

Sojourn

New Life Assembly of God

Leadership Class

Adapted from CL1-LEADERSHIP-GENERAL-SCT030403

Created for Scottsville Assembly of God &

Go Fish Student Ministry by Jeremy Eckart, 2004.

Note: All scripture references from *The Holy Bible: New King James Version*

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Class Syllabus

Overview: The class is scheduled to meet once per week for five weeks. However, we will be careful that all material is covered unto understanding yet devoid of vain repetition. The open floor format and the importance of the material to be conveyed render it impossible to impose a rigid class duration.

Requirements: Your class room attendance is required. Texts necessary to complete this course are: *The Holy Bible* (any translation, Old Testament included); *The 21 Irrefutable Laws of Leadership*, John Maxwell.

Table of Contents:

Note that the classes will not follow the same break-lines as the lessons (i.e. some lessons will be combined into one class while other lessons may require more than one class period.) This course remains, however, scheduled to occupy five weeks.

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1. Secular Reasons
2. Church Reasons
3. Warnings concerning Leadership Responsibility

Lesson 2: What Makes a Leader

1. Leaders Are NOT...
2. Leaders Are...

Lesson 3: Levels of Leadership – A Review of John Maxwell’s book: *The 21 Irrefutable Laws of Leadership*.

Lesson 4: How do I Earn Leadership?

1. Earning Level One: Achieving Position
 - a. Biblical Requirements / Examples
 - b. Specific Requirements
 - c. Practicing Accountability
2. Earning Level Two: Obtaining Permission
 - a. Relationship Basics
 - b. Meeting Needs (Maslow’s Hierarchy of Needs)
3. Earning Level Three: Producing Results
 - a. Setting Priorities
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4. Earning Level Four: Reproducing Success
 - a. Recognizing Gifts
 - b. Equipping Others

Lesson 5: How do I Meet Expectations?

LESSON ONE

Why Study
Leadership?

An Answer to the Fundamental Question

Starting Point: Tough Personal Questions

The following are a few questions designed to evaluate where you are in your leadership journey at this moment and help you see the importance of this class. Please be willing to recognize opportunities. You may be encouraged to gain personal habits, and perhaps challenged to let some go.

Please take a moment and answer the following questions as completely as possible. We will pause after a few minutes and discuss our answers (you may abstain from this dialog if you wish). Please note there are no correct or incorrect answers at this point: only opinions.

1. What leadership position do you hold (this does not have to be an official title)? _____

2. How did you attain leadership in this position? _____

3. Why do you want to be a true leader? _____

4. Why is effective leadership in your specific role important?

5. What is the definition of effective leadership in your role – What measurable variable defines success? Be specific.

Fundamental Question: *Why Study Leadership?*

- **Secular Reasons**
- **Kingdom Reasons**

1. Secular Reasons

The educated man is the one who refuses to view the world from the steeple of his own church. -Missionary Tidings

- a. Insures consistent income – companies love to hire leaders
- b. Provides a feeling of satisfaction
- c. Allows for the efficient utilization of human resources
 - i. Reduces production / service time
 - ii. Reduces consumer costs

There are literally hundreds of reasons for the world to study and apply leadership principles – most of which are driven by economic pressure. As the Church, we are driven by another pressure...

Matthew 28:18-20 *And Jesus came and spoke to them, saying, All authority is given to Me in Heaven and in earth. Therefore go and teach all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things, whatever I commanded you. And, behold, I am with you all the days until the end of the world.*

<<NOTES>>

2. Church Reasons

a. Because on man (Pastor) cannot do it alone

- i. It is physically impossible
- ii. God did not intend it to be that way

1. He put work division models in the Bible

a. Old Testament

Exodus 18:17-21 *Moses' father-in-law said to him, "The thing that you do is not good. Both you and these people who are with you will surely wear yourselves out. For this thing is too much for you; you are not able to perform it by yourself. Listen now to my voice; I will give you counsel, and God will be with you: Stand before God for the people, so that you may bring the difficulties to God. And you shall teach them the statutes and the laws, and show them the way in which they must walk and the work they must do. Moreover you shall select from all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, rulers of hundreds, rulers of fifties, and rulers of tens."*

b. New Testament

Acts 6:1-7 *Now in those days, when the number of the disciples was multiplying, there arose a complaint against the Hebrews by the Hellenists, because their widows were neglected in the daily distribution. Then the twelve summoned the multitude of the disciples and said, "It is not desirable that we should leave the word of God and serve tables. Therefore, brethren, seek out from among you seven men of good reputation, full of the Holy Spirit and wisdom, whom we may appoint over this business; but we will give ourselves continually to prayer and to the ministry*

of the word." And the saying pleased the whole multitude. And they chose Stephen, a man full of faith and the Holy Spirit, and Philip, Prochorus, Nicanor, Timon, Parmenas, and Nicolas, a proselyte from Antioch, whom they set before the apostles; and when they had prayed, they laid hands on them. Then the word of God spread, and the number of the disciples multiplied greatly in Jerusalem, and a great many of the priests were obedient to the faith.

2. He gave every member of the Body a function

1 Corinthians 12:8-10 *But the manifestation of the Spirit is given to each one for the profit of all: for to one is given the word of wisdom through the Spirit, to another the word of knowledge through the same Spirit, to another faith by the same Spirit, to another gifts of healings by the same Spirit, to another the working of miracles, to another prophecy, to another discerning of spirits, to another different kinds of tongues, to another the interpretation of tongues. But one and the same Spirit works all these things, distributing to each one individually as He wills.*

Romans 12:6 *Having then gifts differing according to the grace that is given to us, let us use them: if prophecy, let us prophesy in proportion to our faith; or ministry, let us use it in our ministering; he who teaches, in teaching; he who exhorts, in exhortation; he who gives, with liberality; he who leads, with diligence; he who shows mercy, with cheerfulness.*

- b. We must present the [gospel](#) in unity and unity cannot exist without [leadership](#).

NOTE: The Second Law of Thermodynamics states that the entropy of a system will continually increase unless work is applied to the system. In English: unity will dissolve as quickly as individuals solidify their own agendas unless a leader takes the helm

NOTE: Unity without leadership goes nowhere, accomplishes nothing and surrenders ground to the world.

- c. Leading other Christians drives us to live a powerful Christian life.
- i. The natural tendency of man is evil.
 - ii. The natural attitude of man is complacent
 - iii. The natural work of man is lazy.

As we approach the end of the age of grace, the Church must become the white-hot, pure, holy, compassionate, and powerful institution that book of Acts describes as seeing thousands being saved per “service”

- d. Leadership is the means by which we show others how to become better Christians.

- Knowing how to do a job is the accomplishment of the Laborer
- Showing others how to do a job is the accomplishment of a Teacher
- Making sure the work is done by others is the accomplishment of a Manager.
- Inspiring others to do better work is the accomplishment of a Leader.

The answer to the fundamental question is this: to fulfill more effectively the purposes of the church

Matt 28:19-20 *Go therefore and make disciples of all the nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all things that I have commanded you; and lo, I am with you always, even to the end of the age. Amen.*

Matt 22:37-40 *Jesus said to him, "You shall love the LORD your God with all your heart, with all your soul, and with all your mind.' This is the first and great commandment. And the second is like it: 'You shall love your neighbor as yourself.' On these two commandments hang all the Law and the Prophets."*

From these two sets of verses we can find five purposes of the church. What are they? (Purposes of the Church taken from *The Purpose Driven Church* by Rick Warren)

1. **Evangelism** - *Go and make disciples*
2. **Worship** - *Love the Lord your God with all your heart*
3. **Discipleship** - *Teaching them to obey*
4. **Fellowship** - *Baptizing them*
5. **Ministry** - *Love your neighbor as yourself*

Personal Question: What specific purpose does my leadership role fulfill?

Questions for thought: How can the leadership of you personally affect the fulfillment of these purposes in the body of believers?

Questions for discussion: As a leader, do you impact all of these areas or just a few? How so?

- Evangelism: _____
- Worship: _____
- Discipleship: _____
- Fellowship: _____
- Ministry: _____

CAUTION:

Leadership is a great responsibility

Isaiah 9:16 *For the leaders of this people cause them to err, And those who are led by them are destroyed.*

Luke 6:39-40 *And He spoke a parable to them: "Can the blind lead the blind? Will they not both fall into the ditch? A disciple is not above his teacher, but everyone who is perfectly trained will be like his teacher."*

Luke 12:47-48 *And that servant who knew his master's will, and did not prepare himself or do according to his will, shall be beaten with many stripes. But he who did not know, yet committed things deserving of stripes, shall be beaten with few. For everyone to whom much is given, from him much will be required; and to whom much has been committed, of him they will ask the more.*

I believe that every right implies a responsibility; every opportunity, an obligation; every possession, a duty – John D. Rockefeller

NOTE: Studying leadership will not produce revival. In order to see the glory of God we must humble ourselves, pray, and seek his face – weep between the porch and the altar in sackcloth and ashes for the lost in our community. We must develop the mind of Christ in order to desire more than anything to fulfill His purposes.

HOWEVER, the study of leadership will allow us to efficiently use the power that revival will bring in order to see hundreds (maybe thousands) of souls saved. God is not the author of confusion. He designed leadership: humans over the earth, man over his wife, parents over children, kings over nations, pastors over congregations

LESSON TWO

What is
Leadership?

Leaders are Not: Myths of Leadership

Leaders are Influencers / Leaders are Equippers

Leaders are Not: Myths of Leadership

The first step of wisdom is to know what is false. -Latin Proverb

1. Leaders are **born**, not **made**.

Are leaders born? Yes. Are followers born? Yes. As far as we know, all people have the birth experience in common

2. Leadership is a **rare** skill

3. Leadership is the ability to attain a **title**

4. Leadership exists only at the **top** of an organization.

a. Leadership is **action**, not position.

b. Leadership is **influence**, not position

5. Leaders are **charismatic**

a. **Charisma** will get you in the door.

b. **Credibility** will keep you there.

6. Leaders control by **manipulation**.

a. **Manipulation** – moving people for the leader's advantage

b. **Motivation** – moving people for everyone's advantage

Leaders Are:

Leaders are Influencers:

Leadership is influence... nothing more, nothing less – John C. Maxwell

1. Everybody influences someone
 - a. Sociologists tell us that even the most introverted person will influence 10,000 people in at least one decision in our lifetime!
 - b. Mathematically, the world population is connected through six degrees of separation.
 - c. You will influence somebody – maybe today!

2. Everybody is being influenced by somebody

Table 1: Everyday Leadership Sources

Leader	Follower	Circumstance	Result
Waiter	Customer	Suggests the lunch special	Orders the escargot A la mode
Wife	Husband	Suggest wardrobe	Wears pink shirt to work
Teacher	Student	Assigns homework	Cannot watch <i>Saved by the Bell</i> re-runs
Boss	Employee	Sets work schedule	Cannot go to the lake
Doctor	Patient	Gives health report	Must eat grilled chicken salad instead of whole pecan pie.
Dieter	U.S.D.A	Food Guide Pyramid	Fats are the Enemy
Dieter	Dr. Atkins	<i>Diet Revolution</i>	Carbohydrates are the enemy

3. We will never know all the people that we influence.

Live a life that says to the world; *imitate me, just as I also imitate Christ.* -
Paul 1 Corinthians 11:1

Leaders are Equippers

Ephesians 4:11-14 *And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers, for the equipping of the saints for the work of ministry, for the edifying of the body of Christ, till we all come to the unity of the faith and of the knowledge of the Son of God, to a perfect man, to the measure of the stature of the fullness of Christ; that we should no longer be children, tossed to and fro and carried about with every wind of doctrine, by the trickery of men, in the cunning craftiness of deceitful plotting,*

1. Equipping others facilitates **Growth** in both parties
 - a. **Spiritually** - "... that we should no longer be children, tossed to and fro..."
 - i. Leaders go to new levels in order to lead
 1. Prayer
 2. Commitment to church
 - ii. Followers strive for the same spirituality as the leader
 - b. **Numerically** – Others organize new ministries that reach people with the gospel.
 - i. We grow as lost people come to Jesus through new ministries
 - ii. We retain converts by establishing them as part of ministry
 - c. **Organically** - as the body

*When we work together as a body, we are truly **joined and held together by every supporting ligament.***

LESSON

THREE

Levels of Leadership

Our level of leadership depends on our level of influence and impact.

Levels of Leadership

*Reference *The 21 Irrefutable Laws of Leadership*. John Maxwell*

1. Level 1: Position

- a. Leadership is based on assigned titles and appointed positions
- b. Leadership is powered by intimidation
- c. People will not follow this kind of leader beyond stated boundaries.
- d. Positional leaders have difficulty working with volunteers, white collar workers, and younger people.
- e. Church leadership must move beyond this level!

If you have to keep reminding people that you are the leader, then you are not the leader

2. Level 2: Permission

- a. Leadership is the result of relationships
- b. People follow because they want to
 - i. Respect the leader as a person
 - ii. See the leader's vision just because it is the leader's vision.
- c. This level is vital in the church.
 - i. The leader prays for the followers
 - ii. The followers pray for the leader.

People don't care how much you know until they know how much you care –John Maxwell

Leadership is getting people to work for you when they are not obligated – Fred Smith

3. Level 3: Production

- a. People follow for results
 - i. Goals are reached
 - ii. Visions are realized
- b. People follow easily because results are tangible
- c. Momentum is the driving force.

The desire to be successful is a driving force in American culture...
The PASSION to be successful in ministry must be a driving force of
a New Testament church

4. Level 4: Reproduction

- a. Long term growth occurs
- b. Leadership is learned and modeled by new leaders
- c. The vision is bought by new leaders who sell it to people that the original leaders could not sell to.
- d. This level is the essence of lifetime discipleship and mentoring.

5. Level 5: Personhood

- a. People follow because of who we are
- b. People follow because of who we represent

Table 2: Leadership Levels Example

Leadership Level	Follower Characteristics	Example
Level 1: Position	People participate because they are asked to.	“We have to participate in the bake sale if we want to go to Six Flags this summer.”
Level 2: Permission	People participate because they respect the leader and the work that they do.	“Let’s go with (or FOR) Pastor to visit those in the hospital. He feels like that is an important ministry.”
Level 3: Production	People participate because they see fruit for their labor.	“I can’t wait to rake yards for the community this weekend. Last time we did, five people received Christ!”
Level 4: Reproduction	People receive new ministry ideas from God and lead them. They get new people involved in ministry that would not respond to the original leader.	“Hey Frank, this is Bob... hey, you have been going to New Life for a while now... why don’t you come with me this weekend to the men’s ministry get together. We are going to paint an elderly couple’s house.”
Level 5: Personhood	People not directly connected to the leader follow because of their report	“Yes, is this Kenny Mechfessel? This is Donald Trump. I hear that the presence of God is there and that lives are being changed across the nation. I would like to donate \$136,764,742,364.00 to your building fund.”

Personal Question: What levels of leadership are you on right now? Note: You will be on different levels with different people and in all of your different leadership roles.

Group question: What level of leadership is necessary for the different ministries of the church?

LESSON

FOUR

HOW DO I EARN

Leadership?

How do I earn greater influence?

How do I become a better equipper?

EARNING LEVEL ONE: ACQUIRING POSITION

- **Desire**
- **Conformity**
 - **Conformity to Requirements**
 - **Conformity to Pattern**
- **Accountability**

1. Desire to become a leader

- a. Become passionate – feel **burdened** for a project. **(Nehemiah 1-2:5)**

Nehemiah 1:1-4 *The words of Nehemiah the son of Hachaliah. It came to pass in the month of Chislev, in the twentieth year, as I was in Shushan the citadel, that Hanani one of my brethren came with men from Judah; and I asked them concerning the Jews who had escaped, who had survived the captivity, and concerning Jerusalem. And they said to me, "The survivors who are left from the captivity in the province are there in great distress and reproach. The wall of Jerusalem is also broken down, and its gates are burned with fire." So it was, when I heard these words, that I sat down and wept, and mourned for many days; I was fasting and praying before the God of heaven.*

- b. Realize the importance of leadership

Nehemiah 2:2-5 *Therefore the king said to me, "Why is your face sad, since you are not sick? This is nothing but sorrow of heart." So I became dreadfully afraid, and said to the king, "May the king live forever! Why should my face not be sad, when the city, the place of my fathers' tombs, lies waste, and its gates are burned with fire?" Then the king said to me, "What do you request?" So I prayed to the God of heaven. And I said to the king, "If it pleases the king, and if your servant has found favor in your sight, I ask that you send me to Judah, to the city of my fathers' tombs, that I may rebuild it."*

- c. Pray for increased influence, wisdom and vision.

Nehemiah 1:11 *"O Lord, I pray, please let Your ear be attentive to the prayer of Your servant, and to the prayer of Your servants who desire to fear Your name; and let Your servant prosper this day, I pray, and grant him mercy in the sight of this man." For I was the king's cupbearer.*

James 1:17 *Every good gift and every perfect gift is from above, and comes down from the Father of lights, with whom there is no variation or shadow of turning.*

1 Corinthians 12:31 *But earnestly desire the best gifts. And yet I show you a more excellent way.*

Great praying is the sign and seal of God's greatest leaders – E.M Bounds

- d. Make a **commitment** to develop yourself as a leader

Events are good for decisions, process is good for change – John Maxwell

2. Conform to Requirements

- a. **Biblical** requirements.

1 Timothy 3:1-13 *This is a faithful saying: If a man desires the position of a bishop, he desires a good work. A bishop then must be blameless, the husband of one wife, temperate, sober-minded, of good behavior, hospitable, able to teach; not given to wine, not violent, not greedy for money, but gentle, not quarrelsome, not covetous; one who rules his own house well, having his children in submission with all reverence (for if a man does not know how to rule his own house, how will he take care of the church of God?); not a novice, lest being puffed up with pride he fall into the same condemnation as the devil. Moreover he must have a good testimony among those who are outside, lest he fall into reproach and the snare of the devil.*

Likewise deacons must be reverent, not double-tongued, not given to much wine, not greedy for money, holding the mystery of the faith with a pure conscience. But let these also first be tested; then let them serve as deacons, being found blameless. Likewise their wives must be reverent, not slanderers, temperate, faithful in all things. Let deacons be the husbands of one wife, ruling their children and their own houses well. For those who have served well as deacons obtain for themselves a good standing and great boldness in the faith which is in Christ Jesus.

Titus 1:5-9 *For this reason I left you in Crete, that you should set in order the things that are lacking, and appoint elders in every city as I commanded you-- if a man is blameless, the husband of one wife, having faithful children not accused of dissipation or insubordination. For a bishop must be blameless, as a steward of God, not self-willed, not quick-tempered, not given to wine, not violent, not greedy for money, but hospitable, a lover of what is good, sober-minded, just, holy, self-controlled, holding fast the faithful word as he has*

been taught, that he may be able, by sound doctrine, both to exhort and convict those who contradict.

b. **Church** requirements – as specified by the Pastor (**Nehemiah 2:1-10**)

Nehemiah 2:7-9 *Furthermore I said to the king, "If it pleases the king, let letters be given to me for the governors of the region beyond the River, that they must permit me to pass through till I come to Judah, and a letter to Asaph the keeper of the king's forest, that he must give me timber to make beams for the gates of the citadel which pertains to the temple, for the city wall, and for the house that I will occupy." And the king granted them to me according to the good hand of my God upon me.*

Then I went to the governors in the region beyond the River, and gave them the king's letters. Now the king had sent captains of the army and horsemen with me.

1. **Membership**
2. **Tithe**
3. **Attendance**
4. Dedication to **vision**
5. **Positive** attitude
 - a. Those over you
 - b. Other departments

Hebrews 13:17 *Obey those who rule over you, and be submissive, for they watch out for your souls, as those who must give account. Let them do so with joy and not with grief, for that would be unprofitable for you.*

3. **Conform to Biblical Examples** – the book of the Acts sets the standard

- a. Disciples walked in the power of the Holy Spirit
 - i. United them in purpose
 - ii. Guided decisions based on what God knows to be the “big picture”

- b. Disciples practiced self discipline
 - ii. Pray
 - iii. Fast
 - iv. Read the Word

The key to spiritual growth is self discipline. It takes a lot of work.

NOTE: You do not have to tell people you pray and fast. They will see the evidence of it in your white hot relationship with God. Those following your example will be encouraged to pay the price to attain the power you have

It is not enough that we do our best; sometimes we have to do what is required – Winston Churchill

4. **Practice Accountability**

Just as everyone is leading someone, every person has a leader. One mark of good leadership is to be a great follower of those over you. This minimizes confusion, chaos and discord – all of which are against God's agenda.

John 5:19 *Then Jesus answered and said to them, "Most assuredly, I say to you, the Son can do nothing of Himself, but what He sees the Father do; for whatever He does, the Son also does in like manner.*

- a. To God.

Psalms 139: 23-24 *Search me, O God, and know my heart; Try me, and know my anxieties; And see if there is any wicked way in me, And lead me in the way everlasting.*

- b. To the **Pastor**

- i. **Reverence** his office

- ii. Honor his God-given authority
 - iii. Respect his decisions
 - iv. Model his vision
5. To those you lead. – remember the responsibilities of leadership

An unexamined life is not worth living – Plato

EARNING LEVEL TWO: OBTAINING PERMISSION

- **Build Relationships**
- **Meet Needs**
- **Celebrate Victories**

1. Build Relationships

- a. Spend quality time with people during things that you must do anyway.
- b. Share your heart – be transparent
- c. Be blatantly fair
 - i. Offer good explanations for decisions that effect that person

NOTE: Having a good relationship with those you lead DOES NOT MEAN BEING THEIR BEST FRIEND! Remember, they burden of

leadership is on YOU – sometimes it is necessary to do things contrary to the wishes of that person for the good of the whole.

ii. Place reasonable burdens on your team (**Nehemiah 5:14-19**)

d. Praise people for the things they do well

2. **Meet Others' Needs** – The needs of people must be met. It is a matter of physical, spiritual or emotional survival. The person or entity that meets these needs will gain great influence with the recipient.

EXAMPLE: Cows will follow a tractor with a load of hay. Cows are generally lazy animals, yet they know that the moving tractor is going to meet (and eventually *meat*) their needs.

What are the needs of people (Taken form WAR Discipleship Program)? - TO KNOW JESUS AS THEIR PERSONAL LORD AND SAVIOR. But also, God has written into us the needs seen as Figure 1.



Figure 1: Maslow's Hierarchy of Needs

a. Physiological Needs:

- i. Examples
 1. Food
 2. Physical

- ii. Proper Order
 1. Yourself and Family
 2. Those depending on your care
 3. Those marginally under your care
 4. Those under the care of others

Physiological needs are very real needs: those you can impact will physically die if they are not met by us (or someone else doing our job).

b. Security Needs:

- i. It is your responsibility to protect....
 1. Family
 2. The Church
 3. Other Human Beings

ii. Physical Protection

iii. Spiritual Protections

You must be committed to prayer. We must budget the act of intercession into our personal agenda.

c. Social Needs: The need to be loved by people. We must be committed to showing those in our family (carnal and spiritual) that we love them.

- i. Ways to Show Love (Taken From *The Five Love Languages* by Gary Chapman)
 1. Acts of service - Doing something to be a help to them

2. Quality time - Spending quality time talking with them
3. Gifts - Giving them gifts
4. Physical Touch - Giving them hugs and pats on the back
5. Words of Affirmation - Telling them how cool they are and how much you love them

Whichever way they like to be told that they are loved, it is your responsibility to carry it through. These gestures require time and effort. You must be committed to seeing them accomplished.

ii. The importance of meeting this need in visitors.

1. Statistically, we have only eight minutes to influence them to...
 - a. Become involved in the service which may lead to their salvation, deliverance, or healing
 - b. Return to this church for another service so they may be discipled and equipped for ministry.

Note: If we fail to make *anyone* feel welcome in our service and they close their hearts to the Holy Spirit, we have defiled the temple of God and may have that person's blood on our hands: Maybe being an unofficial greeter is an important ministry

2. Statistically, the last impression (approximately the last ten minutes) will determine if that visitor will return.

d. Esteem Needs:

- i. Make people feel loved the way they are
 1. Help them with sanctification matters for their sake
 2. Help them with diets, exercise plans, etc. when they ask

3. We must be committed to making EVERYONE feel as though they are loved the way they are.
 - ii. Give plenty of complements
 1. Everyone is good at something
 2. Everyone likes recognition
 - a. In private
 - b. In public
 - iii. Assure that people feel as important as they are!
- e. Self-Actualization: This deals with a person's spiritual well being.
- i. Realize the world has people confused
 1. People are looking for deep personal meaning in many places
 2. They are searching for is actually a person named Jesus and a working relationship with him.
 - ii. Spiritual needs
 1. SALVATION
 2. Encouragement
 3. Comfort
 4. Peace
 5. Deliverance
 6. Power
 7. Et Cetera.

Remember, we are in a war. The enemy is trying to attack our spiritual needs and rob us of their complete fulfillment. We must be committed to helping our family (carnal and spiritual) through spiritual journeys. This may mean intercessory prayer or personal discipleship.

3. Celebrate Victories (Nehemiah 12:27-43)

Nehemiah 12:27 Now at the dedication of the wall of Jerusalem they sought out the Levites in all their places, to bring them to Jerusalem to celebrate the dedication with gladness, both with thanksgivings and singing, with cymbals and stringed instruments and harps.

Nehemiah 12:43 Also that day they offered great sacrifices, and rejoiced, for God had made them rejoice with great joy; the women and the children also rejoiced, so that the joy of Jerusalem was heard afar off.

EARNING LEVEL THREE: PRODUCING RESULTS

- Build Teams
- Set Priorities
- Solve Problems

1. **Build Teams**

a. Plan Carefully

i. Gather **Information**

Nehemiah 2:11-15 *So I came to Jerusalem and was there three days. Then I arose in the night, I and a few men with me; I told no one what my God had put in my heart to do at Jerusalem; nor was there any animal with me, except the one on which I rode. And I*

went out by night through the Valley Gate to the Serpent Well and the Refuse Gate, and viewed the walls of Jerusalem which were broken down and its gates which were burned with fire. Then I went on to the Fountain Gate and to the King's Pool, but there was no room for the animal under me to pass. So I went up in the night by the valley, and viewed the wall; then I turned back and entered by the Valley Gate, and so returned.

ii. Develop a plan

1. Primary Plan

- a. Clear
- b. Concise
- c. Defendable
- d. Targeted

2. Contingency Plan

No battle plan ever survives contact with the enemy. – Helmuth von Moltke the Elder

iii. Clearly Communicate the Vision (Nehemiah 2:17-18)

Nehemiah 2:17-18 *Then I said to them, "You see the distress that we are in, how Jerusalem lies waste, and its gates are burned with fire. Come and let us build the wall of Jerusalem, that we may no longer be a reproach." And I told them of the hand of my God which had been good upon me, and also of the king's words that he had spoken to me. So they said, "Let us rise up and build." Then they set their hands to this good work.*

b. Clearly Define Team Objectives

- c. Develop Community and Accountability within the Teams
2. Set Priorities – If we will use our resources wisely, we will gain influence as we accomplish important goals under minimal stress.
- a. Remember the Pareto Principle – 20 percent produces / consumes 80 percent of what is produced / consumed

Table 3: Pareto Examples

Situation	20 Percent...	80 Percent...
Classes	Of the content will contain	Of the information
Products	Of the products will yield	Of the profit
Time	Of our time will produce	Of the results
Work	Of the people will do	Of the work
Potluck	Of the people will eat	Of the food

Application of principle – the top 20 percent of your priorities will consume 80 percent of your time, energy and money! We must set our priorities with wisdom.

- b. Set Priorities in this order:
- i. Macroscopic priorities

1. God

Deuteronomy 6:5 *You shall love the LORD your God with all your heart, with all your soul, and with all your strength.*

2. Family

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

NOTE: “provide” can mean more than finances!

3. Ministry

4. Occupation

5. Et Cetera.

ii. Microscopic Priorities

NOTE: We must organize our lives according to importance and urgency of time-consuming tasks

1. High Importance / High Urgency – Do these tasks first
2. High Importance / Low Urgency – Set a deadline for completion
3. Low Importance / High Urgency – Do quickly without too much effort. If possible, hand these tasks over to others.
4. Low Importance / Low Urgency – do in spare time, have someone else do it, or do not do it at all.

Principle; You cannot overestimate the unimportance of practically everything – John Maxwell

The art of being wise is the art of knowing what to overlook
– William James

NOTE: Life failures occur in inverse order to your priorities. For instance: If your family and marriage are disasters, but you operate a successful business, your priorities are out of order!

3. Solve Problems

NOTE: A problem is an obstacle that can be overcome with relative ease. An emergency is an obstacle that may shake an organization to the core and deplete all resources in the quest for a solution. It is the leaders' job to recognize and solve a problem before it becomes an emergency.

The size of the person is more important than the size of the problem
– John Maxwell

Job 5:6-7 *For affliction does not come from the dust, Nor does trouble spring from the ground; Yet man is born to trouble, As the sparks fly upward*

John 16:33 *These things I have spoken to you, that in Me you may have peace. In the world you will have tribulation; but be of good cheer, I have overcome the world.*

a. Problem Solving - Theory

i. Solve Problems According to Biblical Teaching

1. Identify the problem

a. What is the source (Nehemiah 6:1-14)

Nehemiah 6:5-7 *Then Sanballat sent his servant to me as before, the fifth time, with an open letter in his hand. In it was written: It is reported among the nations, and Geshem says, that you and the Jews plan to rebel; therefore, according to these rumors, you are rebuilding the wall, that you may be their king. And you have also appointed prophets to proclaim concerning you at Jerusalem, saying, 'There is a king in Judah!' Now these matters will be reported to the king. So come, therefore, and let us consult together.*

Nehemiah 6:12-14 *Then I perceived that God had not sent him at all, but that he pronounced this prophecy against me because Tobiah and Sanballat had hired him. For this reason he was hired, that I should be afraid and act that way and sin, so that they might have cause for an evil report, that they might reproach me. My God, remember Tobiah and Sanballat, according to these their works, and the prophetess Noadiah and the rest of the prophets who would have made me afraid.*

Nehemiah 6:15 *So the wall was finished on the twenty-fifth day of Elul, in fifty-two days.*

NOTE: Great leaders have their souls tuned to the voice of God. Great leaders are **DISCERNERS** – they act... but only under the release of the Holy Spirit

- b. Is the root a person or an object?
2. Find **specific** instructions in the Word of God
3. Find **examples** in the Word of God
4. Find governing **principles** in the Word of God

NOTE: As Figure 2 below shows, most people do not turn to the Bible for problem solving advice. As a leader, your solution will

most likely be valued very highly! It is therefore your duty as a stage two, three, four or five leader to point them to Biblical advice.

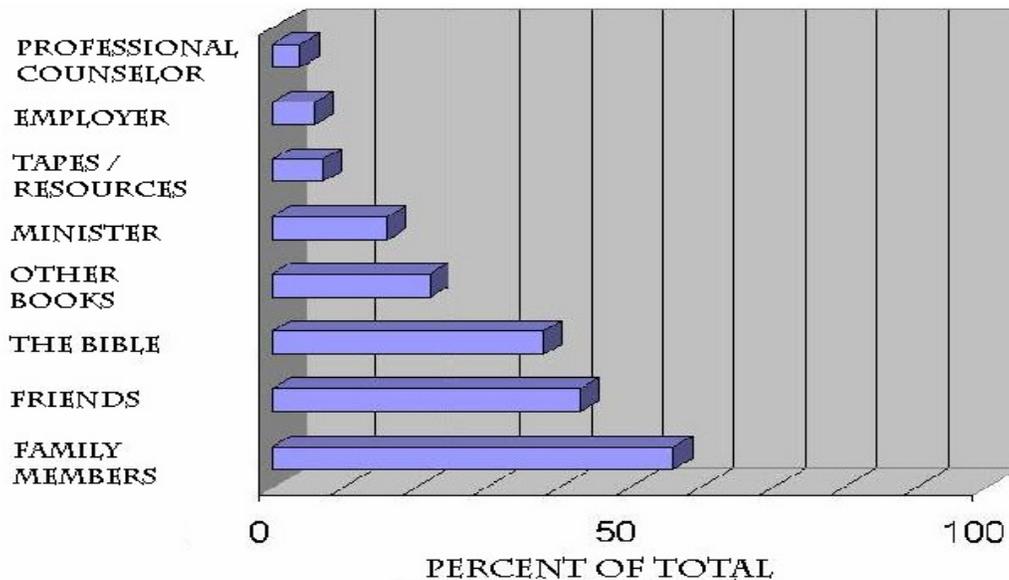


Figure 2: Where People Turn for Problem Solving Advice

ii. Solve Problems According to the Pastor's Direction

1. Know and model the Pastor's vision for the church
2. Enthusiastically uphold the standards he implements
3. If it is a significant church matter, ask his advice before solving a problem

iii. Solve Problems with Prayer and Fasting

1. Anticipated or time-independent problems solved through specific prayer and fasting

2. Unanticipated or time-dependant problems solved by immediate prayer and the influence of the Holy Spirit

Nehemiah 2:4-5 *Then the king said to me, "What do you request?" So I prayed to the God of heaven. And I said to the king, "If it pleases the king, and if your servant has found favor in your sight, I ask that you send me to Judah, to the city of my fathers' tombs, that I may rebuild it."*

3. Urgent problems solved by prayer prior to situation and instantaneous influence of the Holy Spirit

*If it can possibly go wrong, it will... and at the worst possible time – **Murphy's Law***

- iv. With enthusiasm –

1. Present solutions as workable
2. Focus on a positive outcome

- v. With confidence - John Maxwell's Law of Navigation: people will follow if...

3. They think you know where you are going
4. They think you know how to get there

- vi. With compartmentalized intensity

5. Focus on the problem
6. Do not neglect your duty / the ministry
7. Do not draw the focus to the problem

Romans 5:3 *And not only that, but we also glory in tribulations, knowing that tribulation produces perseverance*

b. Problem Solving - Practical Advice:

NOTE: Pick the solution in which the LEAST amount of work will cause the GREATEST amount of positive change.

- i. Determine the fundamental problem.
 1. Often, one problem breeds many more.
 2. Make sure that you spend the energy addressing the root problem
- ii. Identify the controlling variables that would produce a solution

NOTE: Most systems are multivariate functions. However, most of these variables may be neglected

3. They are insignificant

- a. They are unchangeable
- b. Physical constraints
- c. Economical constraints
- d. Social constraints

4. They result in unpredictable behavior

- iii. Examine all the options on a scale of 1 – 10. Make sure to award a solution to a negligible variable a zero.

EXAMPLE PROBLEM: The eggplant casserole at the last church dinner was burned beyond recognition.

Table 4: Eggplant Casserole Disaster Solution Matrix

Possible Solutions	Pro	Con	Is this significant	Is this possible	Is outcome predictable	Favor Rate (1-10)
Get New Ovens	Perhaps cook more Evenly	Very Expensive	Yes	NO	YES	0
Change atmospheric pressure	More consistent, even heating	Not possible	Yes	No	Yes	0
Forget the eggplant casserole	Would not be burned	Does not satisfy the need	No	Yes	Yes	0
Set timer	Easy	May not be exact	Yes	Yes	Yes	8
Watch constantly	Fail Safe	Removes worker from other task	Yes	Yes	Yes	6
Get new workers	They might not burn it	Do not know the system / hurt feelings	Yes	Yes	No	0

NERD SUPPLIMENT: Mathematical Model. Goal: Induce predictable change to the function $F(p)$ in the desired direction

If $F(p) = A(q) + B(r) + C(x) + D(y) + E(z)$

Where..

1. $E \ll A, B, C, D$

2. $\frac{\partial F}{\partial r} = 0$

3. $\frac{\partial F}{\partial y} \gg \frac{\partial F}{\partial x}$

4. $\frac{\partial^2 F}{\partial q^2} > \pm 1$

Therefore...

1. E is small and its affect is negligible
2. The variable (r) does not affect the system, and may be neglected
3. The variable (x) causes much less change to the system than the variable (y) and may be neglected.
4. The change to the function as a result of (q) is nonlinear and unpredictable and may neglected for convenience.

Answer...

$$\boxed{\frac{dF}{dp} \propto D \frac{dF}{dy}}$$

EARNING LEVEL FOUR: REPRODUCING SUCCESS

- **Find Them**
- **Grow Them**
- **Send Them**

NOTE: The key to achieving multiplied results (reproducing success) is to develop and send out leaders.

1. Find New Leaders

- a. Seek out NEW ministers (*Seek and Ye Shall Find*)

Get to know New Comers! It is VITAL that all Christians get involved in the work of the ministry: It provides purpose, affords accountability, fosters fellowship, and increases impact.

- i. Watch for **Abilities** (God given natural/spiritual gifts)
- ii. Learn their **Passions** (Remember Nehemiah 1)
- iii. Measure their **Willingness**

- b. Ask God to order your steps

1 Samuel 16:7 *But the LORD said to Samuel, "Do not look at his appearance or at the height of his stature, because I have refused him. For the LORD does*

not see as man sees; for man looks at the outward appearance, but the LORD looks at the heart."

- c. Ask Pastor before going to that person

2. Equip New Leaders

EQUIPPING DOES NOT MEAN SIMPLY DUMPING JOBS INTO AVAILABLE BODIES

- a. Help new members find their spiritual gift (see the spiritual gifts section)

Romans 12:6 *Having then gifts differing according to the grace that is given to us, let us use them: if prophecy, let us prophesy in proportion to our faith; or ministry, let us use it in our ministering; he who teaches, in teaching; he who exhorts, in exhortation; he who gives, with liberality; he who leads, with diligence; he who shows mercy, with cheerfulness.*

Just as a major role for parents is to empower their children to discover, develop, and use their unique giftedness; even so, a major role of church leaders is to help each Christian discover, develop (be trained), and use his or her spiritual gifts in building up the body. Lynn Anderson, They Smell like Sheep: Spiritual Leadership for the 21st Century

- i. Through observation
- ii. Through close fellowship
- iii. Through open discussion

*****SPIRITUAL GIFTS (Taken From WAR Discipleship Program)*****

Several important lists of spiritual gifts are included in the New Testament. There are the familiar nine gifts of the Spirit; the word of wisdom, the word of knowledge, faith, gifts of healing, working of miracles, prophecy, discerning of spirits, kinds of tongues, and interpretation of tongues.

These nine gifts are supernatural and spontaneous, always under the immediate control of the Spirit (who will operate for the good of the believers, not causing confusion or chaos). These gifts are often used on a regular basis. These nine gifts do not complete the list, however. For the church to operate effectively, God has provided other gifts such as serving (Romans 12:7), teaching (Romans 12:7), encouraging (Romans 12:8), giving (Romans 12:8), leadership (Romans 12:8), showing mercy (Romans 12:8), helping others (1 Corinthians 12:28), and administration (1 Corinthians 12:28). These gifts are not so readily recognized as being supernatural (many worldly people have these skills) but nonetheless clearly have their origin in the action of the Holy Spirit. The Holy Spirit makes them available to believers to be used regularly, energetically, and conscientiously as they depend on Him in the service of the church.

Although the gifts that are listed probably cover most of the ministry needs of the church, there is no reason to think that the New Testament writers intended these lists to be totally comprehensive. For example, there is no reference to gifts of music, a gift that Candace and I covet. It is entirely reasonable to think there are other gifts granted to the church by the Spirit to meet specific needs. In every case these gifts are set within the context of the church and are designed for ministry to and through the body of Christ. The gifts that allow a person to have a media ministry are not listed in the New Testament, but because the church of the twenty first century needs that, it is perfectly logical to believe that the Holy Spirit could raise someone up for that purpose.

b. Impart knowledge and skills necessary for success

REMEMBER – EQUIPPING OTHERS DOES NOT MEAN DUMPING JOBS ONTO AVAILABLE BODIES!

i. Provide Necessary Tools

1. Provide Equipment

2. Oversee Planning

- a. Logistics
- b. Budget
- c. Advertisement
- d. Etc

NOTE: Your number one goal as an equipper is to assure the success of your leaders.

ii. Teach

1. Literature
2. Actions
3. Words

We teach what we know, we reproduce what we are – John Maxwell

3. Send Out Leaders

Matthew 14:15-21 *When it was evening, His disciples came to Him, saying, "This is a deserted place, and the hour is already late. Send the multitudes away, that they may go into the villages and buy themselves food. But Jesus said to them, "They do not need to go away. You give them something to eat." And they said to Him, "We have here only five loaves and two fish." He said, "Bring them here to Me." Then He commanded the multitudes to sit down on the grass. And He took the five loaves and the two fish, and looking up to heaven, He blessed and broke and gave the loaves to the disciples; and the disciples gave to the multitudes. So they all ate and were filled, and they took up twelve baskets full of the fragments that remained. Now those who had eaten were about five thousand men, besides women and children.*

The purpose of reproducing success is to multiply results – multiplication only occurs in the master's hands. Our job is to bring others to the master through seeking and equipping... and letting go. Only that which is sacrificed may be multiplied.

LESSON

FIVE

How Do I Meet
Expectations?

Meeting Expectations: How I Retain Leadership

Meeting Expectations: How I Retain Leadership

- **Expectations of Your Leaders**
- **Expectations of Your Followers**
- **Expectations of Yourself**

Meeting the Expectations of Your Leaders

1. Live a Life Above Reproach

- a. According to the guidelines of the Bible, especially
[I Timothy 3:1-13](#)
- b. According to [social norms](#) so as to not be a stumbling block
(see I Corinthians 8)

Live among men as if God beheld you; speak to God as if men were listening. – Seneca

- c. Do consistent devotions (Bible study, prayer, fasting)

2. Follow Your Leader

- a. All great leaders are good followers.

John 5:30 *I [Jesus] can of Myself do nothing. As I hear, I judge; and My judgment is righteous, because I do not seek My own will but the will of the Father who sent Me.*

- b. Always publicly support your leader (especially the pastor)

NOTE: This does not mean they are always correct, but God has chosen the leaders

- i. You may disagree with leadership in private

1. In the office
2. Over a private meal
3. Over the phone
4. Et Cetera

- ii. NEVER publicly rebuke your leaders outside of the Biblical Allowance

The Bible calls for public rebuke of leaders who are false teachers, apostates, et. Cetera but this only after a process of confrontation and investigation

1. Discord among leadership spreads quickly
2. Disrespect from leadership spreads quickly

- c. Help build momentum in new directions

Note: Creating positive change is the ultimate test of leadership. Newton's First Law says that the inertia of an object will govern its orientation and propagation until an outside force is applied. PEOPLE RESIST CHANGE. Help pastor (or other leaders) make positive change by getting behind them and influencing others to do the same

3. Display Dedication

- a. Perform your duty without being personally asked every time
- b. Let the pastor (or your group leader) know as soon as possible if you are not going to be able to perform your duty
- c. Obey the ten minute rule – be 100% ready at least 10 minutes before the people you lead start arriving
 - i. Allows for greeting/fellowship time
 - ii. Prevents uncomfortable chaos

Meeting The Expectations of Your Followers

- Integrity
- Excellence
- Perseverance

NOTE: You must continue to do whatever it is that earned the level of leadership you operate on. You must continue to do these things with increasing excellence.

1. Model Integrity

*Still as of old
Men by themselves are priced –
For thirty pieces Judas sold
Himself, not Christ.*

- Judas, Hester H. Cholmondelay

a. Be completely honest

i. Admit your mistakes

ii. Fully disclose all non-confidential information – ESPECIALLY TO PASTOR

NOTE: We are obligated by law to report ANY form of abuse. This process should start by reporting any instance directly to the Pastor

iii. Give Credit to Others

1. Recognize others for their efforts / contributions

2. Try not to monopolize the spotlight

b. Make choices that benefit your group rather than yourself.

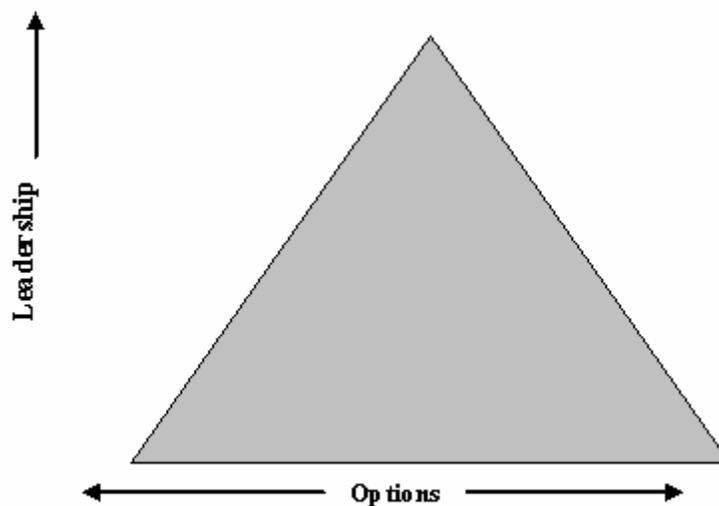


Figure 3: Leadership Pyramid

As your leadership (influence) increases, your options decrease. The level of leadership attained is inversely proportional to the options you have when making choices. When you have a lot of people relying on you, it is imperative that you make the right decision for the people following you. Often, this is contrary to what is most beneficial for you personally.

2. Exhibit Excellence

a. Excellence in Preparation

- i. You must EARN the right to be heard
- ii. Remember the vision and ultimate purpose of what you do.

Colossians 3:23 *And whatever you do, do it heartily, as to the Lord and not to men,*

b. Excellence in Order

i. Reasons for Order

1. God is a god of order, not chaos. We were made to have boundaries.

1 Corinthians 14:40 *Let all things be done decently and in order.*

He that thinks he leads, yet has no one following is only taking a walk – John Maxwell

2. Order Provides Protection

- a. From the enemy
- b. From within the group
- c. From outside the group

ii. Method of Order – Proper Discipline

NOTE: When done properly, discipline develops leaders by helping followers become more independent & confident.

1. Know Who You're Leading

- a. Your goals/expectations for behavior should match the maturity level

i. Spiritual

ii. Physical

iii. Emotional

- b. Unrealistic expectations result in failure

Note: No matter how long we try to teach our dog to clean our house, answer our phone, etc., she is ever going to learn. Punishing her for not being able to do so is unfair.

Unrealistic expectations do not allow you to “win” every now and then. The inability to succeed can lead to burn-out FAST.

2. Set Proper boundaries

a. Too few boundaries result in conflict

NOTE: People tend to make choices based on what is best for them while you are focused on what is best for the group. You set the guidelines.

b. Boundaries should be concise

i. Most people are able to readily remember three to five “rules” at a time.

ii. Be honest... have you read the entire volume of published legislation regarding tax laws?

c. Guidelines should be broad and fundamental.

i. They should help you attain your overall goals

ii. They should be easily understood

NOTE: you may have to state them several different ways to cover all age groups or spiritual maturity levels

d. Guidelines should be applicable to the entire group

3. Specify consequences for violations.

- a. Consequences should be easily enforced
 - b. Consequences should be significant
 - i. Time
 - ii. Money
 - iii. Back Muscles...
 - c. Revise guidelines before enforcing them. Make sure they are attainable.
4. Enforce guidelines
- a. Begin enforcement on a specified timeline
 - i. Familiarize followers with guidelines
 - ii. Set a date to begin
 - b. WARNING: Not enforcing guidelines / consequences will result in “followers”...
 - i. Rationalizing exceptions for their behavior
 - ii. Questioning your judgment

PROCESS EVALUATION: If you are unhappy with the results, go back to the drawing board. However, remember to address individual problems individually, not corporately.

c. Excellence in Attitude

Attitude determines altitude – John Maxwell

Attitudes are nothing more than habits of thought, and habits can be acquired. A action repeated becomes an attitude realized – Paul Meier

Proverbs 18:24 *A man who has friends must himself be friendly, But there is a friend who sticks closer than a brother.*

i. Problem attitudes multiply problems

ii. We are responsible for our attitudes

1. NOT circumstances

2. NOT physical conditions

3. NOT other people

d. Steps to changing attitudes

i. PRAY – “let this mind be in you that was in Christ Jesus”

ii. Identify the problem feelings – this is the earliest stage of awareness and the easiest to defeat

iii. Identify the problem behavior – What triggers the wrong feelings?

- iv. Identify the problem **thinking** – correct this thinking in the light of the Word of God and with loving kindness.

3. Present Perseverance

Note: of all of the people who enter ministry, only **10%** are still in the ministry after ten years.

- a. It takes an average of **five years** for a person to affectively minister in a community.
- b. It takes an average of **two years** for a minister to gain influence in volunteer situations.

Time is the duration of an event... the levels of leadership are not navigated in an instant. Rather, leadership is a life long learning and growing process. As long as there are lost souls in the world, we will have a mandate to develop as godly leaders – HANG IN THERE!

Meeting the Expectations of Yourself

1. Have a dose of reality

***** Taken From Sojourn Sponsor Information CP1-LEAD-SPONSORS-NWL061505)*****

- Being a youth sponsor is stressful, thankless, exhausting, and often gives you gas... but if it is a direction that God is taking your life, then I leave you with some words from my favorite book.

1 Peter 5:1-6 *So I exhort the elders among you, as a fellow elder and a witness of the sufferings of Christ as well as a partaker in the glory that is*

to be revealed. Tend the flock of God that is your charge, not by constraint but willingly, not for shameful gain but eagerly, not as domineering over those in your charge but being examples to the flock. And when the chief Shepherd is manifested you will obtain the unfading crown of glory. Likewise you that 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". Humble yourselves therefore under the mighty hand of God, that in due time he may exalt you. (Revised Standard Version)

Man...are we glad that you have a passion for Sojourn and the students we reach (and will reach). Thank you in advance for all the work you are going to do...all the time and effort-quite honestly all the heartache. Just remember, what we are doing has eternal rewards. You already love God and have a heart for students, let us therefore become fishers of men. Candace and I love you.

2. Set goals properly

(Notice the difference between “set goals properly” and set proper goals”)

- a. Set measurable goals
- b. Set short term goals as part of a long term vision
- c. Set realistic, achievable goals

3. Evaluate yourself

- a. With honesty
 - i. It is never as bad as it seems
 - ii. It is never as good as it seems

- b. With a confidant
 - i. Spouse
 - ii. Parent
 - iii. Et. cetera.

- c. Against a standard
 - i. NOT against other leaders

 - ii. NOT against other programs

 - iii. NOT against other's expectations

Note: There is only ONE standard. Live your life and lead your group according to God's standards and expectations only!

4. Keep yourself healthy

- a. Spiritually
- b. Physically
- c. Socially
- d. Mentally / Emotionally

A Word of Thanks

Knowledge is proud that he has learned so much; wisdom is humble that he knows no more.

-Cowper

Candace and I would like to tell you all what a privilege it is to be on staff at New Life Assembly of God. We feel that working with the student ministry here is not only a call from God but also evidence of His favor.

Please remember to take someone with you as you grow in Christ and attain excellence in fulfilling His purposes.

- Jeremy Eckart

Further Recommended Reading

(Part of Pastor Jeremy's Recommended Reading List)

- [**The 21 Irrefutable Laws of Leadership**](#)
John C. Maxwell
- [**The 7 Habits of Highly Effective People**](#)
Stephen R. Covey
- [**Developing The Leader Within You**](#)
John C. Maxwell
- [**They Smell like Sheep**](#)
Lynn Anderson
- [**Purpose-Driven Youth Ministry: 9 Essential Foundations for Transforming the Lives of Young People**](#)
Doug Fields, Foreword by Rick Warren

Sojourn's Purpose Statement

Sojourn **Exists to Pursue the
Presence of God.**

We Pursue His Presence Through EVANGELISM,
DISCIPLESHIP, WORSHIP, FELLOWSHIP and MINISTRY.

**...Because in the Pursuit of His
Presence - when Passion grips our
Hearts and Praise fills our Lips - Our
Proclamation will be heard... And He
will Change the Nations.**