Recognize the gifting, skill and personality style of each member.
- 2) Set ground rules that everyone can agree to.
- 3) Facilitate differences and disagreements that arise because the members are different from each other. (Sometimes it is necessary to bring in a third-party to facilitate)
- 4) Communicate the common goals of the team and generate commitment to the team and to the goals.
- 5) Follow up with team members to be sure that commitments are being fulfilled.
- 6) Share control of the tasks and trust the gifting and commitment of the team.

Teambuilding Encourages Community

Effective teambuilding teaches the body how to properly live together in community. Dean Tjosvold of Simon Fraser University in British Columbia observes:

In cooperation, people realize that they are successful when others succeed and are oriented toward aiding each other to perform effectively. They encourage each other because they understand the other's priorities help them to be successful. Compatible goals promote trust. People expect help and assistance from others and are confident that they can rely on others; it is, after all, in others' self-interests to help. Expecting to get and give assistance, they accurately disclose their intentions and feelings, offer ideas and resources, and request aid. They are able to work out arrangements of exchange that leave all better off. These interactions result in friendliness, cohesion, and high morale.⁴



Principle #7: Empowerment – Successfully Employing Others

Most leaders know that, in order to fulfill their calling, they need the cooperation of others to get the job done but it remains a fact that most leaders fail to effectively empower their people.

Peter Block, in his book titled *Stewardship*, gives the following assessment:

Most of us know and experience daily the limitation of command and control. Part of the reason we continue to operate this way is that we are unsure of the alternative. This is partly because we have never experienced the alternative. The situation brings to mind Bertrand Russell's statement: "The problem with Christianity is that it has never been tried."⁵

While this quote is a harsh statement, it illustrates an important truth. We tend to stick with behavior that is familiar, even when we know it isn't good. We either give in to fear of the unknown or we are unwilling to let go of our control. When the reality of empowering others is before us, many questions fill our minds:

- Can they do the work to my standards?
- How will it reflect on me if they fail?
- Will they have the same commitment as I do?
- Can I trust them?

Ten Lessons We Must Learn About Empowering People

- 1) People will make messes Prov 14.4
- 2) People will bring great increase Prov 14.4
- 3) I must learn to trust God in others
- 4) I must give the ministry away, even when I can do it better.
- 5) I must empower them privately and then empower them publicly.
- 6) As I empower them, I must create a consistent method of feedback and accountability to me.
- 7) People thrive in a positive environment
- 8) People thrive when they are challenged and believed in
- 9) People thrive when they are encouraged.
- 10) I must give them room to make mistakes, but I must be willing to lovingly correct



Principle #8: Attitude Determines Altitude

Affirmation – The Art of Building Others Up

Don Bennett's teenage daughter stayed by his side for over four hours during one particularly difficult stretch while climbing Mount Rainier. This was a longtime dream of his and at the moment it seemed impossible. Bennett's daughter continually told him, "You can do it, Dad. You're the best dad in the world!" Hearing the heartfelt vote of confidence from his daughter strengthened his commitment to make it to the top. Bennett later remarked that there was no way he could quit with his daughter giving him that encouragement.⁶

The power behind a positive attitude cannot be overstated. Bennett not only rallied his commitment, but he increased his stamina simply because his daughter made the effort to tell him that she believed in him and his ability to finish what he started. Kouzes and Posner point out that research supports the idea that positive feedback has a tremendous impact on motivation and stamina.⁷

Likewise we should never underestimate the power of a negative environment. Why is it so easy to criticize? In the Tuesday, October 17th, 2006 edition of the Wall Street Journal, Journalist Jared Sandberg observes that in our culture "criticism sounds smarter than praise – that people believe lashing critics are smarter than approvers." Sandberg continues to observe, however, that the effect of a critical environment is to halt productivity, creativity and cohesiveness. There is no doubt that encouragement creates positive results and criticism produces negative results.

Building an Atmosphere of Encouragement and Commitment

When Les Cochran took on the job of president at Youngstown State University in 1992, the school was surrounded by declining neighborhoods and rising gang activity. Fear, hopelessness, apathy and mistrust marked the atmosphere on campus. The first thing Cochran did was to buy an abandoned building on the edge of campus and personally worked with construction crews to turn it into a home for his family. He knew that he must take the first step to reclaim the neighborhoods surrounding the campus. He quickly coined the slogan "Together we can make a difference". His words brought hope and his deeds expressed his dedication. Over time, he successfully changed the environment from despair to hope and then to success.

A leader must always learn to build an atmosphere of faith:

1. Speak faith and vision.
2. Don't avoid or ignore problems, but emphasize the potential rather than the problem.
3. Take personal action that demonstrates faith.
4. Do not give in to fear
5. Express the value of people.
6. Only criticize when solutions are possible, and even then emphasize the potential rather than the problem.



Principle #9: Priorities – Making the Most of What You Have

A popular axiom is “Learn to do the God thing rather than the good thing”. This expresses the need to understand your priorities and learn to live your life based on them. There are always good things to be involved in, but good activity does not necessarily translate into productivity.

The commitment to priorities always asks the question: Is what we are doing moving us toward our mission and vision? Activities that move us toward our mission and vision must take priority over other activities.

John C. Maxwell suggests that effective leaders must order their lives according to three questions:⁸

1. What is required? Priorities should begin with what is required of you. Anything in that list that is not necessary for you to do personally should be delegated.
2. What gives the greatest return? We should spend most of our time working in our areas of greatest strength.
3. What brings the greatest reward? Learning to operate out of our passion gives us access to activities that actually energize us and fuel the fire in our hearts.

Jack Welch, former CEO of General Electric is a good example of a leader that lives by priorities. When he took leadership of General Electric in 1981, he took the reigns of a strong, profitable company. The company was worth about \$12 Billion. What he did next was to apply Priorities to how he ran the company. It started a revolution within G.E. Welch made this statement:

To the hundreds of businesses and product lines that made up the company we applied a single criterion; can they be number 1 or number 2 at whatever they do in the world marketplace? Of the 348 businesses or product lines that could not, we closed some and divested others. Their sale brought in almost \$10 billion. We invested \$18 billion in the ones that remained and further strengthened them with \$17 billion worth of acquisitions.

What remained [in 1989], aside from a few relatively small supporting operations, are 14 world-class businesses . . . all well positioned for the '90s . . . each one either first or second in the world market in which it participates.⁹

The Pareto Principle

Some call it the 80/20 rule, but it has proven itself to be true time and time again.

- Simply put, 80% of your results come from 20% percent of your resources. What this means is that, out of 10 employees, if you concentrate on developing and resourcing your top 2 employees you will get the highest return. They will produce 80% of your output/results.
- Learning to target where you spend time and resources is the key to prioritizing.
- This principle also operates on the negative side. Twenty percent of your problems cause 80% of your negative results.



Principle #10: Multiplication – Reproducing Other Leaders

The ability to raise up leaders and release them is not a natural ability. Many leaders in the Bible failed to raise up leaders properly. Others did a good job and were able to successfully appoint their successor.

1. Moses raised up Joshua.
2. Eli failed in raising his sons.
3. David did a good job of raising up warriors, but not kings.
4. Jesus developed the 12 apostles and others as well.

John Maxwell claims that 4 out of 5 of all leaders that you ever meet will have emerged as leaders because of the impact made on them by established leaders who mentored them. It takes a leader to raise a leader. Not all leaders understand this principle, however. Reasons that some leaders do not develop other leaders:¹⁰

- 1) They may not recognize the value of raising leaders.
- 2) They focus on the followers to such a degree that they do not have time for emerging leaders.
- 3) Insecurity, fear of giving power to others.

Let's illustrate what happens when a leader feels that, in order to keep his leadership position, he has to keep everyone else down. We need two volunteers to stand up and face each other. One of them needs to put hands on the other's shoulder. Now the one should begin to push the other down. The second person should allow the first to push them down, but as the second person gets lower, watch what happens to the first person. The first person has to go lower in order to continue to push person two down. POINT: Leaders have to lower themselves to push other leaders down.

Learn to Raise Up Leaders

1. Commit to value the development of leaders.
2. Remember the 80/20 rule. Be in search of the 20 percent that you need to spend time with.
3. Schedule both formal and informal time with your emerging leaders. Meet with them individually and as a group.
4. Don't be afraid to give them what you have. Desire to see them excel beyond you.
5. Find ways to share power with them and release them into their calling.

King David knew how to raise up warriors. David was a giant killer and as he developed his mighty men, no fewer than five of them also became giant killers. David successfully imparted his skill and warring passion into his mighty men. The sad part of this story is that David did not successfully impart faith and kingly grace into his children. He did not raise up godly kings.

Jesus chose 12 young men to disciple and pour himself into. Even further, he chose an inner circle to become more intimate with, Peter, James and John. This is a good pattern to follow. Choose a group of emerging leaders to work with and then select your inner circle to develop more intimately. This will yield a powerful harvest of leaders that will carry on your legacy long after you are gone.

Endnotes



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