

## Leadership Clinic

Pastor Carl Shank

### Effective Christian Leadership

#### Lesson 2: The Leader's Inner Life (1) "The Leader's Pathway"

#### Additional Resources

Charles Swindoll, David: A Man of Passion and Destiny, Word, 1997.  
President, Dallas Theological Seminary

- Part of the "Great Lives from the Bible" series of books by Chuck Swindoll. Top notch!

#### An Opening Question

How would you describe the "inner life" of an effective Christian leader?

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#### A Profound Insight

"I am more determined now than ever to make sure my heart keeps growing bigger during the remainder of my leadership adventure. What good does it do to be a Christian leader if my skills, my insights, my decisions, and my energy don't flow from a deep love for God and for other people?  
How's your heart??"

— Bill Hybels, *Courageous Leadership*, p. 197

#### The Art of Self-Leadership

"It is management of self that should occupy 50 percent of our time and the best of our ability. And when we do that the ethical, moral, and spiritual elements of management are inescapable."

— Dee Hock, "The Art of Chaordic Leadership"

#### What The Bible Says

"Timothy, my son, I give you this instruction in keeping with the prophecies once made about you, so that by following them you may fight the good fight, holding on to faith and a good conscience. Some have rejected these and so have shipwrecked their faith." — 1 Timothy 1:18, 19

#### What Is God Looking For In A Leader?

1. \_\_\_\_\_

- A person "after His own heart" (1 Samuel 13:13, 14)
- A life in \_\_\_\_\_ with God

- A life \_\_\_\_\_ to the things of God
- A life with no hidden closets, no locked doors, nothing swept under the rug

2. \_\_\_\_\_

- A \_\_\_\_\_ heart
- Doing with all your might what God wants you to do \_\_\_\_\_, right now
- Not caring who gets the \_\_\_\_\_ — just so the task gets done!

3. \_\_\_\_\_

- “So he shepherded them according to the integrity of his heart . . .” (Ps. 78:72)
- Deeply \_\_\_\_\_ thought and life
- HEB = “complete, whole, innocent, having simplicity of life, wholesome, sound, unimpaired”
- Bone-deep \_\_\_\_\_

### Inner Dangers for Leaders

4. \_\_\_\_\_

- Can invade daily prayer/Bible study
- Can be spiritually dangerous
- E.G. David in 2 Samuel 11:1f

5. \_\_\_\_\_

- Can “crowd out” the important
- “Tyranny of the urgent”

### What Jesus Said

“I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit.” (John 15:5)

6. Your \_\_\_\_\_ life determines your \_\_\_\_\_!

7. Your inner life depends on “\_\_\_\_\_” in Christ

- A “being-at-home-with” God
- Daily walking with God

### How To Walk With God Daily

8. Develop a \_\_\_\_\_ of \_\_\_\_\_ of Jesus in your life

- “There, but for the grace of God, go I!”

9. Develop a deep-down sense that Jesus is \_\_\_\_\_

- SEE Psalm 73:25, 26, 28

10. Develop a \_\_\_\_\_ on Jesus for everything.

## **Spiritual Pathways To God**

Sacred Pathways by Gary Thomas

About different ways people approach intimacy with God

### **The Relational Pathway**

11. \_\_\_\_\_ approach to God
12. Needing other people around to get close to God
13. Seeing God in the dynamic of working, worshipping, praying, studying with others
14. Examples: Most “caring” Christian leaders

### **The Intellectual Pathway**

15. Enriching and stimulating the \_\_\_\_\_ to engage the \_\_\_\_\_.
16. Thrilled with \_\_\_\_\_ discovery
17. Seeking \_\_\_\_\_ conversations, articles and books
18. Examples: Apostle Paul, Augustine, Calvin, Ravi Zacharias, Lee Strobel

### **The Serving Pathway**

19. \_\_\_\_\_ the work of God to get close to God
20. Consistently laboring in their \_\_\_\_\_
21. Always looking for “something to do for God”
22. Example: Mother Theresa

### **The Contemplative Pathway**

23. Thrives on quietness, \_\_\_\_\_, alone-times with God
24. Extremely \_\_\_\_\_ to God at work around them
25. \_\_\_\_\_ and meditation strengths
26. Often seems to be “out of the mainstream” of leadership
27. Examples: St. Francis of Assisi, Thomas Merton, Henri Nouwen

### **The Activist Pathway**

28. Always seeking the next \_\_\_\_\_, the next “hill”
29. Chooses a \_\_\_\_\_, exhausting to others
30. Has a lot of \_\_\_\_\_ and often loves \_\_\_\_\_ projects
31. Highly “\_\_\_\_\_” people
32. Examples: John Wesley, George Whitefield, Bill Hybels, John Maxwell

## The Creation Pathway

33. Relates best to God when around His \_\_\_\_\_
34. Sees spiritual meaning and lessons from creation
35. Wants large vistas, quiet brooks, serene mountains, and so forth
36. Example: Roy Goble, Christian Environmental Assoc. Chair/founder

## The Worship Pathway

37. Finds closeness to God in vital, vibrant, Spirit-filled \_\_\_\_\_ experiences
38. Likes to drive and ride cars using worship tapes and CDs
39. Feels \_\_\_\_\_ with the presence of God in worship
40. Examples: David, Jack Hayford, John Wimber

## Using Your Pathway

41. \_\_\_\_\_ your most evident pathway to God
  - Do not \_\_\_\_\_ your pathway to other leaders
  - Do not \_\_\_\_\_ others in their pathways
42. “\_\_\_\_\_ ” your pathway
  - \_\_\_\_\_ with it
  - Practice it without apology
43. \_\_\_\_\_ other pathways to God
  - Experiment with different approaches
  - See them as opportunities for \_\_\_\_\_
44. Help \_\_\_\_\_ identify their pathway
  - Encourage them to experiment
  - Help them find and use their gift-mix

## The Bottom Line

“Imagine the fruit that could be born, the creativity that could flow, the power that could be unleashed, if we were all regularly accessing the presence and power of God through the pathway that He’s designed for us. The church would truly become a force that the gates of hell could not hold back!”

— Bill Hybels, *Courageous Leadership*, p. 229



Next Time  
“The Art of Self Leadership”  
(Chapter 9)  
“A Leader’s Prayer”  
(Chapter 10)



ANSWERS: 1. Spirituality; harmony; sensitive. 2. Humility; servant’s; right here; credit. 3. Integrity; authentic; honesty. 4. Distractions. 5. Busyness. 6. inner; fruitfulness. 7. abiding. 8. continual sense of need. 9. all I could ever need or want. 10. daily prayer dependance. 11. Team-based. 15. mind; heart. 16. theological. 17. in-depth. 19. Doing. 20. gift-mix. 23. solitude. 24. sensitive. 25. Reflection. 28. challenge. 29. fast pace. 30. energy; multiple. 31. driven. 33. creation/nature. 37. worship. 39. overcome. 41. Identify; compare; envy. 42. Lean into; experiment. 43. Appreciate; growth. 44. others.

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### Effective Christian Leadership

#### Lesson 3: The Leader's Inner Life (2) "The Art of Self-Leadership"

##### What The Bible Says

"Above all else, guard your heart, for it is the wellspring of life.  
Put away perversity from your mouth; keep corrupt talk far from your lips.  
Let your eyes look straight ahead, fix your gaze directly before you.  
Make level paths for your feet and take only ways that are firm.  
Do not swerve to the right or the left; keep your foot from evil."  
— Proverbs 4:23-27

"... But being examples to the flock ... be self-controlled and alert. Your enemy the devil prowls around like a roaring lion looking for someone to devour. Resist him, standing firm in the faith . .  
— 1 Peter 4:3,8,9

"Now the overseer must be above reproach, . . . temperate, self-controlled, respectable, hospitable, able to teach . . . not violent but gentle, not quarrelsome . . . He must have a good reputation with outsiders, so he will not fall into disgrace and into the devil's trap. Deacons . . . worthy of respect, sincere. . . They must keep hold of the deep truths of the faith with a clear conscience. . . Temperate and trustworthy in everything."  
— 1 Timothy 3 selected

"For God did not give us a spirit of timidity, but a spirit of power, of love and of self-discipline.  
Flee the evil desires of youth, and pursue righteousness, faith, love and peace,  
along with those who call on the Lord out of a pure heart. Keep your head in all situations . . ."  
— 2 Timothy 1:7; 2:22; 4:5

##### The Art of Self-Leadership

"It is management of self that should occupy 50 percent of our time and the best of our ability.  
And when we do that the ethical, moral, and spiritual elements of management are inescapable."  
— Dee Hock, "The Art of Chaordic Leadership"

##### God's Kind of Leader

1. The "\_\_\_\_\_ leader"
  - a. Leads \_\_\_\_\_ (those under his/her care)
  - b. Leads \_\_\_\_\_ (those over him/her by relationship and influence)
  - c. Leads \_\_\_\_\_ (laterally in peer-group settings)
2. The "24/7 Leader"
  - a. Ever \_\_\_\_\_
  - b. Ever \_\_\_\_\_
  - c. Ever \_\_\_\_\_
3. The "\_\_\_\_\_ Leader"

- a. \_\_\_\_\_ life
- b. \_\_\_\_\_ life
- c. \_\_\_\_\_ life
- d. \_\_\_\_\_ life
- e. \_\_\_\_\_ life

### A Fundamental Leadership Truth

- 4. "A fundamental truth: he needs to lead \_\_\_\_\_ before he can lead anybody else." (p. 182)
  - a. "\_\_\_\_\_ self-control"
  - b. Knowing our \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_
  - c. Work followed by deep \_\_\_\_\_
  - d. Fully \_\_\_\_\_ and \_\_\_\_\_ self

### Why Do We Find Self-Leadership Difficult?

- 5. Live most of our lives \_\_\_\_\_, looking \_\_\_\_\_ rather than \_\_\_\_\_
  - SEE Philippians 3:12-16
- 6. A "\_\_\_\_\_" viewpoint
- 7. Love to make "\_\_\_\_\_ " rather than running the "Pentathlon"

### The Art of Self-Leadership

- 8. Know your "\_\_\_\_\_" from God
  - a. A \_\_\_\_\_, \_\_\_\_\_ vocation for which He has equipped you
  - b. Service that \_\_\_\_\_ and \_\_\_\_\_ others for God
  - c. A mission that \_\_\_\_\_, that adds \_\_\_\_\_ and \_\_\_\_\_ to every day
- 9. Possess a clear \_\_\_\_\_ of where God wants you to go
  - a. A \_\_\_\_\_, \_\_\_\_\_ -based picture of the future
  - b. Something that \_\_\_\_\_ and \_\_\_\_\_ those you lead
  - c. Something that only \_\_\_\_\_ can achieve
- 10. Keep the \_\_\_\_\_ burning inside!!

- a. "Is my \_\_\_\_\_ hot?"
- b. "Never be lacking in zeal, but keep your spiritual fervor, serving the Lord." (Romans 12:11)
- c. "Do not put out the Spirit's fire" (1 Thes. 5:19)
- d. "Fan into flame the gift of God which is in you" (2 Tim. 1:6)

11. Continue to develop your \_\_\_\_\_

- a. Know what they \_\_\_\_\_!
  - Take an updated "Spiritual Gifts Test"
- b. "Leaders must know which gifts they've been \_\_\_\_\_ and in what \_\_\_\_\_." (p. 188)
- c. God will hold you accountable for their \_\_\_\_\_ AND \_\_\_\_\_!
  - Parable of the Talents

12. Keep your \_\_\_\_\_ submitted to Jesus Christ

- a. Nothing can substitute for \_\_\_\_\_
- b. \_\_\_\_\_ is the biblical call and key
  - "Keep yourselves in the love of God" (Jude 21)
  - "Remain in my love" (John 15:9)

13. Subdue your \_\_\_\_\_

- a. "God opposes the proud but he gives grace to the humble." (1 Peter 5:5)
- b. Understand what pride \_\_\_\_\_ and what it is \_\_\_\_\_!
- c. Be careful of \_\_\_\_\_ sides of prideful behavior
  - ASK those around you to check you on this

14. Overcome your \_\_\_\_\_

- a. Fear will \_\_\_\_\_ you
- b. Fear will keep your vision \_\_\_\_\_
- c. We truly have nothing to fear "but fear itself!"
- d. God's perfect \_\_\_\_\_ drives out fear!
  - Meditate on 1 John 3:20-24

15. Check your " \_\_\_\_\_ "

- a. Have \_\_\_\_\_ wounds, hurts, losses been truly dealt with?
- b. Check "Family of Origins" issues
- c. Get rid of the \_\_\_\_\_ and \_\_\_\_\_ of the past

16. Check your pace

- a. Is it \_\_\_\_\_?
- b. Is it what \_\_\_\_\_ wants?
- c. Is it \_\_\_\_\_?
- d. “The truth is that we all have to accept is that the only person who can put a sustainability program together for us is us.” (p. 194)

17. Increase your love for God and \_\_\_\_\_

- a. The “second” command has the same \_\_\_\_\_ as the “first”! (Matt. 22:39)
- b. “People \_\_\_\_\_ to God!” has to be a “\_\_\_\_\_” value
- c. Deal with the \_\_\_\_\_ if necessary to love people wholeheartedly in the present and future

18. Pray that the \_\_\_\_\_ of biblical leaders would find greater expression in your life

- a. David’s \_\_\_\_\_
- b. Jonathan’s \_\_\_\_\_
- c. Joseph’s \_\_\_\_\_
- d. Joshua’s \_\_\_\_\_
- e. Esther’s \_\_\_\_\_
- f. Solomon’s \_\_\_\_\_
- g. Jeremiah’s \_\_\_\_\_
- h. Nehemiah’s commitment to \_\_\_\_\_
- i. Peter’s \_\_\_\_\_ and \_\_\_\_\_
- j. Paul’s \_\_\_\_\_

**The Bottom Line**

“Lay before the Spirit of God your calling, your vision, your passion, your gifts, your character, your pride, your fears, your interior issues, your pace, and your heart. Let God reveal the truth about your life.

Then take whatever steps you need to take to become proficient at the single most important aspect of leadership: self-leadership.”

— Bill Hybels, *Courageous Leadership*, p. 197

Next Time:  
The Power of Vision  
“A Leader’s Most Potent Weapon”  
(Chapter 2)



ANSWERS: 1. 360-degree; south; north; east/west. 2. vigilant; careful; watchful. 3. multi-dimensional; personal; family; church; work; community. 4. himself; emotional; strengths; limits; weaknesses; reflection; surrendered; focused. 5. uncritically; backward; forward. 6. two-story. 7. priority lists. 8. calling; specific; God-anointed; energizes and builds; matters; purpose; meaning. 9. vision; courageous, faith; inspires; captivates; faith. 10. fire; passion. 11. gifts; are; given; order; use; development. 12. character; integrity; continual surrender. 13. pride; is; not; both. 14. fears; immobilize; locked-up; love. 15. interior reality; past; junk; baggage. 16. sustainable; God; healthy. 17. people; force; matter; core; past. 18. strengths; optimism; love; integrity; decisiveness; courage; wisdom; authenticity; celebration; initiative; boldness; intensity.

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### Effective Christian Leadership

#### Lesson 4: The Leader's Most Potent Weapon "The Power of Vision"

##### Why Vision?

1. "Vision. It's the most \_\_\_\_\_ weapon in a leader's arsenal. . . .
2. "It's the weapon that \_\_\_\_\_ the power of the church." (B. Hybels, *Courageous Leadership*, p. 50)
3. "Vision is the fuel that leaders run on. It's the \_\_\_\_\_ that creates action. It's the \_\_\_\_\_ that ignites the \_\_\_\_\_ of followers. It's the \_\_\_\_\_ that sustains focused effort year after year, decade after decade, as people offer consistent and sacrificial service to God." (Hybels, p. 31)

##### Ministry Without Vision Is Like . . .

4. A \_\_\_\_\_ loose in the pasture—just grazing
5. A \_\_\_\_\_ without batteries—willing but powerless
6. A \_\_\_\_\_ without gasoline—capable of movement but lacking the necessary fuel
7. A \_\_\_\_\_ who has not prepared the sermon—an intersection of arrogance and ignorance! (Craig Sider, Bishop of the BIC Atlantic Conf.)

##### Vision Quotes

"My interest is in the future because I'm going to spend the rest of my life there." (Charles Kettering)

"When it comes to the future, there are three kinds of people: those who let it happen, those who make it happen, and those who wonder what happened." (John Richardson)

"One person with a belief is equal to a force of ninety-nine who only have an interest."  
(John Stuart Mill)

"In the absence of a great dream, pettiness prevails." (Peter Senge)

"If a man hasn't discovered something he will die for, he isn't fit to live." (Martin Luther King Jr.)

##### Bible Visionaries

8. \_\_\_\_\_
  - To lead Israelites to a new land, to build a moral community based on unswerving devotion to the One true God and thereby become a blessing to all people

- Gen. 12:1-3; 13:15; 15:18
9. \_\_\_\_\_
- To deliver the Israelites from oppression and lead them to God's promised land while establishing a universal code of conduct
  - Exodus 3:7-10; Deut. 26:16-19
10. \_\_\_\_\_
- To rally the people of Israel to rebuild the walls and gates of Jerusalem as a testimony to the true God and the spiritual revival of the Jews
  - Neh. 2:17; 9:1-3
11. \_\_\_\_\_
- To establish the Christian church among the Gentiles through church plantings and encouraging believers to reproduce themselves spiritually
  - Rom. 15:16-20; Gal. 2:7-10; Eph. 3:7-12

### Why Vision? (Benefits of Vision)

12. Vision provides a clear sense of \_\_\_\_\_ and increases \_\_\_\_\_
- a. Brings the \_\_\_\_\_ into \_\_\_\_\_
  - b. "A clear articulation of what a particular church (or ministry) is about also offers, by implication, a clear statement about what it isn't about." (Hybels, 47)
  - c. Gives people a \_\_\_\_\_ for doing \_\_\_\_\_
13. Vision \_\_\_\_\_ a ministry.
- a. Why doesn't "fellowship" unify as well as vision?!
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- b. "In the absence of a great dream, pettiness prevails!" (Peter Senge)
14. Vision allows navigation of \_\_\_\_\_.
- Ephesians 4:14 application
15. Vision \_\_\_\_\_ and \_\_\_\_\_ people.
- Neh. 2:18 – "Let us arise and build!"
16. Vision enhances \_\_\_\_\_.
- People give \_\_\_\_\_ based on vision than need!!
17. Vision provides a reference point for \_\_\_\_\_.
- "If you don't know where you are going, you will never know if you are on the way!" (Bishop Craig Sider)
18. Vision reduces the \_\_\_\_\_ of leadership succession in a ministry
- Without vision-succession, people will say and act, "this too shall pass"



- Remember the “law of \_\_\_\_\_”
19. \_\_\_\_\_ wants and uses men and women of vision!

### What Is Vision?

20. “Vision is a picture of the \_\_\_\_\_ that produces \_\_\_\_\_.”

### How To Get A Vision

21. Maximize your “\_\_\_\_\_”
- Fully yield to God and His will
  - Come empty before God
  - Pray and fast
  - Wait on God
  - Weed out distractions and “noise”
  - Read, visit and talk widely to people to see what God is doing
22. Acquiring a vision is more of a right-brain, \_\_\_\_\_ process in which we need to recognize \_\_\_\_\_ involvement.
23. Ask God to \_\_\_\_\_ your heart and \_\_\_\_\_ your eyes.
24. Involve \_\_\_\_\_ people in the process.
25. Get an understanding of the \_\_\_\_\_ of God by studying the Scriptures.
26. Identify and kill “vision - \_\_\_\_\_”–
- The \_\_\_\_\_ of parents telling us we would not amount to much;
  - The \_\_\_\_\_ of teachers who quenched creative juices;
  - The \_\_\_\_\_ of aging which says there’s nothing new to be discovered.
27. Practice \_\_\_\_\_:
- Find and use “productive \_\_\_\_\_”
  - Stretch your \_\_\_\_\_ in games you play;
  - Go to the \_\_\_\_\_;
  - Learn a trade or hobby \_\_\_\_\_ of your job/ministry;
  - Use \_\_\_\_\_ and \_\_\_\_\_ reading
  - Spend time with \_\_\_\_\_ and \_\_\_\_\_ people (Prov. 17:17);
  - Learn how to ask \_\_\_\_\_.

### How To Communicate A Vision

28. A leader must \_\_\_\_\_ the vision
- Listening to God
  - Prayer and fasting
  - “More likely, though, one sees the vision through witnessing or experiencing a work of God that’s already being done by someone else.” (Hybels, p. 33)

29. A leader must \_\_\_\_\_ the vision so as to inspire others
- To energize others, you must be \_\_\_\_\_ yourself!
30. A leader must \_\_\_\_\_ the vision
- Embody it!
  - Personify it!
  - Live it out!
  - E.G. Jimmy Carter with Habitat for Humanity
  - Make it a “\_\_\_\_\_” in your life journey
31. \_\_\_\_\_ vision casting
- Takes \_\_\_\_\_; the “big ask”
  - Takes \_\_\_\_\_
  - Takes \_\_\_\_\_
  - The “\_\_\_\_\_” matters
  - The “\_\_\_\_\_” matters
32. Cast the vision \_\_\_\_\_
- Takes \_\_\_\_\_ courage
  - Takes \_\_\_\_\_ building
    - \_\_\_\_\_ people—a “vision direction team”
    - Have your \_\_\_\_\_ vision in mind
    - Study, pray and share together
  - “\_\_\_\_\_” shares the vision matters
  - “\_\_\_\_\_” it is shared matters
    - Key church \_\_\_\_\_ times
33. K\_\_\_\_\_ I\_\_ S\_\_\_\_\_ S\_\_\_\_\_! (K.I.S.S.)
- It should be “the \_\_\_\_\_ thing”
  - \_\_\_\_\_, to-the-point
  - \_\_\_\_\_
  - \_\_\_\_\_

### The Bottom Line

34. You \_\_\_\_\_ it in their faces
35. You \_\_\_\_\_ it in their emotions

36. You \_\_\_\_\_ it in their comments  
37. You \_\_\_\_\_ it in their lives

Next Time:  
Turning Vision Into Action  
“Getting It Done Leadership”  
(Chapter 3)



ANSWERS: 1. potent. 2. unleashes. 3. energy; fire; passion; clear call. 4. cow. 5. flashlight. 6. car. 7. preacher. 8. Abraham. 9. Moses. 10. Nehemiah. 11. Paul. 12. direction; ownership; a. future; focus; c. reason. 13. unifies. 14. change. 15. energizes; motivates. 16. stewardship; more. 17. evaluation. 18. trauma; momentum. 19. God. 20. Future; passion. 21. heart condition. 22. intuitive; God's. 23. prepare; open. 24. key. 25. heart. 26. limiters; a. memory; b. words; c. myth. 27. creative calisthenics; a. triggers; b. mind; arts; outside; wide and wise; creative and visionary; questions. 28. see. 29. feel; energized. 30. own; must-have. 31. One-on-one; courage; initiative; insight; who; when. 32. publicly; a. more; b. consensus; key; personal; c. who; when; transition. 33. Keep It Simple Sam!; a. main; crisp; repeatable; recitable. 34. see. 35. feel. 36. hear. 37. experience.

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### Effective Christian Leadership

#### Lesson 5: Getting-It-Done Leadership "Turning Vision Into Action"

#### Resources

Bobb Biehl, Master-Planning: The Complete Guide for Building A Strategic Plan for Your Business, Church or Organization, Broadman and Holman, 1997.

#### Opening Question

- Why are most churches wary of strategic, goal-oriented, results- targeted leadership?

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#### Some Typical Answers

1. Christian ministry is a "\_\_\_\_\_ - \_\_\_\_\_."
  - Ordained by God, gifted by God, directed by God's Word
  - "\_\_\_\_\_ will take care of His Church!"
2. Christian ministry must not \_\_\_\_\_ biblical standards with worldly, business oriented standards.
  - We are not "of the world" and must separate ourselves from its (evil) influences
3. God's leaders are to "\_\_\_\_\_" the people.
  - \_\_\_\_\_ for them and their needs
  - \_\_\_\_\_ and \_\_\_\_\_ the Word of God to them
  - \_\_\_\_\_ for God's blessing upon them
  - Don't mix "\_\_\_\_\_" with "church"
  - Shepherding \_\_\_\_\_ care-giving!!
4. From a student at the Harvard School of Business –

"Bill, I just don't think you should mix best management practices with spiritual stuff. I'm really uneasy with all this leadership training, leadership development, and managing for results that I see at Willow. I think when it comes to God, the spiritual realm, and the church, it ought to be laissez-faire. Hands off. Let go and let God. That's what I think."

- Quoted in Bill Hybels, Courageous Leadership, p. 69

## The Results of Such Thinking

5. \_\_\_\_\_ churches are going “\_\_\_\_\_.”
6. \_\_\_\_\_, well-taught Christians are not \_\_\_\_\_ their world for Christ.
7. The Church is being written off by young professionals as a “\_\_\_\_\_.”
8. \_\_\_\_\_, dispirited, disheartened Christian leaders are the result.

“The surveys found that most of the pastors who deem themselves to be leaders ranked themselves comparatively low on attributes such as mobilizing people to pursue a vision, accumulating the tangible resources needed for that pursuit, and providing people with clear direction based on the nature of the vision.”

- George Barna, 2002 Analysis of 2400 pastoral leaders, [www.barna.org](http://www.barna.org)

## Going Back To Jesus’ Model

9. Jesus was \_\_\_\_\_ many of our pictures and symbols!
10. He was \_\_\_\_\_, diligent, and \_\_\_\_\_ at \_\_\_\_\_!  
(Luke 2:41-50)
11. He \_\_\_\_\_ chose his 12 leader-disciples.
12. He Began his ministry with a crystal clear \_\_\_\_\_ (John 6:38)
13. He had a three-year “\_\_\_\_\_” —
  - a. Included \_\_\_\_\_ and \_\_\_\_\_ of the twelve
  - b. Included a \_\_\_\_\_, \_\_\_\_\_ like evangelism strategy
    - Matthew 10:5,6
    - Acts 1:8 and 8:1ff
14. He handed out specific “\_\_\_\_\_” to his followers.
15. He \_\_\_\_\_ followers with praise and encouragement when they accomplished their assignments.
16. He \_\_\_\_\_ and taught followers when they didn’t do their assignments.
17. Jesus \_\_\_\_\_ prayer, spiritual discipline, dependence on His Father, and care-giving with “getting-it-done” leadership practices!!
  - “And David shepherded them with integrity of heart; with skillful hands he led them.” (Psalm 78:72)
  - \_\_\_\_\_ the work . . . and \_\_\_\_\_ the plan!!

## “Getting-It-Done” Leadership

18. Consists of \_\_\_\_\_ people to pursue a vision;
19. \_\_\_\_\_ tangible resources to accomplish the task; and
20. Providing people with clear \_\_\_\_\_ to achieve that vision.

### **Mobilizing People**

21. \_\_\_\_\_ is needed.
  - Not just vision “\_\_\_\_\_!”
  - Not just \_\_\_\_\_ the vision over and over!
  - Rather, a \_\_\_\_\_ explanation of how to move from a vision statement to reality and
  - Helping Christians see that their “\_\_\_\_\_” needs can best be fulfilled by pursuing the vision.

### **Accumulating Resources**

22. A leader provides the “\_\_\_\_\_” for the vision journey —
  - a. \_\_\_\_\_ and \_\_\_\_\_ people by their side;
  - b. The right \_\_\_\_\_ to use;
  - c. \_\_\_\_\_ seminars, workshops to sharpen skills; and
  - d. \_\_\_\_\_ to analyze and point out weak areas.

### **Providing Directional Goals**

23. A leader refines the vision with a \_\_\_\_\_:
  - “A written statement of a group’s assumptions about its direction, organization and cash.”

### **D-O-C-T-O-R: A Strategic Masterplan**

24. D = \_\_\_\_\_
  - What should we do next and why?
25. O = \_\_\_\_\_
  - Who is responsible for what?
  - Who is responsible for whom?
  - Right people in right places?
26. C = \_\_\_\_\_
  - Can we afford it?
  - How can we afford it?
27. T = \_\_\_\_\_
  - Are we on target?
28. O = \_\_\_\_\_

- Are we achieving the quality we expect and demand of ourselves?
29. R = \_\_\_\_\_
- How can we be more effective and more efficient?

### What Master Planning Looks Like (See enclosed chart)

#### Setting Goals

30. \_\_\_\_\_s:
- “Big—Hairy—Audacious—Goals”
  - Dependent on God’s \_\_\_\_\_ working
  - Flow from strategic planning/vision casting/meeting the need(s)
31. \_\_\_\_\_ goals
- What are we dreaming of in 5-20 years?
32. \_\_\_\_\_ goals
- What can we accomplish in 2-5 years?
33. \_\_\_\_\_ goals
- What can be done in the next 2 years?
34. \_\_\_\_\_ (or monthly) goals
- What do we target in the next 30-90 days?

#### Don’t Forget Alignment!

35. \_\_\_\_\_ of all the sub-ministries in the overall direction is absolutely crucial!

#### What It Means To Be A “Getting-It-Done” Leader

36. Strive continually to lift your leadership \_\_\_\_\_ to the next level.
37. Get on an intensive “\_\_\_\_\_.”
38. \_\_\_\_\_ and \_\_\_\_\_!
39. Secure a \_\_\_\_\_.
40. Be \_\_\_\_\_ enough to learn, yet \_\_\_\_\_ enough to apply the best practice in appropriate, Spirit-anointed ways (p. 68).

Next Time:  
Building A Kingdom Dream Team  
“Communities Close to a Leader’s Heart”  
(Chapter 4)



ANSWERS: 1. God-thing; GOD! 2. compromise. 3. shepherd; care; teach; preach; pray; business; IS. 5. Good; nowhere. 6. Sincere; impacting. 7. joke. 8. Discouraged. 9. unlike. 10. focused; goal-oriented; age 12. 11. intentionally. 12. vision. 13. strategic plan; selection; development; planned; concentric-circle. 14. job descriptions. 15. rewarded. 16. confronted. 17. linked; planning; working. 18. mobilizing. 19. Accumulating. 20. directional goals. 21. Practical inspiration; pep-talks; repeating; step-by-step; care. 22. tools; skilled; gifted; equipment; training; consultants. 23. strategic masterplan. 24. Direction. 25. Organization. 26. Cash. 27. Tracking. 28. Overall evaluation. 29. Refinement. 30. BHAG; supernatural. 31. Long-range. 32. Mid-range. 33. Short-range. 34. Quarterly. 35. Alignment. 36. capacity. 37. growth track. 38. Read; reflect. 39. mentor. 40. humble; courageous.



## Leadership Clinic

Pastor Carl Shank

### Effective Christian Leadership

#### Lesson 6: Building A Kingdom Dream Team

“The truth is that teamwork is at the heart of great achievement. The question isn’t whether teams have value. The question is whether we acknowledge that fact and become better team players. . . It may be a cliché, but it is nonetheless true: Individual play the game, but teams win championships.”

— John Maxwell, *The 17 Indisputable Laws of Teamwork*

“Now this is the Law of the jungle—  
as old and as true as the sky:  
And the Wolf that shall keep it may prosper,  
But the Wolf that shall break it must die.  
As the creeper that girdles the tree trunk,  
the Law runneth forward and back.  
For the strength of the Pack is the Wolf,  
and the strength of the Wolf is the Pack.”

— Rudyard Kipling, *Second Jungle Book*

“The story of the church, as depicted in the book of Acts, is one of a community of faith directed by a team of leaders working together toward a common vision. Had the church relied upon a single, incredibly gifted, magnetic individual to replace Jesus, the church would surely have collapsed.” — George Barna, *The Power of Team Leadership*

“Moses . . . chose capable men from all Israel and made them leaders of the people, officials over thousands, hundreds, fifties and tens.” — Exodus 18:25

“Calling the Twelve to him, he sent them out two by two  
and gave them authority over evil spirits.”

— Mark 6:7

#### Selected Sources to Read

George Barna, *The Power of Team Leadership*, WaterBrook Press, 2001. (Formerly Building Effective Lay Leadership Teams)

Lawrence Holpp, *Managing Teams*, McGraw Hill, 1999.

John Maxwell, *The 17 Indisputable Laws of Teamwork*, Thomas Nelson, 2001.

Pat Williams, *The Magic of Teamwork*, Thomas Nelson, 1997.

#### Team Basics

##### Why Teams?

1. We have \_\_\_\_\_ leadership expectations for a single leader to accomplish alone.\*
  - a. \_\_\_\_% expect leaders to motivate people to get involved in meaningful causes and activity;

- b. \_\_\_\_% believe leaders should resolve conflicts when they arise;
- c. \_\_\_\_% look to leaders to determine the course of action to take;
- d. \_\_\_\_% expect leaders to train more leaders;
- e. \_\_\_\_% want leaders to communicate a compelling vision;
- f. \_\_\_\_% hold leaders responsible for managing the day-to-day details of an organization.

\*(From George Barna, *The Power of Team Leadership*, pp. 2,3)

- 2. There has been a continual \_\_\_\_\_ over the past two decades with leadership in churches, government, non-profits, schools, business and families.
- 3. Congregations are demanding \_\_\_\_\_ of everything, which is too much for solo or single leaders to accomplish.
- 4. Jesus and the model of the early church indicate the use and power of \_\_\_\_\_ to accomplish the ministry and mission of the Church (Mark 6:7; Acts; cf. Ex. 18; Nehemiah 3).
- 5. The team model is a constantly recurring model of efficiency in \_\_\_\_\_.  
(Biotic Principles)

### Team Myths

- 6. MYTH #1: A team is simply a group of \_\_\_\_\_ individuals who work together.  
REALITY: Teamwork requires \_\_\_\_\_ and the \_\_\_\_\_ use of gifts, personalities and talents working together toward a common vision or goal.
- 7. MYTH #2: A team is any group of people working toward a \_\_\_\_\_ goal.  
REALITY: While this may seem to be a basic understanding of team among many, this definition is too broad. A group of people building a garage may be a \_\_\_\_\_, but not necessarily a team. A group of people meeting to discuss and make recommendations on a certain topic or area may be a \_\_\_\_\_, but not necessarily a team.
- 8. MYTH #3: A team requires people who \_\_\_\_\_ each other.  
REALITY: Many superb teams exist in both churches and secular society whose members may not really like each other. Just because you may “feel good” about a group of people coming together, that is not sufficient for teamwork. Why?
  - a. The members may \_\_\_\_\_ resources moving in different directions;
  - b. The members may suffer from \_\_\_\_\_ crisis. Values may differ;
  - c. This kind of group is often the first to split up when \_\_\_\_\_ hits.
 What is required are common \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ for each other.
- 9. MYTH #4: A team does not need a \_\_\_\_\_ since the team makes the plays

or decisions.

REALITY: The difference between two equally talented teams is leadership. Everything, even in team work, still rises or falls with leadership! While everyone is \_\_\_\_\_, not everyone is \_\_\_\_\_ on a team.

10. MYTH #5: A winning team comes from just having the \_\_\_\_\_ individuals moving toward a common vision or goal.

REALITY: A winning team comes from having the \_\_\_\_\_ individuals in the \_\_\_\_\_ places doing the \_\_\_\_\_ things.

11. MYTH #6: A good team compensates for its \_\_\_\_\_ member by having the more able or stronger members pick up the slack.

REALITY: A team is only as strong as its weakest \_\_\_\_\_ (Law of the Chain). On a working team, the output of five 10s contrasted to four 10s and a 5 is huge—  
 $10 \times 10 \times 10 \times 10 \times 10 = 100,000$  while  $10 \times 10 \times 10 \times 10 \times 5 = 50,000$

12. MYTH #7: The most \_\_\_\_\_ or \_\_\_\_\_ or most \_\_\_\_\_ team member should lead the team.

REALITY:

a. “The challenge of the \_\_\_\_\_ often determines the leader for that challenge” (Maxwell, 17 Laws of Teamwork, p. 51)

b. While character is foundational in building a good team, \_\_\_\_\_ is also required.

c. Great teams have great \_\_\_\_\_, requiring good “supporters” as well as good “starters.” (Maxwell’s “Law of the Bench”). A support team member may be the leader for the next goal or project.

## Developing Effective Church Teams

### A Working Definition/Description

13. An effective ministry or church team is a group of people who \_\_\_\_\_ work toward a clear, compelling, God-given vision.
- a. Synergy (Gk = “working together”) — The interaction of two or more individuals which enables their combined power to exceed the sum of their individual power.
- b. Synergy creates the \_\_\_\_\_ of a good team.
- c. Bill Hybel’s description of a “dream team” is “carrying people in my heart while we minister together, and being carried in their hearts as well. . .” (Courageous Leadership, p. 76)
14. “\_\_\_\_\_ leader is capable of building his or her own kingdom dream team. Really.” (Hybels, p. 79)

## Pulling Together A Team

15. Define the team's \_\_\_\_\_
  - a. With " \_\_\_\_\_ "
  - b. Does the ministry task call for complex decision making? = \_\_\_\_\_ TEAM
  - c. Is the ministry a specialty area requiring a special gift? = \_\_\_\_\_ TEAM
  - d. What do we want this particular team to \_\_\_\_\_ ? = \_\_\_\_\_-orientation
16. Establish \_\_\_\_\_ for team members
  - a. \_\_\_\_\_: Is he/she \_\_\_\_\_ and \_\_\_\_\_?
  - b. \_\_\_\_\_: Is he/she \_\_\_\_\_?
  - c. \_\_\_\_\_: Does he/she \_\_\_\_\_ the rest of the team?

## Character First

17. Commitment to essential \_\_\_\_\_
18. Evidence of \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, a godly work-ethic, willingness to be entreated.

## Competence

19. Aim \_\_\_\_\_!
20. Look for a \_\_\_\_\_ to \_\_\_\_\_:
  - 1 Corinthians 10:24
  - Colossians 3:23, 24
  - Ecclesiastes 9:10
21. Look for " \_\_\_\_\_ "

## Chemistry

22. "Having a positive emotional effect" in your presence
  - a. A \_\_\_\_\_ more than a characteristic
  - b. The right " \_\_\_\_\_ "
  - c. Seek a " \_\_\_\_\_ " fit
23. Look " \_\_\_\_\_ " first (The "In-House" Principle)
  - a. At \_\_\_\_\_ effective working groups or teams
  - b. To those people you already \_\_\_\_\_ on
  - c. To those \_\_\_\_\_ by previous and reliable team members
  - d. To those who are \_\_\_\_\_ using their gifts and talents effectively

24. Build \_\_\_\_\_
- Doesn't just "\_\_\_\_\_"
  - Do \_\_\_\_\_ with "community-enhancing" exercises (cf. p. 87ff)
    - The "Hot Seat" Exercise
    - The "Tombstone Epitaph" Exercise

## Achieving Full Team Potential

### Toward Team Effectiveness

25. Become a more \_\_\_\_\_ team leader
26. Deepen team "\_\_\_\_\_"
27. Establish \_\_\_\_\_ team \_\_\_\_\_
28. \_\_\_\_\_ team achievement

### Effective Team Leadership

29. Keep the team \_\_\_\_\_ on the \_\_\_\_\_.
30. Put the \_\_\_\_\_ people with the \_\_\_\_\_ gifts and talents in the \_\_\_\_\_ positions.
31. \_\_\_\_\_ every team member's contribution
32. Distribute the work load \_\_\_\_\_ so that \_\_\_\_\_ stays \_\_\_\_\_ and \_\_\_\_\_ stays \_\_\_\_\_.
33. Communicate—communicate—communicate!
34. \_\_\_\_\_ and \_\_\_\_\_ the level of "community" within the team.

### Deepen Team Community

35. Set \_\_\_\_\_ goals.
36. Do "community-enhancing" \_\_\_\_\_ and \_\_\_\_\_ (p. 87ff)
37. Watch for signs of community "\_\_\_\_\_ " and effect repairs.

### Establish Clear Goals

38. \_\_\_\_\_
39. \_\_\_\_\_ -honoring
40. \_\_\_\_\_:
- Specific
  - Measurable
  - Attainable
  - Realistic
  - Time-bound

## Reward Appropriately

41. \_\_\_\_\_
- In the team
  - In the entire church body (e.g., p. 91)
42. \_\_\_\_\_
- From your \_\_\_\_\_ resources
43. \_\_\_\_\_

## A Team Self-Test

44. Found at [www.LawsOfTeamwork.com](http://www.LawsOfTeamwork.com) (John Maxwell's 17 Laws of Teamwork)

Next Time:  
The Resource Challenge  
“The Test of A Leader's Mettle”  
(Chapter 5)



Answers: 1. unrealistic; a. 87; b. 78; c. 77; d. 2.75; e. 63; f. 56. 2. decline. 3. more. 4. teams. 5. creation/nature. 6. gifted; cohesion; complementary. 7. common; work-group; committee. 8. like; a. waste; b. identity; c. trouble; values, vision, respect. 9. leader; Edge; important; equal. 10. right; right. 11. weakest; link. 12. gifted; talented; godly; a. moment; b. skill; c. depth. 13. synergistically; b. chemistry. 14. Every. 15. purpose; a. ruthless specificity; b. leadership; c. specialized; d. accomplish; results. 16. clear criteria; a. character first; godly; trustworthy; b. competence; able; c. chemistry; fit. 17. spiritual disciplines. 18. honesty; teachability; humility; reliability. 19. high. 20. striving; excel. 21. potential. 22a. result; b. fit; c. balanced. 23. inside; a. past; b. depend; c. recommended; d. already. 24. community; a. happen; b. retreats. 25. effective. 26. community. 27. clear; goals. 28. reward. 29. focused; mission. 30. right; right; right. 31. maximize. 32. evenly; morale; high; burnout; low. 34. assess; raise. 35. relational. 36. retreats; exercises. 37. disconnect. 38. challenging. 39. God. 40. S-M-A-R-T. 41. Publicly. 42. Privately; own. 43. Significantly.

## Leadership Clinic

Pastor Carl Shank

### Effective Christian Leadership Lesson 7: The Resource Challenge

#### Opening Question

What resources do people need to do God's kingdom work in a way that pleases Him and multiplies blessing and results?

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#### When We Think Of Resource Giving

1. All kinds of resources come to mind, such as:
  - Finances
  - \_\_\_\_\_ for ministry
  - \_\_\_\_\_ resources
  - \_\_\_\_\_ development resources
  - \_\_\_\_\_ resources
  - Other \_\_\_\_\_ resources

#### The Leader As CRR

2. You as a leader are the chief \_\_\_\_\_.  
That means you are the
  - \_\_\_\_\_ developer
  - \_\_\_\_\_ developer
  - \_\_\_\_\_ developer
  - Ministry \_\_\_\_\_ developer

#### Resource Development Principles

3. \_\_\_\_\_ is the ultimate resource supplier. READ
  - Psalm 50:10-12
  - Jeremiah 33:3-9
  - 2 Corinthians 9:8
  - Romans 8:28
  - Hebrews 13:5-6
  - James 5:11
  - 1 Peter 5:7, 10

4. You can never \_\_\_\_\_ God! (Romans 11:35)
5. God is not only \_\_\_\_\_ to help; He is \_\_\_\_\_ to help!
  - The Church is His Bride!
6. God's \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ of providing are often not according to our schedules!
  - READ Isaiah 55:8-11
7. Leaders must assume people are \_\_\_\_\_ to give:
  - a. Their \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_
  - b. IF we focus on the . . .
    - \_\_\_\_\_ people
    - \_\_\_\_\_ kingdom opportunities
    - \_\_\_\_\_ way of asking
    - Right \_\_\_\_\_
8. Facing resource challenges gives leaders
  - a. The right \_\_\_\_\_ at the right places of life
  - b. The “\_\_\_\_\_” in your spiritual development
  - c. The “\_\_\_\_\_” lessons of life

### Meeting Ministry Needs

9. The \_\_\_\_\_ Principle
  - a. People need to \_\_\_\_\_ before they can \_\_\_\_\_.
  - b. \_\_\_\_\_ inculcate \_\_\_\_\_ principles for the ministry at hand.
  - c. Give \_\_\_\_\_ opportunities.
  - d. Such developmental work flows from really \_\_\_\_\_ people you lead
  - e. It gives \_\_\_\_\_ to people.
10. The \_\_\_\_\_ Principle
  - a. People \_\_\_\_\_ to know the need(s).
  - b. People \_\_\_\_\_ to know the need(s).
  - c. People can't \_\_\_\_\_ until they know the need(s).
  - d. \_\_\_\_\_ and \_\_\_\_\_ disclosure is demanded.
11. The \_\_\_\_\_ Principle
  - a. \_\_\_\_\_--\_\_\_\_--\_\_\_\_--\_\_\_\_\_!
  - b. \_\_\_\_\_ and \_\_\_\_\_ communication
  - c. The archenemy of fundraising and people-raising is \_\_\_\_\_.



12. The \_\_\_\_\_ Principle
- “To whom much is given, much is required” (Luke 12:48)
  - \_\_\_\_\_ out resource people and
  - \_\_\_\_\_ resource people.
13. The \_\_\_\_\_ Principle
- “People don’t give to organizations or to other people. They give to visions.”  
(p. 113)
  - “The grander the vision, the greater the giving.”

### Resourcing Your Staff

14. The \_\_\_\_\_ Guideline
- Luke 10:7
  - A \_\_\_\_\_ recompense for ministry performed
15. The \_\_\_\_\_ Guideline
- Deuteronomy 25:4
  - Give them the \_\_\_\_\_ needed to do the job well.
  - This builds \_\_\_\_\_ and \_\_\_\_\_ on ministry teams.
  - This \_\_\_\_\_ the leader’s faith to see God’s ability to provide.
16. The \_\_\_\_\_ Guideline
- 1 Timothy 5:17
  - “\_\_\_\_\_” honor for a job well done
17. The \_\_\_\_\_ Guideline
- “Be wise as serpents and as innocent as doves.” (Matthew 10:16)
  - Carefully \_\_\_\_\_ the staff’s needs and \_\_\_\_\_ meet them

### Meeting “Image” Needs

18. Remember the “\_\_\_\_\_” story . . .
19. Go for \_\_\_\_\_ “wins” and \_\_\_\_\_ goals at first
20. \_\_\_\_\_ the wins.

21. Add new challenges “\_\_\_\_\_.”

### Meeting “Gifts-Use” Needs

22. Have person complete a “\_\_\_\_\_ Inventory.”

23. Do a \_\_\_\_\_ Inventory.

24. Find out what person really \_\_\_\_\_ at.

25. Find out what person really \_\_\_\_\_ to do, that is,

a. What \_\_\_\_\_ them and

b. What engages their \_\_\_\_\_ and motives.

Next Time:

Developing Emerging Leaders

“When Leaders Are At Their Best”

(Chapter 6)



Answers: 1. tools; atmospheric; character; training; people. 2. resource raiser; character; image; gifts; needs. 3. God. 4. outgive. 5. able; eager. 6. ways; timing; means. 7. predisposed; a. time; talents; treasure; b. right; right; right; timing. 8. pressure; b. next level; c. least is more. 9. Education; a. know; do. b. Thoroughly; biblical; c. training; d. loving; e. hope. 10. Information; a. want; b. deserve; c. produce; d. Full; free. 11. KISS; a. Keep-It-Simple-Stupid; b. direct; authentic; c. complexity. 12. Strategic Discipling; b. seek; c. challenge. 13. Vision. 14. Fair Exchange; fair. 15. Unmuzzled Ox; b. tools; c. rapport; morale; d. deepens. 16. Double honor; b. Extra. 17. Wisdom; b. assess; wisely. 18. Elephant stake. 19. reachable; attainable. 20. celebrate. 21. layer by layer. 22. Spiritual Gifts. 23. Personality. 24. excels. 25. wants; a. motivates; b. deepest desires.





## Leadership Clinic

Pastor Carl Shank

### Effective Christian Leadership

#### Lesson 8: Developing Emerging Leaders (Chapter 6)

#### Opening Questions

How did you wind up becoming a leader? \_\_\_\_\_

\_\_\_\_\_

What was the most determining influence of your leadership development?

\_\_\_\_\_

\_\_\_\_\_

#### Facts About Healthy Churches

1. NCD (natural church development)\* has found that churches which \_\_\_\_\_ leaders are \_\_\_\_\_ and grow in a healthy way.

(\*From survey results of over 4 million respondents worldwide. Christian Schwarz, Natural Church Development, ChurchSmart Resources, 1996.)

#### When Are Christian Leaders At Their Best?

2. When leaders are \_\_\_\_\_ leading;
3. When leaders exhibit godly \_\_\_\_\_;
4. When leaders are working in \_\_\_\_\_ with God;
5. When leaders are raising up \_\_\_\_\_ leaders around them.

• “. . . some to be pastors and teachers to prepare [equip] God’s people for works of service . . .” (Ephesians 4:12)

6. We need to be creating a “\_\_\_\_\_.”

#### What Is Effective Christian Leadership?

7. “Effective leadership begins with an \_\_\_\_\_ relationship with God, resulting in Christlike \_\_\_\_\_ and a clear sense of God’s \_\_\_\_\_ for leaders’ lives. As this base of spiritual maturity increases, effective leaders \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ disciples to realize their full potential in Christ and work together to accomplish God’s vision.”

-- (Bob Logan & Tom Clegg, Releasing Your Church’s Potential)

#### The Truth About Effective Leaders (From Logan & Clegg’s study)

8. Your Christian walk and ministry has been \_\_\_\_\_ by those who \_\_\_\_\_ ministry for you.

9. Modeling transforms only as it flows out of \_\_\_\_\_ with God.
10. People are pastor/leader \_\_\_\_\_: whatever they see you doing is what is important
  - “The sermon [or lesson] that \_\_\_\_\_ is the one that you live.”

### Developing A Church-Wide “Leadership Culture”

11. Stress the biblical principle that the \_\_\_\_\_ of leadership is to \_\_\_\_\_ others to do ministry.
12. \_\_\_\_\_ that our ministries will only grow as “deep as the \_\_\_\_\_ of our leadership and only as broad as the \_\_\_\_\_ of our leadership.”
13. Cultivate a healthy \_\_\_\_\_ for \_\_\_\_\_ and \_\_\_\_\_.
  - a. \_\_\_\_\_ to raise up leaders.
  - b. Apply the equation \_\_\_\_\_ = Two parts \_\_\_\_\_ to one part \_\_\_\_\_. This means we:
    - \_\_\_\_\_ in people;
    - Give \_\_\_\_\_ to do;
    - Give freedom to \_\_\_\_\_;
    - \_\_\_\_\_ for trying.
14. Identify \_\_\_\_\_ leaders.
15. Design \_\_\_\_\_ opportunities to lead.
16. Develop an “ \_\_\_\_\_ ” system.
17. Use \_\_\_\_\_ to do ministry. Such teams will:
  - a. Prevent feelings of \_\_\_\_\_;
  - b. Provide a place for \_\_\_\_\_ learning;
  - c. Allow each person to use their \_\_\_\_\_;
  - d. Train people to work in \_\_\_\_\_ with others.

### Developing Leaders For Your Ministry

18. There are four elements that help us develop leaders for ministry:
  - a. \_\_\_\_\_
  - b. \_\_\_\_\_
  - c. \_\_\_\_\_
  - d. \_\_\_\_\_

### Spotting An Emerging Leader

19. Use \_\_\_\_\_ method:
  - a. \_\_\_\_\_

- b. \_\_\_\_\_
- c. \_\_\_\_\_

20. Look for certain \_\_\_\_\_ qualities:

- a. Found in 1 Timothy 3; Titus 1; Galatians 5:22, 23
- b. A \_\_\_\_\_ with God;
- c. \_\_\_\_\_ to the Holy Spirit;
- d. \_\_\_\_\_ to the authority of God's Word.

21. Look for certain \_\_\_\_\_ skills:

- a. \_\_\_\_\_ to thoughts and feelings of others;
- b. Ability to \_\_\_\_\_;
- c. Showing genuine \_\_\_\_\_;
- d. "\_\_\_\_\_."

22. Look for certain \_\_\_\_\_ traits:

- a. \_\_\_\_\_ person who is \_\_\_\_\_ taking initiative. Remember 1 Corinthians 15:58 READ.
- b "\_\_\_\_\_."
- "Church-\_\_\_\_\_;"
- Ability to \_\_\_\_\_ through information to key pieces;
- Eager \_\_\_\_\_ – "intellectual elasticity" to learn and grow over the long haul.

23. Draft your own "\_\_\_\_\_ " quality list.

24. \_\_\_\_\_ possible names, looking for:

- a. \_\_\_\_\_;
- b. \_\_\_\_\_ rather than "standing;"
- c. \_\_\_\_\_ rather than knowledge;
- d. Willingness to \_\_\_\_\_ rather than experience;
- e. \_\_\_\_\_.

### Investing In An Emerging Leader

25. "\_\_\_\_\_ " them is the key element here.

26. Be "\_\_\_\_\_ them!"

- a. Mark 3:14
- b. \_\_\_\_\_ them in action \_\_\_\_\_.

- c. \_\_\_\_\_ small wins;
  - d. Give specific, positive \_\_\_\_\_;
  - e. Highlight \_\_\_\_\_ key area for \_\_\_\_\_;
  - f. Provide \_\_\_\_\_.
27. Coach them \_\_\_\_\_:
- a. \_\_\_\_\_ empathetically; care \_\_\_\_\_;
  - b. \_\_\_\_\_ progress;
  - c. Ask \_\_\_\_\_ questions that promote \_\_\_\_\_ and \_\_\_\_\_.
  - d. Focus on \_\_\_\_\_ ministry and personal development;
  - e. Take advantage of “ \_\_\_\_\_ ” moments;
  - f. Seek \_\_\_\_\_ agenda.
28. “For emerging leaders to become seasoned, wise and effective leaders, they need \_\_\_\_\_ to and \_\_\_\_\_ with veteran leaders. This can happen in a dozen different ways, but it must happen. . . . There is no substitute for \_\_\_\_\_ investment.” (Hybels, p. 132)

### Risking It With Emerging Leaders

29. Entrust emerging leaders with \_\_\_\_\_:
- a. Give \_\_\_\_\_ responsibilities;
  - b. You may need to give up some of our \_\_\_\_\_ tasks;
  - c. You may need to deal with personal \_\_\_\_\_ issues here;
  - d. \_\_\_\_\_ them up with others;
  - e. Find a \_\_\_\_\_, if needed.
30. Use the “ \_\_\_\_\_ - \_\_\_\_\_ ” method of training:
- a. I \_\_\_\_\_; you \_\_\_\_\_;
  - b. I do; you \_\_\_\_\_;
  - c. \_\_\_\_\_ do; I \_\_\_\_\_;
  - d. You do; I \_\_\_\_\_;
  - e. You do; \_\_\_\_\_ watches.

### Evaluating Emerging Leaders

31. Set up \_\_\_\_\_ evaluation times with the following meeting agenda:
- How are you doing \_\_\_\_\_?
  - What is your \_\_\_\_\_ on current projects?
  - Give encouragement for \_\_\_\_\_ achievement.
  - Discover current \_\_\_\_\_/\_\_\_\_\_.



- Ask appropriate \_\_\_\_\_ to determine next steps.
  - Agree and write down \_\_\_\_\_.
  - \_\_\_\_\_ with and for him/her.
32. Set up \_\_\_\_\_ evaluation times:
- Personal \_\_\_\_\_ times;
  - Ministry challenges or \_\_\_\_\_;
  - Use “\_\_\_\_\_” as a teachable moment.

Next Time:  
 Discovering and Developing Your Own Leadership Style  
 “The Key To High Impact Leading”  
 (Chapter 7)



Answers: 1. empower; healthy. 2. really. 3. character. 4. tandem. 5. other. 6. leadership culture. 7. intimate; character; calling; multiply; guide; empower; equip. 8. shaped; model. 9. intimacy. 10. watchers; impacts. 11. priority; equip. 12. Believe; depth; breadth. 13. atmosphere; mobilizing; empowering; a. expect; b. A2C; affirmation; change; believe; permission; fail; affirm. 14. potential. 15. entry-level. 16. apprenticing. 17. teams; a. isolation; b. mutual; c. gifts; d. cooperation. 18. a. Spotting; b. Investing; c. Risking; d. Evaluating. 19. Jesus'; a. carefully; b. prayerfully; c. intentionally. 20. character; b. sincere walk; c. yieldedness; d. commitment. 21. people; a. sensitivity; b. listen; c. care; winsomeness. 22. personality; a. action-oriented; comfortable; b. mental quickness; smart; sift; curiosity. 23. top 5. 24. List; a. giftedness; b. character; c. obedience; d. learn; e. availability. 25. Apprenticing. 26. with; b. observe; regularly; c. celebrate; d. affirmation; e. one; improvement; f. training. 27. effectively; a. Listen; personally. b. celebrate; c. probing; reflection; refocusing; d. both; e. teachable; f. God's. 28. proximity; interaction; personal. 29. key responsibilities; a. important; b. choice; c. security; d. Team; e. sponsor. 30. Show-How; a. do; watch; b. help; c. You; help. d. watch; e. someone else. 31. regular; personally; progress; positive; needs/priorities; questions; assignments; pray. 32. special; crisis; obstacles; failure.

## Leadership Clinic

Pastor Carl Shank

### Effective Christian Leadership

#### Lesson 9: Discovering and Developing Your Own Leadership Style (Chapter 7)

#### Opening Questions

What qualities are essential for leadership? \_\_\_\_\_

\_\_\_\_\_

How do personality and temperament affect leadership?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

#### 21st Century Leadership Models

1. The “\_\_\_\_\_” Model by Alfred Decrane, Jr.

2. A “\_\_\_\_\_” set of competencies, including

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

#### Essential Leadership\*

(\*From Frances Hesselbein, Marshall Goldsmith, Richard Beckhard, eds., “A Constitutional Model of Leadership,” Jossey-Bass Pubs., 1996.)

3. A leader must have \_\_\_\_\_.

- ethical, open, trustworthy
- 1 Timothy 3; Titus 1 character
- Infused with \_\_\_\_\_ and \_\_\_\_\_
- \_\_\_\_\_ and \_\_\_\_\_
- \_\_\_\_\_ and \_\_\_\_\_
- \_\_\_\_\_-oriented

4. A leader must have \_\_\_\_\_.

5. A leader exhibits a common set of \_\_\_\_\_:

- Ability to \_\_\_\_\_ and \_\_\_\_\_
- Ability to create and shape \_\_\_\_\_

- Can seize the opportunities of the \_\_\_\_\_ without neglecting the \_\_\_\_\_
- Ability to focus on the \_\_\_\_\_ no matter who gets the credit
- Ability to evaluate and deploy the \_\_\_\_\_ people in the \_\_\_\_\_ places
- Can think \_\_\_\_\_
- \_\_\_\_\_-oriented enough
- Ability to seek \_\_\_\_\_ without being \_\_\_\_\_ by it
- \_\_\_\_\_ constantly
- \_\_\_\_\_ carefully

6. A leader must have \_\_\_\_\_:

- Not arrogance or egotism
- Makes \_\_\_\_\_ possible
- Allows the leader to be \_\_\_\_\_ by the success of others

7. A leader must develop \_\_\_\_\_ leaders.

### Different Styles of Leadership

8. Leaders have different leadership \_\_\_\_\_.

9. \_\_\_\_\_ leaders style meshed perfectly with a specific societal \_\_\_\_\_ (e.g. Harriet Tubman)

10. Different \_\_\_\_\_ and different \_\_\_\_\_ create different leadership \_\_\_\_\_.

### Leadership Styles

11. \_\_\_\_\_
12. \_\_\_\_\_
13. \_\_\_\_\_
14. \_\_\_\_\_
15. \_\_\_\_\_
16. \_\_\_\_\_
17. \_\_\_\_\_
18. \_\_\_\_\_
19. \_\_\_\_\_
20. \_\_\_\_\_

### The Visionary Style

21. A God-given ability to have a crystal clear picture of the \_\_\_\_\_ of a

ministry.

## 22. Strengths

- a. \_\_\_\_\_ and uplifting
- b. Lots of \_\_\_\_\_ and \_\_\_\_\_
- c. \_\_\_\_\_-filled; idealistic
- d. Opposition only \_\_\_\_\_ them up more!

## 23. Weaknesses

- a. Ineffective over the \_\_\_\_\_
- b. Usually poor \_\_\_\_\_ and \_\_\_\_\_ person

### The Directional Style

24. A God-given ability to choose the right path at a \_\_\_\_\_  
\_\_\_\_\_ in ministry.

## 25. Strengths

- a. Uncanny ability to sort through \_\_\_\_\_
- b. Amazing \_\_\_\_\_ abilities

## 26. Weaknesses

- a. Usually works in the \_\_\_\_\_
- b. May not be a \_\_\_\_\_ figure

### The Strategic Style

27. A God-given ability to break the vision down into \_\_\_\_\_,  
\_\_\_\_\_ steps.

## 28. Strengths

- a. Good at forming a “ \_\_\_\_\_ ”
- b. Helps people \_\_\_\_\_ the plan
- c. Able to \_\_\_\_\_ subgroups so that time and energy are not wasted

## 29. Weaknesses

- a. Not usually the vision caster
- b. May get bogged down in \_\_\_\_\_

### The Managing Style

30. A God-given ability to \_\_\_\_\_ people, processes and resources.

## 31. Strengths

- a. Brings \_\_\_\_\_ out of chaos
- b. \_\_\_\_\_ and \_\_\_\_\_ the process
- c. Establishes \_\_\_\_\_ - \_\_\_\_\_ along the way

### 32. Weaknesses

- May fall into the trap of “doing things \_\_\_\_\_” instead of “doing the \_\_\_\_\_ things.”

### The Motivational Style

33. A God-given ability to keep the team \_\_\_\_\_!

### 34. Strengths

- a. Injects \_\_\_\_\_
- b. Knows who needs \_\_\_\_\_
- c. Knows \_\_\_\_\_ and \_\_\_\_\_ to use each team player
- d. Views low morale as an \_\_\_\_\_

### 35. Weaknesses

- May lack “\_\_\_\_\_” to his/her leadership

### The Shepherding Style

36. A God-given ability to build a team \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_.

### 37. Strengths

- a. Builds “\_\_\_\_\_” dynamics; strong \_\_\_\_\_ skills
- b. Able to “\_\_\_\_\_” people together

### 38. Weaknesses

- a. Not usually “\_\_\_\_\_” oriented; weak in visioning capacity
- b. May be unable to take steps to \_\_\_\_\_ people from the team or project.

### The Team Building Style

39. A God-given insight to find and develop the \_\_\_\_\_ people for the \_\_\_\_\_ places at the \_\_\_\_\_ time.

### 40. Strengths

- a. Driven by the \_\_\_\_\_
- b. Strong \_\_\_\_\_ skills

### 41. Weaknesses

- a. May be unable to \_\_\_\_\_ the team
- b. May be weak in desire to \_\_\_\_\_ and build community

### The Entrepreneurial Style

42. A God-given ability to “function optimally in the \_\_\_\_\_ mode.”

### 43. Strengths

- a. “\_\_\_\_\_” gifts and drive
- b. Driven by “\_\_\_\_\_” ministries and ideas

#### 44. Weaknesses

- a. Not \_\_\_\_\_oriented enough
- b. Gets \_\_\_\_\_easily

### The Re-engineering Style

45. A God-given ability to turn things \_\_\_\_\_ for the \_\_\_\_\_

#### 46. Strengths

- a. Ability to get to the “\_\_\_\_\_” problem
- b. Organizational and ministry problems \_\_\_\_\_him/her

#### 47. Weaknesses

- a. Doesn't want to \_\_\_\_\_ anything
- b. Doesn't want to \_\_\_\_\_with something once it is fixed

### The Bridge Building Style

48. A God-given ability to bring together under a \_\_\_\_\_ leadership  
\_\_\_\_\_ constituent elements

#### 49. Strengths

- a. Great \_\_\_\_\_
- b. Diplomatic; ability to \_\_\_\_\_ and \_\_\_\_\_
- c. Loves \_\_\_\_\_ groups of people
- d. Ability to deal with \_\_\_\_\_ and competing demands

#### 50. Weaknesses

- Political skills may seem too compromising

### Discovering Your Style

51. \_\_\_\_\_your style.

- a. Go through the strengths/weaknesses
- b. Seek \_\_\_\_\_from those who know you

52. Determine whether or not your style \_\_\_\_\_ your current ministry/leadership situation.

53. Identify the style of each \_\_\_\_\_on your team

54. Complete the included “strength-weakness” exercise.

55. \_\_\_\_\_ your strong style; \_\_\_\_\_ in areas you are weak.

- “No matter how strong leaders are in their particular leadership style, totally overlooking the areas in which they are weak will eventually compromise their ability to lead.” (Hybels, p. 158)
- A Word of CAUTION, however!!!

### Evaluating Your Leadership Style

56. Most people \_\_\_\_\_ in one style and have a \_\_\_\_\_ strength in another style.

57. Build a team of \_\_\_\_\_ styles to accomplish the task. Be careful of:

- \_\_\_\_\_—drawing people like we are;
- \_\_\_\_\_—not liking and allowing enough diversity on the team
- \_\_\_\_\_—diverse styles and strengths make us uncomfortable
- d. POINT: The ones who are most \_\_\_\_\_ are the ones who are \_\_\_\_\_ like me!

Next Time:

A Leader's Sixth Sense

“The Sources of Decision Making”

(Chapter 8)



Answers: 1. constitutional. 2. core; character; vision; behavior; confidence. 3. character; humor; humility; self-aware; authentic; inquisitive; approachable; action. 4. vision. 5. behaviors; act; follow-through; change; present; future; results; right; right; positively; detail; consensus; paralyzed; communicates; listens. 6. self-confidence; risk-taking; unthreatened. 7. other. 8. styles. 9. High-impact; need. 10. temperaments; personalities; aptitudes. 11. visionary. 12. directional. 13. strategic. 14. managing. 15. motivational. 16. shepherding. 17. team building. 18. entrepreneurial. 19. re-engineering. 20. Bridge-building. 21. future. 22a. powerful; b. energy; enthusiasm; c. faith; d. fires. 23a. long-haul; b. manager; detail. 24. critical juncture. 25a. options. b. assessment. 26a. background; b. public. 27. sequential, achievable. 28a. game plan; b. work; c. align. 29b. details. 30. organize. 31a. order; b. monitors; fine-tunes; c. mile-markers. 32. right; right. 33. fired up. 34a. inspiration; b. encouragement; c. when; how; d. opportunity. 35. substance. 36. slowly, deeply, gently, consistently, patiently. 37a. community; people; b. draw. 38a. cause; b. dismiss. 39. right; right; right. 40a. vision; b. discernment. 41a. manage; b. nurture. 42. start-up. 43a. starter; b. new. 44a. detail; b. bored. 45. around; good. 46a. root; b. energize. 47a. start; b. stay. 48. single; diverse. 49a. flexibility; b. compromise; negotiate; c. diverse; d. complexity. 51. identify; b. advice. 52. fits. 53. person. 55. develop; grow. 56. dominant; secondary. 57. diverse; a. magnetism; b. insecurity; c. humanness; d. helpful; not.

## Strengths-Weaknesses Exercise

### Leadership Styles

#### 1. Visionary style



Team member who excels at this style: \_\_\_\_\_

#### 2. Directional style



Team member who excels at this style: \_\_\_\_\_

#### 3. Strategic style



Team member who excels at this style: \_\_\_\_\_

#### 4. Managing style



Team member who excels at this style: \_\_\_\_\_

#### 5. Motivational style



Team member who excels at this style: \_\_\_\_\_

#### 6. Shepherding style



Team member who excels at this style: \_\_\_\_\_

#### 7. Team building style



Team member who excels at this style: \_\_\_\_\_



8. Entrepreneurial style



Team member who excels at this style: \_\_\_\_\_

9. Re-engineering style



Team member who excels at this style: \_\_\_\_\_

10. Bridge-building style




Team member who excels at this style: \_\_\_\_\_

## Strengths-Weaknesses Exercise

### Leadership Styles


#### 1. Visionary style



strong weak

Team member who excels at this style: \_\_\_\_\_


#### 2. Directional style



strong weak

Team member who excels at this style: \_\_\_\_\_


#### 3. Strategic style



strong weak

Team member who excels at this style: \_\_\_\_\_


#### 4. Managing style



strong weak

Team member who excels at this style: \_\_\_\_\_


#### 5. Motivational style



strong weak

Team member who excels at this style: \_\_\_\_\_


#### 6. Shepherding style



strong weak

Team member who excels at this style: \_\_\_\_\_

#### 7. Team building style



strong weak

Team member who excels at this style: \_\_\_\_\_

8. Entrepreneurial style



Team member who excels at this style: \_\_\_\_\_

9. Re-engineering style



Team member who excels at this style: \_\_\_\_\_

10. Bridge-building style



Team member who excels at this style: \_\_\_\_\_

## Leadership Clinic

Pastor Carl Shank

### Effective Christian Leadership Lesson 10: A Leader's Sixth Sense (Chapter 8)

#### Opening Question

How do you get to the stage in your leadership development that you just “know” the right thing to do?

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#### Intuitive Leadership

“I believe that spiritually gifted leaders construct, over time, a \_\_\_\_\_ and \_\_\_\_\_ that wisely informs each subsequent decision they make. As they diligently add to this personal data base year after year, they automatically increase their leadership batting averages.”

— Bill Hybels, p. 163

#### Data Sources for Intuitive Leadership

1. \_\_\_\_\_
2. What \_\_\_\_\_ good leaders would do
3. The experience of \_\_\_\_\_ decisions
4. The \_\_\_\_\_ guidance

#### The Holy Spirit's Guidance

5. You need a \_\_\_\_\_ setting. Why?
6. You need careful \_\_\_\_\_ with an open \_\_\_\_\_.
7. Practice \_\_\_\_\_.
8. Engage in \_\_\_\_\_ and \_\_\_\_\_ praying, or “wrestling with God” (Gen. 32:22ff).
9. If the Holy Spirit is God, and the promise of Jesus is that He will lead us into “all truth” (John 16:13), why do we need any more “data inputs” for our intuitive leadership?!!

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10. Reasons why we need other “data inputs” are:
  - a. We are not nearly \_\_\_\_\_ enough!
  - b. God wants us to use our \_\_\_\_\_ and \_\_\_\_\_ in decision making and leading (cf. Heb. 5:11-14; 2 Tim. 3:14-17; 2 Peter 3:18)
  - c. We often have difficulty in discerning \_\_\_\_\_ voice from our \_\_\_\_\_ inner desires/conscience.

### Core Convictions

11. Core convictions build right \_\_\_\_\_.
12. Core convictions build our concept of \_\_\_\_\_. Why is this so important?
13. Core convictions inform our perceptions of \_\_\_\_\_.

### Core Convictions Sampling

14. Bill Hybels, Pastor of Willow Creek Community Church, Chicago, IL--
  - a. If I honor God in everything, He will honor me.
  - b. People matter to God and therefore deserve sensitivity and deference.
  - c. The local church is the hope of the world!
15. Rick Warren
  - a. Where God guides, God provides.
  - b. God’s timing is perfect.
  - c. You cannot outgive God.
  - d. God’s plan for you is unique.
  - e. God is in control.

(Willow Creek Leadership Summit, 1997)

### Developing Your Core Convictions

16. What beliefs and values can you not \_\_\_\_\_ without?
17. What beliefs and values would you \_\_\_\_\_ for?
18. What beliefs and values do you get \_\_\_\_\_ about?

### What Other Good Leaders Would Do

19. Consult a “\_\_\_\_\_ -assessment” mentor:

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Extravagant  
Risk-taker

Cautious and  
Risk-averse

- a. \_\_\_\_\_ is it?
  - b. Do you know? Are you \_\_\_\_\_?
  - c. Do you need \_\_\_\_\_ advisors?!
20. Consult a “\_\_\_\_\_” mentor:
- a. Do you know how to “\_\_\_\_\_”?
  - b. Who \_\_\_\_\_ your decision making?
  - c. Are they the \_\_\_\_\_ informers?
  - d. Have you obtained the proper \_\_\_\_\_ and \_\_\_\_\_ for the person(s)?
    - A spiritual \_\_\_\_\_ test or worksheet;
    - A \_\_\_\_\_ evaluation;
    - A \_\_\_\_\_ evaluation;
    - \_\_\_\_\_ assessments.
21. Consult an “\_\_\_\_\_ -assessment” mentor:
- a. Excellence honors \_\_\_\_\_ and \_\_\_\_\_ people (Hybels, p. 174)
  - b. How do I \_\_\_\_\_ “excellence?”
  - c. \_\_\_\_\_ does this for me and my ministry?
22. Consult my “\_\_\_\_\_ -assessment” mentor:
- a. Who is the “\_\_\_\_\_” of your church or team?
  - b. What do you do on a \_\_\_\_\_ basis to keep morale from sagging?
    - Regular cards, calls, in-person contacts
    - Remembering important \_\_\_\_\_
    - Giving quality time \_\_\_\_\_
23. Consult a “\_\_\_\_\_ -assessment” mentor:
- a. A person who has \_\_\_\_\_ you the Bible;
  - b. A person who has the \_\_\_\_\_ of years and congregations;
  - c. A person who may be in books, tapes, CDs, DVDs for you.

### Our “Pain-Files”

24. Leaders learn from their \_\_\_\_\_.
25. Develop a “\_\_\_\_\_”.
26. Remember Proverbs 13:20a– “He who walks with the \_\_\_\_\_ grows \_\_\_\_\_.”

Next Time:  
 Developing An Enduring Spirit  
 “Staying The Course”  
 (Chapter 12)  
 FINAL

Answers: Quote: value system; experience base. 1. Core convictions. 2. other. 3. painful. 4. Holy Spirit's. 5. Retreat. 6. listening; Bible. 7. journalling. 8. extensive; intensive. 10a. dependent; b. minds; experiences; c. the Spirit's; own. 11. values. 12. God. 13. reality. 16. live. 17. die. 18. passionate. 19. risk; a. Who; b. aware; c. new. 20. staff-assessment; a. hire and fire; b. informs; c. right; d. credentials; assessments; gifts; personality; teamwork; character. 21. excellence; a. God; inspires. b. define; c. Who. 22. morale; a. Clyde; b. regular; dates; off. 23. theological; a. taught; b. wisdom. 24. mistakes. 25. Top Ten Pain List. 26. wise; wise.

## Leadership Clinic

Pastor Carl Shank

### Effective Christian Leadership Lesson 11: Developing An Enduring Spirit (Chapter 12/Final)

#### Additional Resource

J. Robert Clinton and Richard W. Clinton, "The Life Cycle of A Leader," Leaders on Leadership, ed. George Barna, Regal Books, 1997.

- The \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ of effective leaders who finish well.

#### Opening Questions

What would you say a successful life looks like?

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How do you intend to "finish the race" (2 Timothy 4:7)?

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#### Scriptures On "Finishing The Course"

"I have fought the good fight; I have finished the race; I have kept the faith." (2 Tim. 4:7)

". . . discharge all the duties of your ministry." (2 Tim. 4:5)

"Fight the good fight of the faith . . . I charge you to keep this command without spot or blame until the appearing of our Lord Jesus Christ." (1 Tim. 6:12, 13, 14)

"Watch your life and doctrine closely. Persevere in them . . ." (1 Tim. 4:16)

"Let us not become weary in doing good,  
for at the proper time we will reap a harvest if we do not give up." (Gal. 6:9)

"Watch out that you do not lose what you have worked for,  
but that you may be rewarded fully." (2 John 8)

#### Observations (From Clinton)

1. God shapes a leader over an entire \_\_\_\_\_.  
"Effective leaders view present ministry in terms of a \_\_\_\_\_  
\_\_\_\_\_." (Clinton, p. 155)
2. God intends to develop a leader to reach the \_\_\_\_\_



- \_\_\_\_\_ for which he/she has been gifted.
3. A leader's life can be viewed in terms of \_\_\_\_\_, each yielding valuable informative lessons:
- a. \_\_\_\_\_ stage (16-26 yrs)
  - b. \_\_\_\_\_ ministry (5-12 yrs)
  - c. \_\_\_\_\_ ministry (8-14 yrs)
  - d. \_\_\_\_\_ ministry (12+ yrs)
  - e. \_\_\_\_\_ well

SEE "Overview of Life Cycle of a Leader" in your notes

4. \_\_\_\_\_ processes can be identified, labeled and analyzed.
- a. \_\_\_\_\_ formation (shape \_\_\_\_\_ life)
  - b. \_\_\_\_\_ formation (shape \_\_\_\_\_ life)
  - c. \_\_\_\_\_ formation (shape's a specific life's \_\_\_\_\_)
5. \_\_\_\_\_ can be identified that anticipate the \_\_\_\_\_.

### How To "Finish Well"

6. Stay focused on your \_\_\_\_\_ from God.
- a. "Fulfill \_\_\_\_\_ ministry . . ." (2 Tim. 4:5)
  - b. Remember \_\_\_\_\_ is the One who gave it to you.
  - c. Remember He gave \_\_\_\_\_ this ministry.
  - d. What is YOUR primary calling?
7. Give evidence of \_\_\_\_\_ in character through the fruit of the Spirit.
8. Live so that your \_\_\_\_\_ align with God's \_\_\_\_\_.
9. Develop the \_\_\_\_\_ to \_\_\_\_\_.
- a. 1 Timothy 4:16
  - b. Be willing to make \_\_\_\_\_ changes
  - c. Be willing to make \_\_\_\_\_ of life changes
  - d. Be willing to change \_\_\_\_\_ you accomplish ministry

### How To "Finish Well"

10. "The point, again, is that sustainability requires \_\_\_\_\_, \_\_\_\_\_-side thinking and the \_\_\_\_\_ to stick with a new approach even when you encounter \_\_\_\_\_. Often the price seems \_\_\_\_\_, but in the end it is worth it." (Hybels, p. 243)

### What About Things You Can't Change?!

11. Remember Paul's "\_\_\_\_\_"
- a. 2 Corinthians 12

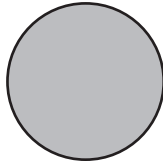
- b. “. . . almost all of us have at least one troubling circumstance that [defies] change...”
  - c. \_\_\_\_\_ to God.
  - d. Accept God’s all-sufficient \_\_\_\_\_;
  - e. Break you life into \_\_\_\_\_ chunks.
12. Discover “\_\_\_\_\_” people
- a. Galatians 6:2; Matthew 26:38
  - b. “Is there anybody you trust enough to tell them \_\_\_\_\_?” (p. 248)
  - c. Learn to receive \_\_\_\_\_ from fellow human beings!
13. Develop an “\_\_\_\_\_” perspective
- a. 2 Corinthians 4:17; 1 Corinthians 15:58; Hebrews 12:1-3
  - b. “Effective leaders evince a growing awareness of their sense of \_\_\_\_\_. They move toward \_\_\_\_\_ in their lives and ministries.” (Clinton, pp. 162-3)
  - c. “\_\_\_\_\_ the \_\_\_\_\_!”

Answers: patterns, characteristics, challenges. 1. lifetime; lifelong developmental perspective. 2. maximum potential. 3. time periods; a. foundations. b. Early. c. Middle; d. Latter; e. Finishing. 4. Shaping; a. spiritual; inner; b. ministerial; leadership; c. strategic; purpose. 5. Patterns; future. 6. specific calling; a. YOUR; b. God; c. you. 7. Christlikeness. 8. convictions; promises. 9. courage; change; b. life; c. pace; d. how. 10. intentional, solution; courage; resistance; high. 11. thorn; c. Talk; d. grace; e. manageable. 12. safe; b. anything; c. grace. 13. eternal; b. destiny; focus; c. stay; course.

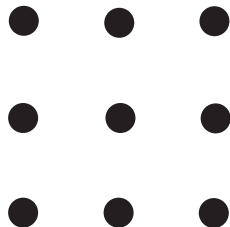
## Creative Calisthenics

Examples from Color Outside the Lines, by Howard Hendricks, Word Pub., 1998

1. Read Psalm 104. Then list all the ways in which God reveals His creativity through creation.
2. Complete the following sequences:
  - a. 2, 4, 6, 8, \_\_\_\_\_
  - b. purple, blue, green, yellow, \_\_\_\_\_
  - c. roots are to trees as tires are to cars  
wings are to birds as sails are to ships  
sunlight is to the earth as water is to \_\_\_\_\_
  - d. star, light, space, time, \_\_\_\_\_
    - Which of the sequences is most difficult? Why?
    - Which took you the longest to complete?
    - Which side of your brain do you think is required by each of the sequences?
3. Divide a whole pizza into eight pieces using only three lines:



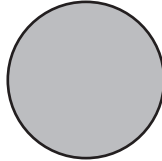
4. Recall your childhood memories. Were you more creative then than now? What happened? Why do children tend to be more creative than adults? What causes people to experience an attrition in creative expression?
5. Ponder the following three questions:
  - What is your life like right now?
  - What would you like it to be?
  - What are you willing to risk to have that kind of life?
6. The Nine Dots Exercise  
Without lifting your pencil from the paper, draw four straight, connected lines so that they go through each of the nine dots only once. After attempting this for a while, ask yourself what restrictions you have set up in your mind in solving this problem.



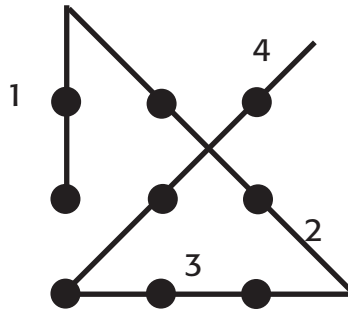
(answers on back)

## Answers to Exercises

2. a. 10. A simple mathematical (left-brain) progression.  
b. red. Colors of the spectrum. A left-brain person could possibly figure this one out by either knowing the colors of the spectrum and then using deduction. A right-brain thinking person might visualize these colors in his mind and recognize the spectrum.  
c. Any answer like fish, a waterfall, mist. Purely intuitive, right-brain exercise.  
d. Any word will do. A case of pure word association. Where does your creative mind take you next?
- 3.



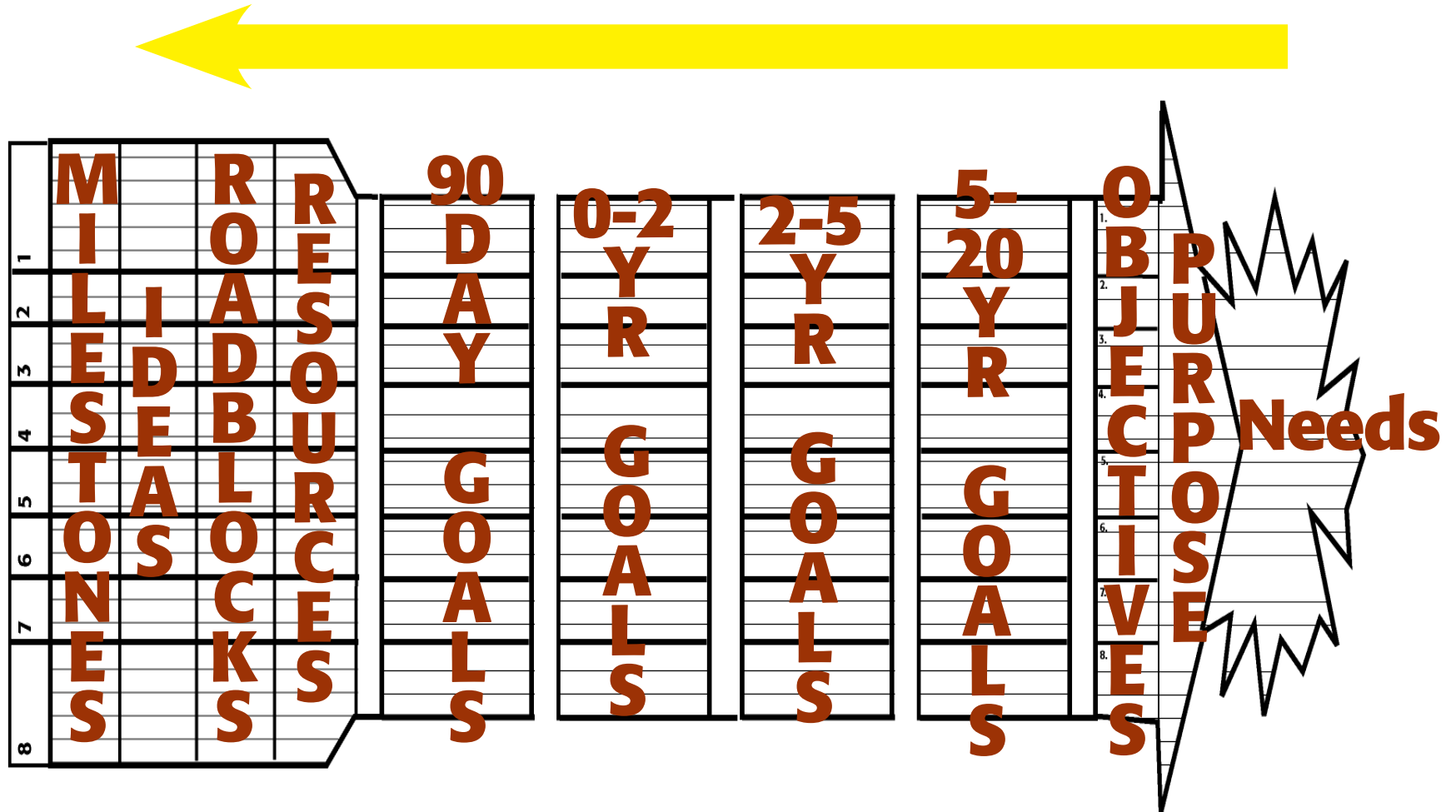
6.



The most common mistake is to assume that the four lines must stay within the square area created by the dots. But nothing in the instructions forces this limitation. By freeing oneself from this limitation, there are at least two solutions. One of them is given above. Can you discover the other one?

Empowering Leadership Self-Test	
Leadership Quality	Rating (1 = Low; 10 = High)
My relationship with Christ has deepened in the last six months.	1 2 3 4 5 6 7 8 9 10
I am accountable for my spiritual and character growth to a mentor. His/Her name is _____	1 2 3 4 5 6 7 8 9 10
A high percentage of my time is spent on developing and resourcing other leaders.	1 2 3 4 5 6 7 8 9 10
I have had one or more "models" for ministry.	1 2 3 4 5 6 7 8 9 10
I set aside regular blocks of time for prayer, fasting, and seeking God's vision for my ministry.	1 2 3 4 5 6 7 8 9 10
I schedule adequate times for planning and evaluation with my leadership team.	1 2 3 4 5 6 7 8 9 10
I regularly identify and recruit new talent for future leadership responsibilities.	1 2 3 4 5 6 7 8 9 10
I have established a leadership "Show How" training track that is presently being used in my ministry.	1 2 3 4 5 6 7 8 9 10
In coaching present and future leaders, I:	
a. listen empathetically and care personally	1 2 3 4 5 6 7 8 9 10
b. celebrate progress and wins	1 2 3 4 5 6 7 8 9 10
c. ask probing questions to promote reflection and refocusing	1 2 3 4 5 6 7 8 9 10
d. Focus on both personal and ministry development	1 2 3 4 5 6 7 8 9 10
e. seek God's agenda and follow-up faithfully	1 2 3 4 5 6 7 8 9 10
I have apprentice leaders in all major areas of ministry responsibility in the church.	1 2 3 4 5 6 7 8 9 10
I am presently mentoring one or more leaders. Who are they? _____ _____	1 2 3 4 5 6 7 8 9 10

# Masterplanning Arrow\*



\*Bobb Biehl, *Masterplanning: The Complete Guide for Building A Strategic Plan for Your Business, Church or Organization*, Broadman & Holman, 1997.

## Overview of the Life Cycle of a Leader

### I. Ministry Foundations (16-26 years) II. Early Ministry (5-12 years) III. Middle Ministry (8-14 years) IV. Latter Ministry (12+ years) V. Finishing Well (?)

Ephesians 2:10 Life Development	Basic character shaped. Some destiny hints.	Commitment to leadership. Character formed by doing. Intimations of life purpose and giftedness emerge.	Life purpose and giftedness toward ideal role. Breakthrough insights for ministry occur. Conflict and authority issues occur. Efficient ministry. Ultimate contribution clarifies.	Movement toward ideal role. Efficient Ministry becomes effective ministry. Peak ministry occurs. Ultimate contribution clarifies.	Life ministry consolidated. Ultimate contributions developed. Values passed on to rising generations of leaders.
------------------------------------	---------------------------------------------	---------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------

Formational Development	Spiritual formation	1. Ministerial formation 2. Spiritual formation	1. Spiritual formation 2. Ministerial formation 3. Strategic formation	1. Strategic formation 2. Spiritual formation	1. Spiritual formation 2. Strategic formation
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Shaping Activities God Uses	• Character shaping	• Leadership commitment • Authority insights • Conflict and crises • Giftedness discovery • Guidance	• Ministry insights • Leadership backlash • Challenges • Paradigm shifts	• Spiritual warfare • Deep processing • Power processes	• Destiny fulfillment
--------------------------------	---------------------	------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------	---------------------------------------------------------------	-----------------------

Critical Incidents		C1 Doing to Being	C2 Efficiency to Effectiveness	C3 Finishing Well Mode	
Patterns					
Destiny	Destiny preparation	Destiny revelation	Destiny revelation and fulfillment	Destiny fulfillment	

Ministry Faithfulness	Small to more responsibility	More to larger responsibility	Continued faithfulness leads to maximum potential	Maximum potential	Reap the fruit of a life of faithfulness
-----------------------	------------------------------	-------------------------------	---------------------------------------------------	-------------------	------------------------------------------

Testing	Positive leads to expansion; negative leads to remedial shaping	Positive leads to expansion; negative leads to remedial shaping	Positive leads to expansion; moves toward faith challenges	Testing now toward reaching potential
Giftedness	Early spiritual gifts; further acquired skills	Confident identification of spiritual gifts and giftedness set	Later spiritual gifts; use of giftedness efficiently	Very mature use of giftedness
Like Attracts Like	Leader attracted to other leaders with like gifts	Leader attracts emerging leaders who are like gifted	Uses like attracts like pattern to help in leadership selection	Strong use of like attracts like pattern for leadership development

From "The Life Cycle of A Leader," by J. Robert Clinton and Richard W. Clinton, in *Leaders on Leadership*, ed. George Barna, Regal Books, 1997. Copyright. DO not reproduce without permission.



The course of the present debate illustrates a characteristic of thoroughgoing German criticism which is much less evident in British<sup>1</sup> and American scholarship. It is the principle of disputing everything until a query rests over all the traditionally established facts and then painfully struggling to remove at least some of the question-marks. In the case of the Gospels the validity of this procedure may be strongly challenged. The whole approach of Bultmann and his school is essentially negative; a more positive approach to the problem of Marcan historicity is to make an examination of the book itself,<sup>2</sup> assuming that its basis is historical until it can be proved otherwise. The theory of community invention cannot be regarded as providing such proof until evidence can be produced that the Gospel material could not have come into being in any other way—but this is an incredible suggestion.

## CONTENTS

### I. INTRODUCTION (i. 1–13)

Introducing John the Baptist (i. 1–8). Jesus' baptism (i. 9–11). The temptations (i. 12, 13).

### II. THE GALILAEAN PERIOD:

#### MINISTRY AROUND THE SEA OF GALILEE (i. 14–v. 43)

The first preaching (i. 14, 15). A day at Capernaum (i. 16–38): Jesus calls the first disciples, teaches in the synagogue, and heals a demoniac, Peter's mother-in-law, and others. A preaching tour (i. 39) and the healing of a leper (i. 40–45). The growth of hostility at Capernaum (ii. 1–iii. 6). Multitudes healed by the Sea of Galilee (iii. 7–12). The calling of the Twelve (iii. 13–19). The Beelzebub controversy (iii. 20–30). The real family of Jesus (iii. 31–35). A discourse section: teaching in parables (iv. 1–34)—the sower and the soils, the seed growing secretly, the mustard seed. A series of miracles (iv. 35–v. 43): the storm stilled; the Gadarene demoniac, the woman with the haemorrhage, and Jairus' daughter healed.

<sup>1</sup> For a recent British attempt to deal with the problem under discussion with an acknowledged indebtedness to the German form-critical school of thought, cf. G. Hebert's *The Christ of Faith and the Jesus of History* (1962). Cf. also the study of H. Zahrnt, *The Historical Jesus* (Eng. Tr. 1963) for a similar approach.\*

<sup>2</sup> This was well recognized by T. W. Manson, *Studies*, pp. 3 ff.

### III. THE GALILAEAN PERIOD:

#### FURTHER JOURNEYS IN GALILEE (vi. 1–ix. 50)

Jesus is rejected at Nazareth (vi. 1–6). The sending out of the Twelve (vi. 7–13). Herod's verdict on Jesus (vi. 14–16). The execution of John the Baptist (vi. 17–29). The Twelve return and attempt to avoid the crowds (vi. 30–32). Feeding of the five thousand (vi. 33–44). The walking on the water (vi. 45–52). Multitudes healed at Gennesaret (vi. 53–56). Jesus' attitude towards the tradition (vii. 1–23). Miracles (vii. 24–viii. 10): healing of the Syro-Phoenician woman's daughter and the deaf mute; feeding of the four thousand. Further controversy with the Pharisees (viii. 11–21). A blind man healed at Bethsaida (viii. 22–26). At Caesarea Philippi (viii. 27–ix. 29): Peter's confession; the first prediction of the passion; conditions of discipleship; the transfiguration; the coming of Elijah; the healing of the epileptic boy. Concluding events in Galilee (ix. 30–50): the second prediction of the passion; the dispute over greatness; Jesus advises tolerance towards a strange exorcist; sayings about offences towards others; about salt.

### IV. THE JUDAEAN PERIOD (x. 1–xiii. 37)

The journey to Jerusalem (x. 1–52): Jesus' teaching on divorce; His attitude to children; encounter with the rich young man; sayings about riches and rewards; third prediction of the passion; request of Zebedee's sons for places of honour; healing of Bartimaeus. Entry into Jerusalem (xi. 1–10). Return to Bethany, and the cursing of the fig-tree (xi. 11–14). The cleansing of the temple (xi. 15–19). The withered fig-tree explained (xi. 20–26). Further controversies (xi. 27–xii. 44). The eschatological discourse (xiii. 1–37).

### V. THE PASSION AND RESURRECTION NARRATIVES

#### (xiv. 1–xvi. 20)

The Jews' conspiracy against Jesus (xiv. 1, 2). The anointing of Jesus at Bethany (xiv. 3–9). Judas' plan to betray Jesus (xiv. 10, 11). Preparation for the Passover (xiv. 12–16). Prediction of the betrayal (xiv. 17–21). The last supper (xiv. 22–25). Peter's denial predicted (xiv. 26–31). In Gethsemane (xiv. 32–42). The arrest, trial and crucifixion (xiv. 43–xv. 41). The burial (xv. 42–47). The resurrection, and appearances of the risen Christ (xvi. 1–20).



# Personal Growth Plan Handbook

## What Are Your Next Growth Steps?

- What are your next growth steps as a follower of Christ? How are you seeking to take that next step?
- Can you identify one or more areas of growth in your own leadership where focused improvement could exponentially impact your life and ministry? How are you investing in these areas?
- Will you be more like Christ one year from now? Do you have any intentional plan to see specific transformation and change in your life over the next year?

These questions flow from Paul's admonition to Timothy: "...train yourself to be godly." (1Timothy 4:7b). To paraphrase this verse, Paul is challenging Timothy to "**take personal responsibility for intentionally and systematically investing in transformation toward Christlikeness.**" Why? *"For physical training is of some value, but godliness has value for all things, holding promise for both the present life and the life to come."* (1Timothy 4:8)

In the context of Paul and other biblical teachings, 1Timothy 4:7 is not advocating self-reliant works but a partnership over time between the active Holy Spirit and the dependent but responsible and active follower of Christ. Unfortunately, many adult followers of Christ struggle with combining personal responsibility, intentionality and action in becoming more like Christ. In his book, Growing True Disciples, researcher George Barna notes that:

- 3 of 5 Christian adults claim to have a deep commitment to the Christian faith, but they are not involved in any intentional effort to grow spiritually.<sup>1</sup>
- Only 4 of 10 church members responded that they had set personal spiritual goals for themselves.
- Only 2 of 10 believers who are serious about their spiritual development have defined rather specific goals.<sup>3</sup>
- those with specific goals often ".. have no idea how they will go about making those goals a reality."<sup>4</sup>

In a word, the fruit flowing from these statistics is "FRUSTRATION" — frustration with self, church and God for lack of growth. However, without any intentional effort, goals or a plan for growth, these outcomes of frustration should not be surprising.

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<sup>1</sup> Growing True Disciples, Barna, George, (Colorado Springs: Waterbrook Press, 2001), p. 35

<sup>2</sup> Ibid, p. 36

<sup>3</sup> Ibid, p. 37

<sup>4</sup> Ibid, p. 38

In response, church leaders must lead the way and provide a contagious example in personal growth. In The Seven Habits of Highly Effective People, author Stephen Covey argues that effective people must fight the 'tyranny of the urgent' and make intentional effort to 'sharpen the saw' or grow personally.

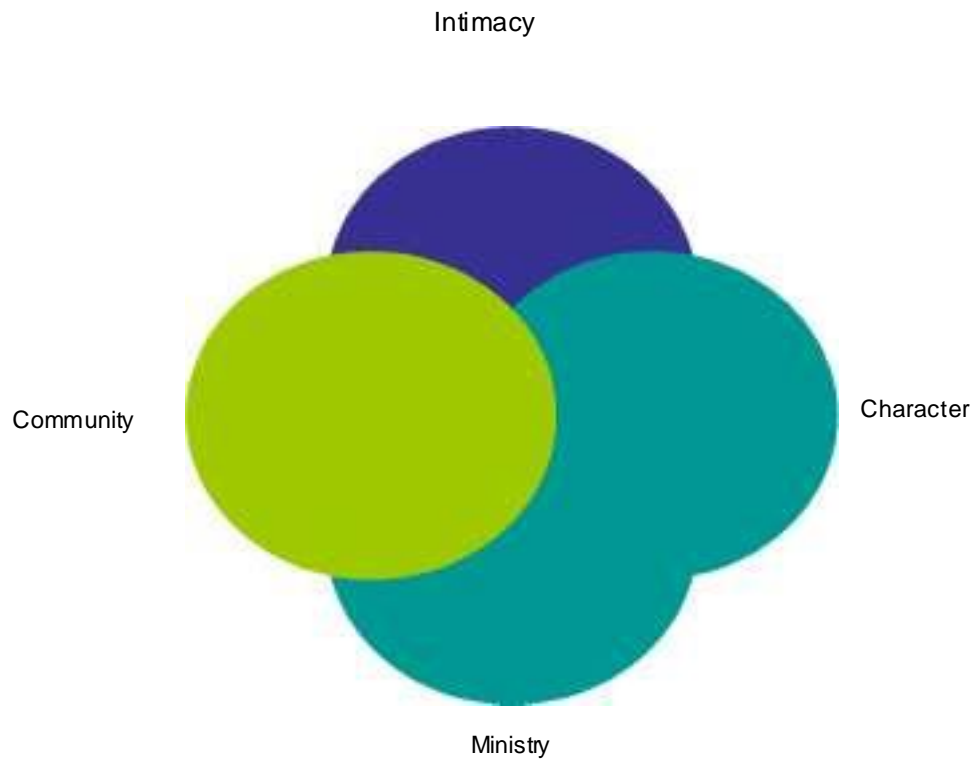
## Do You Have a Personal Growth Plan?

If you've ever joined a fitness club you likely would have been coached in developing a very intentional personal strategy for the development of your physical fitness. Ironically, many of the same principles apply to the development of your spiritual or ministry fitness. These principles are outlined below in four easy steps...

### Step 1 — Identify A Focus

The first step in developing a personal growth plan is to identify one or more areas of strategic focus from all the possible areas of growth. Although your focus may already be crystal clear to you, the following questions and tools will assist you in determining your areas of strategic focus.

- **Pray** — Ask God for insight. Ask him what area(s) in your life that he would see as priority growth area(s).
- **Feedback** — Ask respected key influencers in your life (spouse, church leaders, area minister, colleagues, etc.) for their input on priority growth areas in your life.
- **Mission** — Review your personal mission statement. What aspects of your mission require focused attention? If you haven't developed a personal mission statement, this may be a great place to begin (see Appendix E).
- **Continued Education** — Is there a degree or formal education program that would exponentially grow the depth, breadth or impact of your ministry?
- **Comprehensive Review** — Based on a study of Jesus' life, there are four key components to the Christian life. As the following interconnected circles illustrate, these four key components are intimacy, character, community and ministry. As you read the descriptions below, which component would be most strategic for your own growth focus?



**Intimacy** — Jesus repeatedly demonstrated his need for and dependence on a deep, vibrant and dependent personal love relationship with his Father. Specifically, this area of 'being' a son or daughter of God includes connecting with God in heart and mind through spiritual disciplines. Although this component is the well-spring for Christian life and ministry, it is often neglected in favour of 'doing' ministry.

**Character** — Jesus was tempted in every way, but by God's strength Jesus chose and lived a life of complete obedience. In a culture where moral failures are anticipated, Christian leaders need to live transparent and authentic lives where integrity of actions, thoughts and words are lifelong.

**Community** — Jesus chose to live, love, serve and suffer in the context of community. Unfortunately, Christian leaders often feel disconnected from true community. Relationships with family, friends, church and world are included here.

**Ministry** — As a servant leader, Jesus boldly challenged, loved and led others in their quest toward a relationship with God. He called disciples to count the cost and radically follow him. He invested his life in training and developing others who would continue the mission in their own unique ways. He finished well and left the world a different place. Accordingly, each of his followers has been given gift(s), talents and experiences to be used in ministry.

- Have you identified your spiritual gifts?
- Does your ministry flow from clear vision and values?
- What one area of ministry development would most help your ministry now?  
In five years?

We have also identified some suggested core ministry skill areas:

- Leading Others (Cultivating and Equipping Volunteers, Casting Vision, etc.)
- Pastoral Care
- Administration
- Communication (Speaking, Writing, etc.)
- Relational Skills with Key Partners (Church leaders, Lay Leaders, Peers in Ministry, Community Leaders, etc.)

As you review the components of intimacy, character, community and ministry, what area(s) would be a strategic focus?

**Review Your Roles in Life** — Every person has been given multiple roles in life. The following four steps will help you review, prioritize and plan growth in your life roles.

1. List your roles in life (i.e. child of God, servant of God, husband/wife, parent, son/daughter, friend, volunteer, employee, ambassador for Christ, etc.).
2. Then, prioritize your life roles as well as outline your desire for each of those areas.
3. Now, go back and evaluate your current standing in each role. Develop your focus from the roles with highest priority and greatest deficit.
4. Set goals for each life role.

## Step 2 - Setting Goals

With your focus clear, it is now time to set goals to assist your growth. Your goals should meet the following criteria:

**Specific** — You need a clear, compelling and specific target. If you desire to grow in intimacy with God, your goal should be more like, "I want to grow in the inward spiritual disciplines of meditation, prayer, fasting and study" than the more vague, "I want to grow in the spiritual disciplines."

**Measurable** — You need to be able to measure or evaluate progress toward your goal. For instance, the goal, "I want to learn, grow and practice one spiritual discipline each month this year" can be evaluated each month.

**Achievable** — Your goals need to be challenging but achievable. **Too many people set unachievable goals or set too many goals and grow in frustration rather than progress.** Take an inventory of your priorities, the time you have available to commit to this growth process and start with fewer goals and smaller goals. This will help add motivation and momentum over the long-term.

For instance, if you desire to grow in intimacy with God, committing to learn about and practice one spiritual discipline each month (except your busiest ministry/life month) may be an achievement that brings motivation and momentum not frustration and despair. Remember that sustainability requires incremental small steps over time — for example, memorizing one Scripture verse per month from age 16 leads to 120 memorized verses by age 26!

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**Special Note:** It's often best to plan that achieving your growth goals will take you twice as long as you first imagine. So, plan to achieve half as much in your estimated time or set aside twice as much time. This approach will help you see achievements rather than be discouraged.

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## Step 3 - Plan and Resource

**Written Plan** - To achieve your goals you will need to develop a written plan. The plan will ensure you remember your goals, enable others to encourage you and allow you to evaluate progress. See Appendix A to review some sample written plans.

**Time Commitment** — Stephen Covey's book, First Things First reinforces the need to make our highest priorities reality by setting aside necessary time and maintaining this priority. What time commitment does your plan require? What time commitment is reasonable? Set this time aside now in your day timer and guard this time by scheduling around it. **Note:** There may be seasons of your life that allow you to take on more or require you to take on less — be wise in looking 'down the road.'

**Resources** — As you plan to achieve your goals, you will need to assemble a toolbox of resources. Your creativity is your only limitation. Your preferred learning style (i.e. visual (read), auditory (hear), experiential (do), etc.) should also be your guide. Which ideas from the following list could be a component of your own plan?

- Books — Mountain View Christian Bookstore is a good resource
- Magazines
- Periodicals
- Internet
- Tapes/CD
- Conference or Seminar
- Training Program (see Appendix C)
- Road Trip to Visit a Key Ministry or Ministry Leader
- Lunch or Coffee With An Expert — Bring Your Questions
- Mentor or Mentors (see Appendix E)
- Spiritual Director (see Appendix C)
- Marriage Encounter Retreat
- Invest Time in a Key Relationship
- Sabbath Retreat (see Appendix C)
- Volunteer Role
- Counseling (See Appendix G)

**Support** — Everyone needs prayer, encouragement, support and accountability. Who could you recruit to fill these roles for your growth plan? Involving your spouse, church leadership and/or ministry team in some degree during this process may be a wise idea to establish a support base as well as to model intentional growth.

## Step 4 - Evaluate and Modify

As specified in your plan, take the time to evaluate your progress at regular intervals. Modify your plan as needed and set another evaluation date. Celebrate your progress!

## Step by Step

The discipline of developing a personal growth plan involves the following:

### **Step 1 - Identify A Focus**

- Pray, Seek Feedback, Review Your Mission Statement
- Look at areas of Intimacy, Character, Community and Ministry
- Review the Roles in Your Life

### **Step 2 — Set Goals**

- Specific
- Measurable
- Achievable — start with fewer goals and give more time than you anticipate

### **Step 3 - Plan and Resource**

- Written Plan (see Appendix A and B for samples and templates)
- Time Commitment
- Resources (see Appendix C for Starter's List)

### **Step 4 — Register Your Commitment To Personal Growth**

- Receive Support From CCSB (see Appendix D)

### **Step 5 - Evaluate and Modify**

- Regular Intervals of Evaluation
- Modify for Future



## Appendix A - SAMPLE #1: PERSONAL GROWTH PLAN

### My Personal Focus is: Intimacy with God

Evaluation: Before working this plan, how would you describe your current status in this growth area?

Intimacy with God is hard for me. It's easier to serve him out of love for the cause or duty than to receive God's love or to serve out of true loving devotion. My devotions have been replaced by study - two different things. My prayer has become a long list rather than time in the presence of my king.

### My Personal Growth Plan is to:

- ☐ Have a weekly Sabbath -  
time of reflection,  
journaling and creative  
worship times
- ☐ Have a monthly Prayer Afternoon or Morning -  
focused on drawing close to God (extended Sabbath  
time)
- ☐ Go on a One Day Spiritual Retreat twice per year
- ☐ Start reading: Richard Foster, Celebration of  
Disciplines and Prayer
- ☐ Memorize Psalm 23 over  
2 months

the next  
Support:

I will share this growth focus  
and plan with my spouse and  
small group - asking them for  
prayer and accountability.



### Evaluation/Celebration:



This is an on-going growth focus, but I will  
evaluate my progress monthly for 3 months.

Friends G1)

## Appendix A - Sample #2 - PERSONAL GROWTH PLAN

Goals & Objectives : April 2004 => June 2005

Tip #1 - Be sure to add in support and accountability components for your plan.

### Spiritual Growth

#### G1) Re-establish Spiritual Disciplines

- ☐ Re-read 'Celebration of the Disciplines'
- ☐ One time meeting with spiritual director
- ☐ Listen to entire NIV audio Bible (driving)
- > Solo worship time @ piano weekly
- > Journal weekly

#### G2) Commitment to Integrity & Accountability

- ☐ Establish bi-monthly connection with an older mentor
- y Maintain monthly, open communication with peer mentor

#### G3) G4) Learn from Christian History

- ☐ Read 'The Normal Christian Life' & George Muller biography

### Family

#### G1) Transition Bibles

- ☐ Transfer all notes from NIV Study to Life Application Bible

#### Remain available and supportive to Spouse

- ☐ Complete reading 'The Power of a Praying Husband'
- ☐ Four days at camp for our 10<sup>th</sup> anniversary
- ☐ Release spouse for four '48 hour' getaways
- y Take off 1 day each week for rest and family
- y Re-establish bi-weekly date night
- > Increase frequency of prayer times & laughing together!

#### G2) Remain available to 3 Children

- ☐ Ski trip with children (Winter 2005)
- y Pray daily for (and with) each girl
- y Take children into school in morning whenever possible
- y Bi-weekly 'lay-down night' with each child
- > Help with homework whenever possible
- > Monthly date with each child individually

#### G3) Remain available to Key Mentorees

- y Email, MSN or phone at least twice weekly
- Host and/or special occasions bi-monthly

#### G4) Stabilize Family Finances post-move

- ☐ Develop detailed family budget (2005)
- ☐ Meet twice with advisor re long-term planning
- ☐ Look into home based income for spouse

#### G5) Maintain Communication with Parents & Siblings

- y Contact weekly by phone

### Physical Health

#### G1) Improve Rest, Nutrition & Fitness patterns

- y Average 45 hours sleep per week
- > 3 times/week at gym (1 aerobic, 1 strength, 1 combo)

### Develop Friendships with Neighbours

- ☐ Host D&H, N&J for backyard BBQ
- ☐ Coach kid's team (2005)
- ☐ Plan 2 summer outings with all the kids & parents

#### G2) Increase Investment in Key Relationships

- > Pursue more time with 2 mentors - A and B
- > Remain available to past 'mentorees'

### Home Finish Transition

#### G1) Unpack and organize garage, crawl space, tools & office

#### G2) Continue with General Projects

- ☐ Paint foyer, LR/DR and all 4 bedrooms
- ☐ Replace windows in remaining 2 bedrooms
- ☐ Build and stain 2 loft beds

### Vocational Goals

### Prayer

#### G1)

#### Grow Prayer Support Team

- ☐ Develop new prayer card by August 2004
- ☐ Invite 500 members to join monthly email update
- ☐ Recruit 3 'daily warriors' for my personal protection
- > Pray DAILY for 2 members of my support team

### Continuing Education

#### G1) Receive Credentialing in 2004

- ☐ Complete assignments and meeting (April 2004)

#### G2) Establish Education Plan to commence by Sept 2005

- ☐ Follow-up re DMin status
- ☐ Look into DMin opportunity
- ☐ Look into auditing college business courses

### Time Management

#### G1) Balance Stewardship of Time vs Gifts/Abilities

- y Maximum 5 couples for pre-marriage counseling
- y Be strategic re ministry involvement at church
- ☐ Transfer and organize all files onto one computer system
- ☐ Establish wireless network for home office

### Specific Ministry Goals...

## Appendix A - Sample #3 - PERSONAL GROWTH PLAN

Note: This is designed to be a 2 year plan

Tip # 2 Starting with your mission statement helps keep your focus and flow

### **Family Development**

- Take my wife on a Cruise
- Necessary sacrifices for spouse professional development
- Make my day off fun and with the family
- Establish a Family recreation activity

### **Personal Development**

- Strong fitness routine that focuses on muscle and cardiovascular development with 3 times per week schedule.
- Take Anger management course with my Mentor.
- Get help from Mentor with development and practice of Gentleness.
- Map out my exploration of my fear of illness & need to control it. (Fear inventory)
- Begin guitar lessons and learning.
- Say 'no' more

### **Educational Development**

- Work towards a Masters degree.
- Read 1 book a month. (include Sacred Romance and Journey of Desire)
- Investigate and develop my prophetic gift.

### **Ministry Development**

- Limit my work week to 2 nights a week on a consistent basis (40 weeks a year).
- Develop effective work schedule that reflects my responsibilities/ giftings/skills.
- Focus on the development of leaders by identifying 4 leaders and invested 3 hours per week in them.
- Take "Solitude Retreats" 2 times a year focussed on personal reflection.
- Limit extra speaking engagements to 4 times a year. (i.e. Camps, conferences)
- Create a quarterly peer cluster mentor group within my own city.

**Support** (Ideas: Small Group, Ministry Team, Prayer/ Accountability Partner, Mentor, Counselor, etc.)

- Mentor re: Anger management/patience
- Peer Accountability for remainder - bi-weekly

**Evaluation/Celebration** (When will you evaluate your progress and plan?)

- Monthly review of progress, modify plan at 6 month intervals for 2 yrs

## Appendix B - Template #1 - Personal Growth Plan

My Personal Growth Focus is... \_\_\_\_\_



Pre-Evaluation: Before working this plan, how would you describe your current status in this growth area?

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My Personal Growth Plan is...

☐  
☐  
☐  
☐  
☐  
☐  
☐

**Support:** (Ideas: Small Group, Ministry Team, Prayer/ Accountability Partner, Mentor, Counsellor, etc.)

☐  
☐  
☐

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**Evaluation/Celebration:**

(What time frame before your first

self-evaluation?)

☐

## Appendix B - Template #2 - Personal Growth Plan

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

**Personal Mission Statement:**

**Family Development**

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**Personal Development (Spiritual, Physical, Relational, etc.)**

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**Educational Development**

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**Ministry Development (Specific Ministry Goals)**

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**Support** (Ideas: Small Group, Ministry Team, Prayer/ Accountability Partner, Mentor, Counsellor, etc.)

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**Evaluation/Celebration** (When will you evaluate your progress and plan?)

## Appendix C - Starter's Guide to Resources

**Please Note:** The following list of resources is not by any means exhaustive. Please feel free to suggest resources that have been helpful to you and we will update future resource lists. In addition, the following resources do not necessarily represent the views of the CCSB — as always, discretion is advised.

### Intimacy With God

**Prayer**, Richard Foster — Discover many different kinds of prayers with practical ways to pray. ISBN - 0060728833

**Fresh Wind, Fresh Fire**, Jim Cymbala — An inspiring read with examples of how God responded to the passionate and faithful prayers of his people at Brooklyn Tabernacle. You'll be praying more by the end of this book! ISBN - 0310251532

**Celebration of the Disciplines**, Richard Foster - Outlines the inward, outward and corporate spiritual disciplines. Workbook also available. ISBN - 0060628391

**Spirit of the Disciplines**, Dallas Willard — Reveals key to self-transformation is in practice of spiritual disciplines and how their practice affirms human life to the fullest. ISBN - 0060694424

**The practice of the presence of GOD**, Brother Lawrence — Do devotions feel like doing the dishes? You know you should do them and you often do them but it's often like a chore before you really start your day? This very short book of letters is written by a monk from 300 years ago. Deals with cultivating a 'chapel' in your heart where you have true day-long devotion in the presence of God. ISBN — 156563148X

**Love Beyond Reason** John Ortberg - Moving God's love from your head to your heart. ISBN - 0310234492

**The Life You've Always Wanted**, John Ortberg — Modern perspectives on the ancient path of the spiritual disciplines. ISBN - 0310226996

**Sacred Pathways**, Gary Thomas - Discovering your unique connection path to God. ISBN - 0310230926

**Too Busy Not to Pray**, Bill Hybels — How to slow down, listen to God, practice the presence of God, overcome prayer barriers and respond to what we hear from God. ISBN - 0830818971

**The Jesus I Never Knew**, Philip Yancey - Getting closer to God through a closer look, or re-look - at Jesus. ISBN - 031021923

**Listening for the Soul**, Jean Stairs - Through this challenging vision of "soulful pastoral care", the reader is helped to look deeply into his/her own soul. ISBN - 0800632397

**A Guide to Prayer**, Reuben P. Job & Norman Shawchuck (Nashville: The Upper Room, 1983) ISBN - 0835809994

**The Inner Compass** - modern 'Ignatius' "Spiritual Exercises"

**The Reflective Life**, Ken Gire. ISBN - 1564767264

**Personal Retreat Centers** — Seek out a personal retreat centre in your area. Two options in the Guelph/Southwestern Ontario area are: 1. 'The Hermitage' at Crieff Hills Retreat and Conference Center near Guelph for day or longer personal retreats at very reasonable rates. Contact Crieff at 1-800-884-1525 or [www.crieffhills.com](http://www.crieffhills.com). And 2. Loyola House in Guelph has directed spiritual retreats and has accommodations for personal retreats through out the year. Contact Loyola House at [www.loyolahouse.ca](http://www.loyolahouse.ca)

**Spiritual Direction** — Seek out a spiritual director. Loyola House in Guelph may be able to refer you to trained spiritual directors in your area. [www.loyolahouse.ca](http://www.loyolahouse.ca)

## Character

**Ordering Your Private World**, Gordon MacDonald - Our public self may be showing happiness and self-control, but our private self may be growing 'out of control.' Great book to help you prevent serious problems in your character and life. ISBN - 0785263810

**Eros Defiled**, John White — With understanding and compassion, White speaks to issues like premarital sex, extramarital sex, masturbation, homosexuality, etc. Offering a biblical perspective, hope and how community can provide love and forgiveness. ISBN - 0877847819

**Eros Redeemed**, John White — Deals with breaking the stranglehold of sexual sin. Looks at root issues, deals with forgiveness, steps to healing and change. ISBN - 0830816976

**Boundaries**, Dr. Henry Cloud and Dr. John Townsend — Ever feel 'out of control' of life? Are you unable to say 'yes' and 'no' freely — obligation or guilt is often attached? This book will help you develop healthy boundaries to take control of your life. ISBN - 0762421029

**Why You Do What You Do**, Bobb Biehl — Answers to your most puzzling emotional mysteries. ISBN - 0840791542

**The Quest for Character**, Charles Swindoll. ISBN - 0310420512

**True Faced**, Bill Thrall et al — The necessity of living a life of authenticity. ISBN — 1576834468

**Who You Are When Nobody's Looking**, Bill Hybels. ISBN - 0877849455

See also Appendix F — Employee Assistance Plan

### Community - Family Life

**The Five Love Languages**, Gary Chapman — We need to relate to others the way they best understand. Chapman identifies five unique ways that people understand love — helping us to love people in their specific love language. Good for marriage relationships. ISBN - 1881273156

**How To Be A Hero To Your Kids**, Josh McDowell — Practice these principles for parenting and you will develop a strong foundation for your child and your relationship with them. These principles are transferable to all relationships too. Written by a faithful and committed Dad. ISBN - 0849938260

**Raising Great Kids**, Dr. Henry Cloud — A comprehensive guide to parenting with the balance of grace and truth. Shares practical guidelines for parenting objectives for all ages. ISBN - 0310225698

See also Appendix F - Employee Assistance Plan

### Life Management - Mission Statements (see also Appendix D)

**Masterplanning**, Bobb Biehl — A step-by-step guide for building a strategic plan for your church, organization or business. ISBN - 0805460969

**First Things First**, Stephen Covey — Keys to finding balance, control, purpose and even more productive time. ISBN - 0684802031

**Seven Habits of Highly Effective People**, Stephen Covey. ISBN - 0671708636

**Ordering Your Private World**, Gordon MacDonald — Chapters 6-7 — How to recapture your time. ISBN - 0785263810

### Ministry Direction

**The Call**, Os Guinness — A big picture approach — looking at God's call by Him, to Him and for Him. ISBN - 0849912911



**Life Keys** — Discovering Who You Are, Why You're Here and What You Do Best, Jane A.G. Kise, David Stark and Sandra Krebs Hirsh — A comprehensive guide to discovering your talents, spiritual gifts, passions, values and personality. ISBN - 1556618719

**Knowing God's Will**, M. Blaine Smith — A more detailed and practical focus to recognize God's guidance in your life.. with practical and biblical answers. ISBN — 083081308X

**Experiencing God**, Henry T. Blackaby and Claude V. King — A popular workbook designed to help you discover how to know and do the will of God. ISBN - 0805461396

## Ministry Leadership

**The Wounded Healer**, Henri Nouwen — A very short but very deep classic book. Always ahead of his time, Nouwen shares with leaders how to effectively minister in our culture. ISBN - 0385148038

**In The Name of Jesus**, Henri Nouwen — Again, very short but very deep book. Easier to read. Outlines 3 common pitfalls in ministry and the Christian life and reminds us to love people. ISBN - 0824512596

**Spiritual Leadership**, Oswald Sanders — Looks at a biblical definition of leadership and provides practical and biblical advice for developing as a spiritual leader. Each chapter stands alone — you can pick-up and read it anytime. ISBN - 0802467997

**Transforming Leadership**, Leighton Ford — A book on the leader of leaders — Jesus. A harder read with lots of biblical support — but, you will see Jesus as a leader above all others by the time you finish. ISBN - 0830816526

**The Seven Habits of Highly Effective People**, Steven Covey — Not written from a Christian perspective, but much wisdom for people desiring to take leadership of their own lives and desiring to succeed in relationships. ISBN - 0671708636

**The Making of A Leader**, Robert Clinton — Ever wonder how leaders develop? Clinton proposes a theory of leadership develop that will help you understand the building blocks of leadership, where you are and how to grow and help others grow too. ISBN - 0891091920

**Developing the Leader Within You**, John Maxwell. ISBN - 0785266666

**Developing the Leaders Around You**, John Maxwell. ISBN - 0785261508

**Visioneering**, Andy Stanley — Based on principles from Nehemiah, this book outlines how to connect with God's vision for what can and should be. ISBN — 157673787X

**Good To Great**, Jim Collins — Researched principles comparing good to great companies. ISBN - 0066620996

**Unstoppable Force**, Erwin McManus. ISBN - 0764423061

**See also McMaster Divinity College** — [www.mcmaster.ca/divinity](http://www.mcmaster.ca/divinity)

**See also Arrow Leadership Ministries** — Assisting young leaders (25-40) with leadership development through shaping values, sharpening skills and sharing ventures. [www.arrowleadership.org](http://www.arrowleadership.org) Note: Arrow can contribute to Masters studies and has a D.Min. option.

**The Big Small Church Book**, David Ray - Along with careful analysis of the small church reality, the author offers many practical suggestions for leadership in small churches. ISBN - 0829809368

**The Once and Future Church**, Loren Mead - Reinventing the congregation for a new mission frontier. ISBN - 1566990505

**Transforming Congregations for the Future**, Loren Mead - Re-building the church from the ground up. ISBN - 1566991269

**Leading With Soul**, Lee Bolman & Terrence Deal (San Francisco: Jossey-Bass, 1995). ISBN - 0787955477

## Appendix E - Sample Mission Statements

The following personal mission statements can serve as creative examples to help you on the journey of developing your own personal mission statement.

### Example 1:

By His strength, I desire to be a child of God,  
remaining faithful and available to Him.  
I desire to live life most abundantly, lovingly preparing myself, my family  
and my communities for eternity.

### Example 2:

**I will live of life characterized by intimacy, integrity and impact.**

I will purposely and creatively sustain an intimate walk with my Lord Jesus Christ.

I will trust Him, and seek to live a life in submission to His guidance and direction.

I will also live a life of intimacy with my family, and friends, sharing deeply, and living all of life together.

I will live a life of integrity, where my faith and actions are synchronized, and expect to grow more like Jesus through the seasons of my life. Integrity also means being honest about my spiritual journey and sharing deeply and honestly with those closest to me.

I will live a life of impact, helping others to become mature apprentices of Jesus Christ. I will faithfully use my spiritual gifts of apostleship, leadership and exhortation to serve God. I will be a faithful leader for the church, focusing on the development of Christian leaders for service across Christ's kingdom.

I desire to be a passionate leader, assisting people to become passionate about impacting their world. I desire to create, develop and facilitate kingdom movements that help God's people to move with love into the lives of those who don't know Jesus.

### Example 3: Ministry Context

To strategically develop healthy, radical, contagious and lifelong followers of Christ who will profoundly impact the Church and their communities.

### Example 4:

**I choose to Celebrate God with my Life...** I belong to him and I will learn to dance with the life he has given me. I am grateful for the purpose, meaning and direction he gives to

me.

**I choose to *Walk with Grace & Truth*...** I will forever boast of my personal bankruptcy before God and cling to Christ alone in mind, body and spirit. I commit myself to cultivating an ancient-future faith.

**I choose to *Delight in my family*...** As God's Gift to me I will seek to create value in each of you. I am proud of who you are and what you are becoming. (Spouse), I will support your dreams with everything I am and everything I have. (Child 1, 2 and 3), I will protect, encourage, challenge, guide, and when the right time comes, release you.

## Appendix F - Developing A Mentoring Relationship

There are a number of excellent resources on developing a mentoring relationship. One key resource is Connecting by Paul Stanley and Robert Clinton (Nav Press). The following tips of finding a mentor or being a mentor may be of assistance:

1. **Identify Your Specific Needs** - How you are trying to grow should significantly influence who you select for your mentor. For example, if you are seeking to grow in intimacy with God, then a mentor experienced with spiritual direction would be ideal. Or, if you are seeking to grow as a communicator, you should seek a mentor who can coach you as a communicator.

If your identified needs are diverse, you may need to develop multiple mentoring relationships. Otherwise, you may be expecting your mentor to develop you in areas that are too diverse for them or any one person. Note: You probably will not find one person who is an expert or sage on everything. Also, your mentor does not necessarily need to be older spiritually or chronologically. Appropriate boundaries should be in place if your mentor is of the opposite sex.

Conversely, you should only agree to mentor someone in an identified area that is within your experience, abilities or expertise.

Stanley and Clinton identify a number of different types of mentoring. Which from the following list best represents your current need?

**Discipleship** - Basics of following Christ

**Coaching** — Motivation and skills needed to meet a task or challenge

**Spiritual Guide** - Accountability, direction and insights for commitments and decisions affecting spirituality and maturity

**Counselor** - Timely advice and correction perspective on viewing self, others, circumstances and ministry

**Teacher** - Knowledge and understanding of a particular subject  
(i.e. studying a certain topic or book)

**Sponsor** - Ministry guidance and protection within an organization  
(i.e. helping someone get established in a ministry position or using their gifts)

2. **Pray and Look** - With the type of mentoring in mind, start praying and looking for and asking about people who may be able in this mentoring area.
3. **Relational Connection** — With someone in mind, begin to establish a relational connection by spending some time together — i.e. coffee, etc. For mentoring to work, there needs to be a relational connection on both sides.

4. **Share Your Specific Need** — Share why you desire a mentor and why you believe this person would do well.
5. **Discuss Expectations** - Frankly discuss one another's expectations about mentoring — i.e. how often you would get together, what getting together would look like (i.e. lunch), level of intensity (i.e. homework), duration of mentoring, etc.

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**NOTE #1:** Depending on the type of mentoring, you may not need to get together frequently— maybe just once a month or once per quarter. If you are looking for relationships and community, try a small group or peer cluster.

**NOTE #2:** The mentoree should expect to take initiative in the mentoring relationship (i.e. calling to confirm meetings, updating mentor on progress, etc.).

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6. **Agree or Not** — If you have different expectations or the mentor cannot commit, it is better to not get started. But, if agreeable to both, establish a regular meeting time and place, agree on a learning plan and agree on an evaluation or ending date. (Don't leave it open-ended.)

**"As iron sharpens iron, so one person sharpens another."**  
Proverbs 20:17

## Show How Training Sheet\*

Name of trainee: \_\_\_\_\_ Skill to impart: \_\_\_\_\_

Show How Step	Date	Objectives
I do – You watch:		<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
I do – You help:		<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
You do – I help:		<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
You do – I watch:		<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>
You do – Someone else watches		<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> </ul>

Name of next apprentice: \_\_\_\_\_

\*Adapted from Robert Logan and Thomas Clegg, *Releasing Your Church's Potential*, ChurchSmart Resources, 1998.