



INTERNATIONAL LEADERSHIP INSTITUTE

NATIONAL CONFERENCE

8 CORE VALUES *for* CHRISTIAN LEADERSHIP

NATIONAL CONFERENCE



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National Conference 2.0

Look at the nations and watch and be utterly amazed. For
I am going to do something in your days,
that you would not believe even if you were told.

Habakkuk 1:5

V2.0

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WELCOME



Dear Leader,

Greetings in the name of our Lord and Savior Jesus Christ!

We are excited that you have taken the time from your busy schedule to attend this dynamic and transformational experience. It is a privilege to make an investment in your development as a leader for the sake of God's Kingdom.

The International Leadership Institute changes history by accelerating the spread of the Gospel through leaders of leaders empowered by the Holy Spirit. Our mission is to train and mobilize men and women with the best leadership and discipleship tools and provide an opportunity for a transformational encounter with God.

By taking part in an ILI training conference, you are joining an international community of leaders in more than 100 nations. We are a network of passionate Christians who want to see the Kingdom of God advance and the lost reached with the Gospel.

In Ephesians 3:20, Paul says,

*Now unto Him who is able to do above and beyond what you can ask or imagine,
according to His power that is at work within us.*

Simply, God is able to do above and beyond what you can ask or think. If you can think or ask for it, God has something greater for your life and leadership. Your ILI training is an opportunity to discover God's greater purposes for your life.

A pastor from the Philippines who attended an ILI International Conference shared that God did a "heart transplant" on him, breaking his heart for the world and giving him a new passion for lost people. Another leader who attended a Regional Conference in Brazil testified that it was like going into God's workshop for a total overhauling of his spiritual engine. A young underground church leader from a nation where Christians are persecuted for their faith said, "[My ministry] was like a puzzle with pieces missing. God showed areas we are lacking in our ministry, and God talked to us."

We look forward to hearing similar testimonies from you and others. Christian leaders at our international office and around the world are praying specifically for this National Conference. We are asking God to make this an unforgettable experience for you.

Until All Worship,

The Global ILI Team

GET CONNECTED

Connect with ILI Alumni Around the World //

Join MyILITeam: ILI's Social Network

Join the ILI social network by giving your e-mail address to the conference organizer or by e-mailing ILITeam@ILITeam.org. MyILITeam is similar to Facebook, and membership is by invitation only.

When you receive your invitation, sign up online, create your profile, and connect with others. You can download the latest ILI training resources, including all teaching materials and PowerPoint presentations. You can also share messages, photos, videos, blogs, and more with the Global ILI Team.

Join the ILI Team

Visit ILITeam.org/Join to subscribe to our Weekly Prayer Focus and receive the latest updates on ILI alumni and conferences happening around the world. Be the first to hear testimonies from new alumni, reports from ILI faculty and partners, and updates on upcoming conferences.

Follow Us on Facebook, Twitter, and Vimeo

Visit our Facebook page at Facebook.com/ILITeam, and make sure to "like" us to be a part of our social network community. Also, visit Twitter.com/ILI_Team and click "Follow" to receive live tweets from ILI leaders serving at conferences around the world. You can also watch the latest videos at Vimeo.com/ILITeam.



Visit Our Websites

Go to ILITeam.org to learn more about the International Leadership Institute. Visit ChristiantotheCore.org to learn about ILI's discipleship resource, *Christian to the Core: Eight Core Values for Christian Living*.

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THE VISION

EQUIPPING LEADERS. SPREADING THE GOSPEL. //

In the Middle Ages, God spoke to a young man in the Italian city of Assisi about “repairing My church.” Francis of Assisi went on to become a leader of one of the most significant monastic orders in the Catholic Church. The impact of Francis’ words and life echo through the centuries and influence people today. In the sixteenth century, the world was changed by the Protestant Reformation started by Martin Luther, an ordinary priest in a small corner of Germany. A couple of centuries later, England was spared from a bloody peasant revolution by the Evangelical revival ushered in by John and Charles Wesley.

In the last century, a preacher from the Southern region of the United States, Dr. Martin Luther King, Jr. “had a dream” and the movement started helped change the face of a nation and shape the thinking of the modern world. Also in the last century, a small Albanian woman, known as Mother Teresa, touched the lives of countless poor men, women, and children, beginning a movement that serves those in need by alleviating suffering around the world.

Each of these movements changed history. Some had global impact while others brought less broad—but by no means less important—changes. The common factor in these and many other examples of events and movements is a leader with a vision, a dream, and a plan. As a result, he or she led others in a movement that brought transformation and ultimately changed the course of history.

The Vision

As the millennium dawned, God called together a team of leaders from around the world for the single purpose of fulfilling Christ’s command to “go and make disciples of all nations” (Matt. 28:19). This team knew that accelerating the spread of the life-transforming power of the Gospel would change history.

As this global team of leaders met, they focused on a very important question:

*What is the single most important factor impacting
the acceleration of the spread of the Gospel?*

The answer to the question was **leadership empowered by the Holy Spirit**. God then gave a clear and compelling vision to the founding team of the International Leadership Institute:

**Change history by accelerating the spread of the Gospel through
leaders of leaders empowered by the Holy Spirit.**

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The Mission

A second key question emerged as ILI's founding leaders prayed and asked for God's guidance:

What are the qualities of Christian leaders who are changing history?

Identifying these unique facets of their faith, thinking, skills sets, and actions could potentially change history if these attributes were multiplied in the lives of others.

Through fervent prayer, in-depth discussions, and two years of research, the International Leadership Institute identified the answer. The best Christian leaders live by Eight Core Values that affect who they are and everything they do. The values are:



The picture was now complete. God had given the Global ILI Team a highly focused and strategic mission.

The International Leadership Institute trains and mobilizes leaders of leaders to reach their nations with the Gospel of Jesus Christ.

In the year 2000, over 140 leaders from around the world participated in ILI's launch event during Amsterdam 2000, a global congress on evangelism for 10,000 Christian leaders worldwide. One year later, ILI held its first international leadership conference to train and mobilize leaders of leaders in the Eight Core Values. Every aspect of the ILI mission is:

Biblical, Relevant, Reproducible, Transformational, and Sustainable

Today, ILI alumni serve on the cutting edge of changing history by accelerating the spread of the life-transforming power of the Gospel in more than 100 nations. Because alumni are mobilized to train other leaders, the ILI movement grows as each graduate trains other leaders. One priority is to equip leaders from nations where the Gospel is the least accessible and where Christians are routinely persecuted.

Biblical Foundation

God's passion remains unchanged. The Bible proclaims,

"For God so loved the world that He gave His one and only Son, that whoever believes in Him shall not perish but have eternal life."
— John 3:16

"For the Son of Man came to seek and to save the lost."
— Luke 19:10

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*"Because You [Jesus] were slain, and with Your blood You purchased persons for God from every tribe and language and people and nation."
— Revelation 5:9*

More than four billion people—two-thirds of the world's population—still need to be reached with the life-transforming power of the Gospel. As Christians, we are commanded to

"Go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit." — Matthew 28:19

"You will be My [Christ's] witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth."—Acts 1:8

Five Strategies

Working diligently by the power of the Holy Spirit, ILI develops leaders through five important strategies:

Pray Fervently for Leaders and Nations

Prayer is essential for developing leaders. Each week, ILI sends a Weekly Prayer Focus via email. Sign up to receive this email by clicking on the "Join" button at ILITeam.org. You can also find us on Facebook at Facebook.com/ILITeam.

Equip Leaders Through Intensive Training

ILI equips leaders through National (five days) and Regional (three days) Conferences. Young, emerging leaders are trained through History Makers Journeys (six days) and History Makers Regional Conferences (two days). ILI has developed a twelve-week discipleship tool called *Christian to the Core*.

Coach and Mentor Selected Leaders for Local, Regional, National, and International Impact

Coaching and mentoring this present generation is an ILI priority. ILI encourages all alumni to find coaches and mentors and to also be a coach and mentor to others.

Network Leaders for Shared Expertise and Encouragement

ILI networks leaders through training events, Facebook, Twitter, and MyILITeam, ILI's private social network. Follow us at Facebook/ILITeam and Twitter.com/ILI_Team. If you have not already been invited to join MyILITeam, write us at ILITeam@ILITeam.org and request an invitation.

Partner with Organizations and Individuals to Equip Leaders to Spread the Gospel

ILI partners with organizations and leaders to leverage strengths and raise up more leaders who can effectively accelerate the spread of the Gospel and equip others to do the same.

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The Power of Multiplication

Training leaders is not enough. Alumni must also be mobilized to train other leaders. The apostle Paul gave clear instructions to Timothy:

And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others. — 2 Timothy 2:2

Every ILI graduate is challenged to equip men and women to be leaders for the advancement of the Gospel. Training leaders to accelerate the spread of the Gospel will change lives. National Conference graduates are expected to multiply their training through Regional Conferences and other strategies. They are also encouraged to use ILI's small group discipleship resource called *Christian to the Core*. ILI provides the necessary resources—such as teaching notebooks, audiovisual presentations, and conference documents—to every graduate in digital form.

Because of the power of multiplication, the global ILI Team is growing exponentially with a single focus to reach the lost with the Gospel and see the Kingdom of God come on earth.

Will you commit to join this global network by multiplying your ILI training to others?

The Eight Core Values

Based on global research, the Eight Core Values are essential for effective Christian leadership. These core values form the foundation of ILI leadership training. The core values are Intimacy with God, Passion for the Harvest, Visionary Leadership, Culturally Relevant Evangelism, Multiplication of Leaders, Family Priority, Faithful Stewardship, and Integrity.

1. Intimacy with God

God looks for consecrated men and women who lead from an intimate relationship with God.

Biblical Foundation—Romans 8:15

The Spirit you received does not make you slaves, so that you live in fear again; rather, the Spirit you received brought about your adoption to sonship. And by Him we cry, "Abba, Father."

The world needs people who are deep in their spiritual lives. True intimacy with God occurs through intentional effort and discipline over a long period of time as your relationship with Him grows deeper.

What needs to happen for you to develop a more intimate relationship with God?

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2. Passion for the Harvest

God looks for men and women who share a passion for those without Christ. Jesus came to “seek and to save the lost” (Luke 19:10). God desires that everyone be reached with the life-transforming power of the Gospel.

Biblical Foundation—Acts 1:8

“But you will receive power when the Holy Spirit comes on you; and you will be My witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.”

Two-thirds of the world is yet to respond to God’s love. Until all are reached with the Gospel, every Christian is challenged to accept the privilege and responsibility to share the Good News with others.

In what ways are you personally involved with the fulfillment of the Great Commission (Matt. 28:19–20)?

3. Visionary Leadership

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Biblical Foundation—Habakkuk 2:2, NASB

“Record the vision and inscribe it on tablets, that the one who reads it may run.”

Servant leaders are needed based on God’s vision for the world. These leaders set goals, mobilize the Body of Christ, and overcome obstacles in order to meet needs and bring Christ to the nations.

Have you discovered God’s vision for your life? Describe it.

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4. Culturally Relevant Evangelism

God looks for men and women who live and teach the Gospel with cultural relevance, sensitivity, and power, so that the eternal truth of the Gospel will be understood and received in every culture of the world.

Biblical Foundation—1 Corinthians 9:22

I have become all things to all people so that by all possible means I might save some.

The life-transforming power of the Gospel must be communicated by word and deed in the power of the Holy Spirit with cultural relevance. The Gospel is equally relevant to every language and culture in the world.

What are the best ways to share God's love with people in your context?

5. Multiplication of Leaders

God looks for men and women who disciple, coach, and mentor other leaders, who in turn become leaders of leaders who effectively train others.

Biblical Foundation—2 Timothy 2:2

And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others.

Excellent leaders multiply themselves by raising up other leaders who effectively lead God's people and who will raise up other leaders.

What are you doing to develop this present generation of leaders?

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6. Family Priority

God looks for men and women who are convinced that the family is God's building block for society and who make their families a priority in developing leaders.

Biblical Foundation—Genesis 1:27–28; 2:24

So God created mankind in His own image, in the image of God He created them; male and female He created them. God blessed them and said to them, "Be fruitful and increase in number; fill the earth and subdue it. Rule over the fish in the sea and the birds in the sky and over every living creature that moves on the ground." ... That is why a man leaves his father and mother and is united to his wife, and they become one flesh.

God ordained the family and provides guidelines for developing a healthy, strong family. Family is the first place that each person should express his or her love and leadership.

What are the greatest opportunities and challenges facing your family now?

7. Faithful Stewardship

God looks for men and women who are faithful stewards of finances, time, and spiritual gifts in their personal lives and leadership with the result that people are reached with the Gospel.

Biblical Foundation—Matthew 25:23

"His master replied, 'Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!'"

Leaders are responsible for using God's gifts to achieve maximum impact for the Kingdom of God.

How could you use your finances, time, and spiritual gifts more effectively to help bring the Kingdom of God on earth?

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8. Integrity

God looks for men and women of integrity who live holy lives and who are accountable to God and to the Body of Christ. Integrity glorifies God, protects leaders from stumbling, and encourages growth.

Biblical Foundation—2 Timothy 4:7

I have fought the good fight, I have finished the race, I have kept the faith.

God desires that leaders maintain integrity and finish well in their lives and leadership. Integrity provides moral authority for our lives.

What must you do today to make sure you finish well in your life and leadership?

The Eight Core Values are like a bookshelf with the books listed in a special order. The two bookends are *Intimacy with God* and *Integrity*. In between are the other six Core Values. Each is critically important by itself; however, the real power and synergy of the Core Values come from balancing all eight in your life. With all eight, your life has strength and great satisfaction. Although you will face many challenges, you will be equipped to experience God's power and presence each day.



All builders know that a strong foundation is essential for every building project. Any weak area will eventually compromise other parts of the building. When the foundation is strong, the building will endure for generations.

The Eight Core Values create a powerful foundation for living a meaningful and purposeful life. Each is essential, but the real strength is found in the way the Eight Core Values work together. They are the foundation for this journey; they are the foundation for your life. Compare them with your expectations, and evaluate your life based on the Eight Core Values.

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Workshop — 10 Minutes

Rank each statement below from 1 (strongly disagree) to 5 (strongly agree) by circling the appropriate number.

I have an intimate relationship with God.
1 _____ 2 _____ 3 _____ 4 _____ 5

I am compelled by Christ’s passion for the lost to reach people who are without Christ.
1 _____ 2 _____ 3 _____ 4 _____ 5

I discovered God’s purpose for my life, and I am living out that purpose.
1 _____ 2 _____ 3 _____ 4 _____ 5

I share God’s love with people in the hope that they will become followers of Jesus.
1 _____ 2 _____ 3 _____ 4 _____ 5

I am intentionally investing time to develop other leaders to bring the Kingdom of God on earth.
1 _____ 2 _____ 3 _____ 4 _____ 5

My family is a priority in my life and leadership.
1 _____ 2 _____ 3 _____ 4 _____ 5

I am a faithful steward of the time, money, and spiritual gifts that God has given me.
1 _____ 2 _____ 3 _____ 4 _____ 5

I am committed to integrity in every area of my life and in all circumstances.
1 _____ 2 _____ 3 _____ 4 _____ 5

SECTION

William Carey was a humble shoemaker and lay leader in seventeenth-century England. He answered the call of God to take the Gospel to India despite great opposition from his peers and superiors. Today, Carey is known as “the father of modern missions.” His lifetime of Christian service changed history. May his words below serve as inspiration for this conference and your leadership.

*“Expect great things from God.
Attempt great things for God.”*

- Intimacy
- Passion
- Vision
- Evangelism
- Multiplication
- Family
- Stewardship
- Integrity

EXPECTATIONS WORKSHOP

OPENING YOUR HEART FOR GOD'S WORK //

Teaching Objective

- To express our expectations for the conference and foster a sense of expectancy for the great things that God will reveal to us during this training.

Introduction

What did you think when you were first invited to this ILI Conference? Did you begin to imagine the impact the conference would have on you?

Everyone came to this conference expecting something. This session is designed to let you voice your expectations. We will then build the hopes and dreams of each participant in order to pursue those during the coming week.

Expectations: What Will God Do?

Paul's exaltation at the end of the third chapter of Ephesians challenges every believer:

Now to Him who is able to do immeasurably more than all we ask or imagine, according to His power that is at work within us, to Him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen. —Ephesians 3:20–21

God can do more through us than we can ask or imagine—immeasurably more. His power is at work in us. He reveals His glory through us, and lost people experience His grace and come to Him. How can we experience God's power to do in us "immeasurably more than all we ask or imagine"? It is possible to live in this power, and many around the world do. If you are willing, God can also use you to reveal Himself in the midst of a fallen world. He wants you to participate in His glory and experience the sheer joy of it. He loves you that much.

Paul's exciting sense of expectancy should be a part of every Christian's approach to life. Expectancy is not blind, unrealistic optimism. It is founded on our trust in the God who turned Good Friday into Easter Day, and who "in all things ... works for the good of those who love Him" (Rom. 8:28).

Our sense of expectation is founded on faith. The writer of Hebrews defines faith as looking forward expectantly: "Now faith is confidence in what we hope for and assurance about what we do not see" (Heb. 11:1). This was the attitude of the heroes of faith who are described in this great chapter of the Bible.

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British leader John Wesley had this outlook. At the end of his life, he stated the following words:

“The best is yet to be.”

What is the “immeasurably more” that God is going to work for our good in this conference? We focus on that question in this session.

Your Hopes

Reflect on your expectations and hopes for this conference.

- Do you hope to find new skills for your life and ministry?
- Do you desire help to solve a problem you are facing?
- Do you need to “recharge your batteries” for the next stage of your life?
- Do you seek fellowship and teaching that will offer you great encouragement?

The ILI Team hopes that this conference will provide you all of these things. We also hope that you will receive much more!

Our Goals

The leaders of the ILI Team also approach this conference with great expectation. Here is, in summary, what we expect to achieve with this National Conference:

Relevant Information

Yes, our aim is to give you information, knowledge that will help you in your life and leadership. But in a limited time, we can provide only so much information. Rather than overloading you, we hope to stimulate and inspire you to see more for yourself.

Personal Development

ILI training is not just about imparting knowledge. The ILI Team is concerned with helping people grow spiritually in a living relationship with God through Jesus Christ and the Holy Spirit. The second aim of this conference is to help you move forward in your spiritual development. Our fellowship together and your interaction with the teaching will provide you with a positive growth opportunity. Together, we will learn from one another as we all press forward in our personal development.

Spiritual Transformation

There is a third aspect to our hopes and aims for this conference. It is certainly God’s intention that all Christians should grow spiritually and develop in their relationships with Him. But we know that in our natural physical growing we sometimes experience “growth spurts,” especially in our teenage years.

It is the same spiritually, but it can happen at any time. We are going along steadily in our spiritual development and then, suddenly, God moves us forward in a great leap. When that happens, we look back and see that we have been changed, transformed. So, our third aim, hope, and prayer is that through participating in this conference we shall experience one of those leaps forward: spiritual transformation.

Expectations Workshop

For each of the statements below, prayerfully write one to three responses.

Complete the sentence: I want to learn more about . . .

Focus on specific leadership or life principles you would like to learn more about.

Complete the sentence: I want to learn how to . . .

Focus on specific skills for leadership and/or ministry that you would like to acquire.

Complete the statement: I want to be different in my spiritual life in the areas of . . .

Focus on areas in your life that need growth, or perhaps something you would like God to change in you.

Meet with your small groups and discuss expectations

Select a chairperson and a secretary for the group. Summarize the expectations, and write them on a flip chart.

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INTIMACY WITH GOD

GOING DEEPER //

Core Value *God looks for consecrated men and women who lead from an intimate relationship with God.*

Teaching Objective

- To understand the importance of having an intimate relationship with God as the beginning point of our leadership and to take practical steps to deepen that relationship.

Introduction

Imagine you are on a boat over the Great Barrier Reef in Australia. When you look down on the reef, the image is blurry, but you can make out the rock formations and coral beneath you. You can even detect the outline or shadow of some fish. Now, imagine that you put on a mask and dive beneath the surface of the water. Suddenly, you realize you are in one of the most beautiful places on earth. You are awestruck by the variety of plant and animal life; multicolored fish swim gently among a kaleidoscope of sea fans and coral. Had you not dived into the depths, you would have missed knowing the true beauty of this special place.

Now imagine exploring a cave and traveling deep into the earth until you discover unusual rock formations, including stalactites and stalagmites. Perhaps you even find gorgeous gems such as quartz, amethysts, turquoise, rubies, or diamonds. If you go deep enough, you might even discover something no one else has ever seen.

In both examples, you experience the beauty of the ocean reef or the majesty of a cave only when you take the time to explore the depths. The same is true of our relationship with God. You can have a surface relationship or you can go deeper and develop an intimate relationship with Him.

Deep within every soul stands a meeting place, a castle, where the believer and God can commune. For some believers, the castle is filled with warmth, joy, and laughter. For others, it is empty, lonely, and virtually nonexistent. The choice is yours: cultivate a rich, fruitful inner life with the Lord, or let it remain stagnant and barren.'

Biblical Foundation

The Bible gives us three very special images of our relationship with God that help us understand different aspects of this intimate relationship: best friends, father and son, and the marital relationship.

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Best Friends

The Bible reports many examples of people walking in intimacy with the Lord, but His relationship with Moses was special. Moses and God were friends:

As Moses went into the tent, the pillar of cloud would come down and stay at the entrance, while the LORD spoke with Moses... The LORD would speak to Moses face to face, as one speaks to a friend.
— Exodus 33:9,11

The image of best friends speaks of intentionality. We are not best friends with every acquaintance we make, but only with those we take time to know in depth. Friendship also speaks of mutuality. To say that we are friends of God affirms that both parties are interested and intentional in the relationship.

Parent and Child

Jesus referred to the almighty God as His Father or His "Daddy" (Abba in Aramaic). To a Jew, even to pronounce the name of Yahweh is prohibited. Such an intimate way of addressing God must have surprised many. In His last prayer recorded in the Gospel of John, Jesus prayed that we would relate to God in a manner similar to His relationship with Abba.

"My prayer is not for them alone. I pray also for those who will believe in Me through their message, that all of them may be one, Father, just as You are in Me and I am in You. May they also be in Us so that the world may believe that You have sent Me."—John 17:20–21

To compare our relationship with God to a parent and his / her child, reveals God's unconditional love for us and the assurance that as a Father, He will never forsake us.

Marital Relationship

The prophet Jeremiah was God's special instrument to proclaim God's message. He prophesied often against idolatry and called people to fully follow God. Through Jeremiah, God said,

"I will give them a heart to know Me, that I am the LORD. They will be My people, and I will be their God, for they will return to Me with all their heart."—Jeremiah 24:7

The word "know" translated in this verse and other Old Testament texts has a deeper meaning than the mere head knowledge that the English language implies. The same word is often used to express relationship with another person, and in its most intimate form it includes the intimate physical relationship between husband and wife (Gen. 4:1).

The Song of Solomon uses the image of physical love between spouses as a metaphor for the relationship between God and His children. The New Testament calls the Church "The Bride of Christ" and talks about the end times as the marriage feast of the Lamb. To look at our relationship with God in terms of the intimate love between spouses speaks of intimacy in the greatest depths of our being. This is where our innermost secrets are open before the God who loves us with an eternal and unconditional love.

Workshop — 10 Minutes

Review the three biblical foundation images: best friends, parent and child, and marital relationship. **Which image is the most helpful to explain intimacy with God for you? Why?**

Barriers to Intimacy

Every Christian leader recognizes the importance of an intimate relationship with God. The depth of our relationship with God will determine the quality of our lives and leadership. At the same time, we must admit certain obstacles try to block this relationship. The following obstacles hinder the deepening of our intimacy with God.

Superficiality

Richard Foster states that “Superficiality is the curse of our age. The doctrine of instant satisfaction is a primary spiritual problem. The desperate need today is not for a great number of intelligent people, or gifted people, but for deep people.”² Jesus described superficiality in the parable of the sower:

“Some [seed] fell on rocky places, where it did not have much soil. It sprang up quickly, because the soil was shallow. But when the sun came up, the plants were scorched, and they withered because they had no root.”—Matthew 13:5–6

God’s Answer: GO DEEP

As in our friendships with one another, it is true in our relationship with God: There is no shortcut to having a deep relationship. Depth demands authenticity, vulnerability, and trust. Invest time to deepen your relationship with God. Some of God’s best truths, like priceless treasures, are hidden in depths most people never take the time to search out!

*Oh, the depth of the riches of the wisdom and knowledge of God!
How unsearchable His judgments, and His paths beyond tracing out!
— Romans 11:33*

Stop to Reflect—How deep is my relationship with God?

STOP

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Failure to Prioritize

Our days are marked by the demands of pressing schedules and pressured commitments. We often feel as though we must always be “on,” performing, delivering, and maximizing productivity. We often find that the “tyranny of the urgent” leaves us feeling strung out, impatient, occasionally resentful, and even worse, empty.

*“Why do you call Me, ‘Lord, Lord,’ and do not do what I say?”
—Luke 6:46*

God’s Answer: THIRST FOR GOD

We have the power to determine what we will do with our time. Only the fear of failure or of disappointing someone keeps us from saying NO to the never-ending demands and saying YES to the God who promises to give us rest. Intimacy with God must be as necessary for us as the air we breathe or the water we drink. The words of the Psalmist are more than mere metaphor.

*As the deer pants for streams of water, so my soul pants for You, O God.
My soul thirsts for God, for the living God. When can I go and meet with
God?—Psalm 42:1–2*

Stop to Reflect—How much do I desire time alone with God?

Focus on Information Instead of Intimacy

One can know a great deal about God without really knowing Him. One can know a great deal about godliness without much knowledge of God.

*We know that “We all possess knowledge.” But knowledge puffs up
while love builds up. —1 Corinthians 8:1*

*.... always learning but never able to come to a knowledge of the truth.
—2 Timothy 3:7*

God’s Answer: PRACTICE SPIRITUAL DISCIPLINES

The practice of spiritual disciplines will bring us closer to God because they focus on God instead of just knowledge.

*No, I strike a blow to my body and make it my slave so that after I
have preached to others, I myself will not be disqualified for the prize.
—1 Corinthians 9:27*

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Stop to Reflect—How can I be more intentional in practicing daily spiritual disciplines?

Unconfessed Sin

Finally, unconfessed sin can keep us at an arm’s distance from God. Cherished but harmful habits, unsundered thoughts or feelings, and frankly, the distorting power of guilt and shame can keep us in spiritual isolation.

Surely the arm of the LORD is not too short to save, nor His ear too dull to hear. But your iniquities have separated you from your God; your sins have hidden His face from you, so that He will not hear.
—Isaiah 59:1–2

God’s Answer: CONFESS AND REPENT

Confessing our sins to God brings them into the light and opens our heart to receive His forgiveness, which restores our intimacy with Him.

If we confess our sins, He is faithful and just and will forgive us our sins and purify us from all unrighteousness. —1 John 1:9

Stop to Reflect—Is there any unconfessed sin in my life?

Workshop — 7 Minutes

Discuss with two other participants:
Which of the four barriers is your greatest challenge and why?

In what ways is intimacy with God more difficult because of your leadership role?

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Positive Benefits of Intimacy with God

Those who know God have great thoughts of God.

Daniel 2:20–23—As he received revelation from God concerning the dream of Nebuchadnezzar, Daniel praised the LORD who *“reveals deep and hidden things.”*

Those who know God have great energy for God.

Daniel 11:32—Daniel affirms that *“the people who know their God shall be strong, and carry out great exploits”* (NKJV).

Those who know God show great boldness for God.

Acts 5:29—Peter and the other apostles experienced an intimacy with God that made them bold, even in the face of the most powerful authorities of the day.

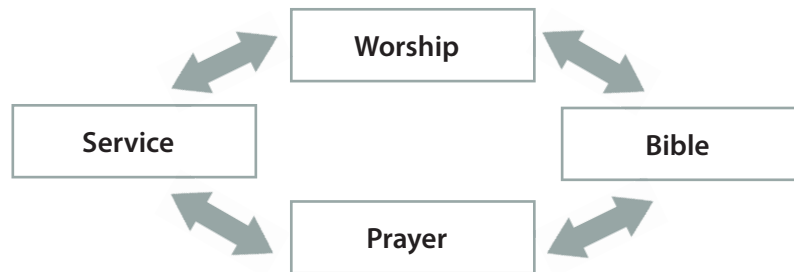
Those who know God have great contentment in God.

Philippians 4:11–13—Paul’s intimacy with God led him to say, *“I have learned the secret of being content in any and every situation.”* He went on to say, *“I can do all this through Him who gives me strength.”*

Spiritual Disciplines: The Path to Intimacy with God³

Athletes train. Actors rehearse. Musicians practice. Too many contemporary Christians sit around and wonder why nothing ever changes.

God has provided every believer with ways to experience His grace and grow in a deepening relationship with Him. The path is found in spiritual disciplines, those time-tested practices that bring us before the throne of Grace. The most common and helpful disciplines involve prayer, worship, the Bible, and service.



The Holy Spirit uses these elements to move us past the superficial appearances of conventional life into the unseen depths of spiritual reality. They are “means of grace” that help us to present ourselves with hungry hearts before God that He may draw us close. In worship, we surrender our lives to God and express our love.

Through the Bible we come to understand His character and hear His voice. In prayer, we share our deepest longings and receive direction and encouragement. In service, we allow ourselves to be used by Him in reaching out to others.

Workshop — 20 Minutes

Within a small group, discuss the following questions:

What helps you go deeper in your intimacy with God?

Conclusion

Intimacy is a choice and a commitment. The choice is yours: cultivate a rich, fruitful inner life with the Lord, or let it remain stagnant and barren.

*My heart says of You, "Seek His face!" Your face, LORD, I will seek.
—Psalm 27:8*

To develop this deep, abiding fellowship with Christ, you need to have the heart and the desire to share your whole self with your Savior.

*My soul yearns, even faints, for the courts of the LORD; my heart and my
flesh cry out for the living God. —Psalm 84:2*

As you commit yourself to come closer to God, God will come closer to you and your intimacy will deepen.

For Your Private Time (For You and the Lord Only)

- Make a list of what would have to happen in order for you to know God in a more intimate way.
- Write down at least one specific action you will take to seek deeper intimacy with the Lord.
- During this week, spend time in prayer to "purpose in your heart" or to "make up your mind" that you will not allow anything to stop you from seeking the Lord in order to see Him "face to face."

***Our goal during these days is to fellowship with each other, to learn,
and most of all, to know God at the deeper levels of intimacy!***

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THE HOLY SPIRIT AND THE LEADER

POWER TO ACCELERATE THE SPREAD OF THE GOSPEL //

Core Value

God looks for consecrated men and women who lead from an intimate relationship with God.

Teaching Objective

- To understand the importance of the fullness of the Holy Spirit in the life of the Christian leader and to seek the fullness of the Holy Spirit in our lives and leadership.

Introduction: Intimacy and the Fullness of the Spirit

Deep intimacy with God begins when we open our hearts and ask God to completely fill us with Himself. This requires a willingness on our part to fully surrender to God. It is at the point of our complete surrender that God can fill us with Himself. This is what it means to be filled with the Holy Spirit.

Jesus Promised the Holy Spirit to His Followers

Jesus assured His followers that the Holy Spirit would come and give guidance:

But when He, the Spirit of truth, comes, He will guide you into all the truth. He will not speak on His own; He will speak only what He hears, and He will tell you what is yet to come. —John 16:13

Jesus also promised the Holy Spirit would fill the disciples with power to be Christ's witnesses:

"But you will receive power when the Holy Spirit comes on you; and you will be My witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth."—Acts 1:8

The Promise was Fulfilled on Pentecost

The second chapter of Acts begins with an exciting account of what happened at the upper room as the faithful group of disciples prayed and sought the presence of God:

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When the day of Pentecost came, they were all together in one place. Suddenly a sound like the blowing of a violent wind came from heaven and filled the whole house where they were sitting. They saw what seemed to be tongues of fire that separated and came to rest on each of them. All of them were filled with the Holy Spirit and began to speak in other tongues as the Spirit enabled them. —Acts 2:1–4

The Transformation

Jesus' disciples provide a clear example of the work of the Holy Spirit. The Gospels give us a picture of their lives before they were filled with the Holy Spirit. The Acts of the Apostles describe their lives after the day of Pentecost. The differences between the two periods clearly demonstrate how God works through Spirit-filled believers.

From Fear to Courage

On the evening of that first day of the week, when the disciples were together, with the doors locked for fear of the Jewish leaders... —John 20:19a

When they saw the courage of Peter and John and realized that they were unschooled, ordinary men, they were astonished and they took note that these men had been with Jesus. —Acts 4:13

From Selfish Ambition to Unity in Love

She said, "Grant that one of these two sons of mine may sit at Your right and the other at Your left in Your kingdom." ...When the ten heard about this, they were indignant with the two brothers. —Matthew 20: 21, 24a

All the believers were one in heart and mind. No one claimed that any of their possessions was their own, but they shared everything they had. —Acts 4:32

From Powerless Efforts to Powerful Signs

When they came to the crowd, a man approached Jesus and knelt before Him. "Lord, have mercy on my son," he said. "He has seizures and is suffering greatly. He often falls into the fire or into the water. I brought him to Your disciples, but they could not heal him." —Matthew 17:14–16

As a result, people brought the sick into the streets and laid them on beds and mats so that at least Peter's shadow might fall on some of them as he passed by. —Acts 5:15

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The End Result: Lost People were Reached

The Church experienced tremendous growth in the first generation of its history, even in the face of persecution, as people put their trust in the risen Christ. The book of Acts shows the progression of this growth:

- Three thousand believed on the day of Pentecost (Acts 2:41).
- Believers were added daily to the community (Acts 2:47).
- The number of believers increased (multiplied) rapidly (Acts 6:7).
- The disciples were scattered by persecution, and preached the message in Judea and Samaria (Acts 8).
- Paul and Barnabas are sent as missionaries on their first journey through the Roman Empire (Acts 13:1–4).

Conclusion

The same promise that Jesus made to His disciples is just as valid today as when Jesus spoke it to His followers. To fully know God, you must personally know and experience the third Person of the Trinity, the Holy Spirit. In Acts, Luke records the clear instructions that Jesus gave to the disciples after His resurrection.

*On one occasion, while [Jesus] was eating with them, He gave them this command: "Do not leave Jerusalem, but wait for the gift My Father promised, which you have heard Me speak about. For John baptized with water, but in a few days you will be baptized with the Holy Spirit."
—Acts 1:4–5*

Christ then concludes with a glorious promise to them:

"But you will receive power when the Holy Spirit comes on you; and you will be My witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth." —Acts 1:8

When a leader personally experiences the power and presence of the Holy Spirit, he or she will have the power to live the Christian life, to lead the people of God according to His agenda, and to bear witness with passion and relevance.

The Holy Spirit is given to those who are willing to surrender to the Lordship of Christ and ask for His fullness in their lives. God's revealed Word always requires a response.

Take time now to seek for the power of the Holy Spirit in your life and leadership. You may be praying this prayer for the very first time. Search your heart. Make a fresh surrender to God. Seek the fullness and power of the Holy Spirit in your life. May the same power of the Holy Spirit that was poured out on the day of Pentecost now be poured upon you. Amen.

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PASSION FOR THE HARVEST

EXPERIENCING GOD'S HEARTBEAT FOR THE LOST //

Core Value

God looks for men and women who share a passion for those without Christ. Jesus came to "seek and to save the lost." God desires that everyone be reached with the life-transforming power of the Gospel.

Teaching Objective

- To challenge the people of God to fully experience God's passion for the billions who are waiting to know the life-transforming power of the Gospel of Jesus Christ.

Introduction

Intimacy with God leads to God's heart and passion for the lost. God's passion becomes our passion. Just as our intimacy must be continually rekindled, so must our passion. Vision is directly related to passion; when passion decreases, vision also becomes more distant and dim. A.W. Tozer once said,

"The great of the Kingdom have been those who loved God more than others did."

All other passions build upon or flow from your passion for Jesus. A passion for souls grows out of a passion for Christ. A passion for missions builds upon a passion for Christ.¹

Passion Defined

Passion is a force burning within you, which seizes you; a power that moves you beyond ordinary human activity. Passion will not let you go until God's goals are reached. Passion is the fire and urgency that vision needs to remain alive and active.

Biblical Foundation

Passion comes from the Latin root word *passere* which means "to suffer for." "Passion is what you hunger for so intensely that you will sacrifice anything to have it."² Many scriptural characters inspire us with their passion and zeal for God. The following are a few examples.

Jeremiah—Passion is a fire that comes from God and cannot be extinguished.

But if I say, "I will not mention Him or speak any more in His name," His word is in my heart like a fire, a fire shut up in my bones. I am weary of holding it in; indeed, I cannot. —Jeremiah 20:9

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Peter and John—Passion is a compelling conviction that demands radical obedience, even in the face of persecution.

Then they...commanded them not to speak or teach at all in the name of Jesus. But Peter and John replied, "Which is right in God's eyes: to listen to you, or to Him? You be the judges! As for us, we cannot help speaking about what we have seen and heard." —Acts 4:18-20

Paul—Passion is a crucified life lived by faith in Christ.

I have been crucified with Christ and I no longer live, but Christ lives in me. The life I live in the body, I live by faith in the Son of God, who loved me and gave Himself for me. —Galatians 2:20

Workshop — 7 Minutes

Can you identify with Jeremiah, Peter, or Paul? **Share with one person about a time in your life when you knew your soul was on fire with passion. Describe the fruit that came from that experience.**

Historical Examples of Passion³

Throughout the course of history, God called men and women and inspired them with a passion. Below are examples and quotes from leaders from the past. In order to make these testimonies come alive, select six participants to dramatically read one of the quotes. The facilitator serves as the narrator.

John Wesley (Leader of Revival in England)

"Let us all be of one business. We live only for this, to save our own souls and the souls of those who hear us." God used John Wesley to bring revival and transform England. Today, eighty million people all over the world owe their spiritual heritage to this movement.⁴

John Knox (Leader of Revival in Scotland)

When John Knox's wife pleaded with him to get some sleep, he answered, *"How can I sleep when my land is not saved?"* He would often pray all night in agonizing tones, *"Lord, give me Scotland or I die!"* God shook Scotland. God gave him Scotland.

George Whitefield (Eighteenth-Century British Evangelist)

Whitefield prayed, *"O Lord, give me souls or take my soul."* It is said that his face shone like the face of Moses when he sobbed that prayer.

William Booth (Founder of the Salvation Army)

The King of England asked Booth what the ruling force of his life was. Booth replied, *"Sir, some men's passion is for gold, other men's passion is for fame, but my passion is for souls."* Today, the Salvation Army is one of the largest relief agencies in the world.

Sadhu Sundar Singh (Indian Evangelist)⁵

As a preacher and evangelist in colonial India, Sundar Singh was passionate about his people and his Christ. He stated, *"I am not worthy to follow in the steps of my Lord, but like Him, I want no home, no possessions. Like Him I will belong to the road, sharing the suffering of my people, eating with those who will give me shelter, and telling all people of the love of God."* One of his many biographers states that "this son of India possesses a key to the hearts of his countrymen no foreigner can ever hope to have."

Mother Teresa (Founder of the Missionaries of Charity)⁶

On a train ride from Calcutta to Darjeeling in India, Christ spoke to Mother Teresa and asked, *"The thirst you had for souls brought you so far. Are you afraid to take one more step... for Me - for souls."* Mother Teresa fully surrendered to God's call on her life and said, *"I desire to burn myself completely for Him and for souls."*

Passion and the Harvest

As you grow deeper in your relationship of intimacy with God, you will personally experience more of His passion for others. In Luke 19:10, Jesus proclaims that He came to "seek and to save the lost." God desires that everyone be reached with the life-transforming power of the Gospel. Just as Jesus sought lost people when He walked on earth, still today He seeks the lost, and we are His messengers. Jesus' passion should be our passion. He referred to those living without a relationship with God as "the harvest." Several times, Jesus spoke regarding "the harvest."

The Fields Are Ripe for Harvest

Jesus states that the harvest is ready. Many people are willing to listen to the Good News of the Gospel of Jesus Christ.

*"Don't you have a saying, 'It's still four months until harvest'? I tell you, open your eyes and look at the fields! They are ripe for harvest."
—John 4:35*

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One-Third of the
world says,
"Thank You, Jesus!"

Another third is
saying,
"No thank You,
Jesus."

The remaining one-
third is asking
"Who is Jesus?"

The Harvest Is Plentiful, but the Workers Are Few

Jesus challenges His disciples by telling them that more workers are needed to bring in the harvest. Jesus also invites you to join Him in the harvest:

When He [Jesus] saw the crowds, He had compassion on them, because they were harassed and helpless, like sheep without a shepherd. Then He said to His disciples, "The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into His harvest field." —Matthew 9:36–38

When Jesus saw the crowds, He had compassion. The word "compassion" literally means "to suffer together." If we look at the world with Jesus' eyes, we will also see human needs and our hearts will be moved to action with the same compassion.

The Harvest Field

The population of planet Earth has now surpassed seven billion people. The Church has been in existence and sharing the Good News of Christ for two thousand years. Yet currently, only one-third of the global population has responded positively to the claims of the Gospel. Currently, the global harvest looks approximately like this:

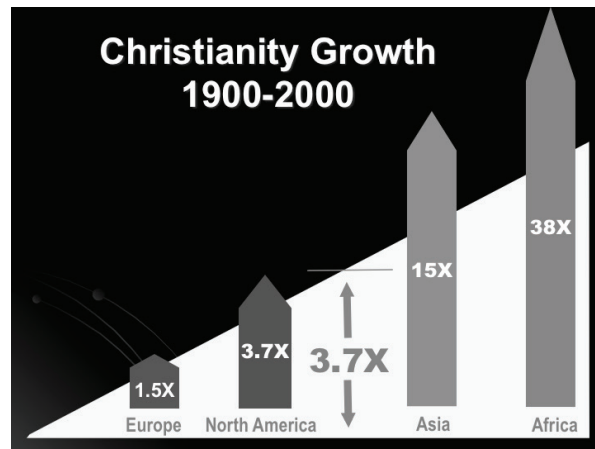
- More than two billion are followers of Christ, a figure that includes all the different Christian denominations and groups. These people are saying, *"Thank you, Jesus."*
- More than two billion are non-Christians who have access to the Gospel, but they are not following Christ. They live where they can hear, learn, and respond to the Gospel but they are not yet following Christ. These people are saying, *"No thank you, Jesus."*
- More than two billion remain unreached. They have little or no access to the Gospel. They have no Christian influence in their lives, no churches in their communities, and often no Bible in their languages. These people are saying, *"Who is Jesus?"*

The Great Harvest

We live in one of the most exciting periods in God's salvation history. Patrick Johnstone, author of *Operation World*, states, "We are living in the time of the largest ingathering of people into the Kingdom of God that the world has ever seen."

During the twentieth century, the world population has multiplied 3.7 times. The percentage of Christians in North America has remained about the same. In Europe, Christians have not kept pace with the population, growing only 1.5 times. However in Asia, there are 15 times more Christians than 100 years ago, and in Africa, there are 38 times more Christians.

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The data shown in the Passion for the Harvest session and additional information on the current status of Global Missions can be found on the following Internet sources:

Operation World
operationworld.org

US Center for World Mission
uscwm.org

The Joshua Project
joshuaproject.net

Issachar Initiative
issacharinitiative.org

Christianity is growing globally. This is the current status of world Christianity in the twenty-first century:

- There are 2.3 billion people who claim to be Christian.
- There are 5 million churches worldwide.
- There are 43,000 Christian denominations.
- There are 12 million Christian workers engaged in the ministry of the Church.

At the same time, 2,000 years and 59 generations after the Great Commission, the Gospel still hasn't been taken to "every nation" as Jesus commanded. The Church of Jesus Christ faces some formidable challenges.

Challenge Number 1 — The Gospel for Every Person

Approximately 70 percent of the world's population have heard the Gospel in some form. However, this means 30 percent of the world has had no exposure to the Gospel message. The unfinished task is still daunting. The reality of the current times is:

- There are 4,000 languages without a Bible.
- There are 3,000 people groups without a missionary.
- There are 1 million villages without a church (local group of believers).
- There are 3.5 billion Muslims, Hindus, and Buddhists, with very few Christian workers among them.

How should followers of Jesus Christ in your nation and your church respond to this challenge?

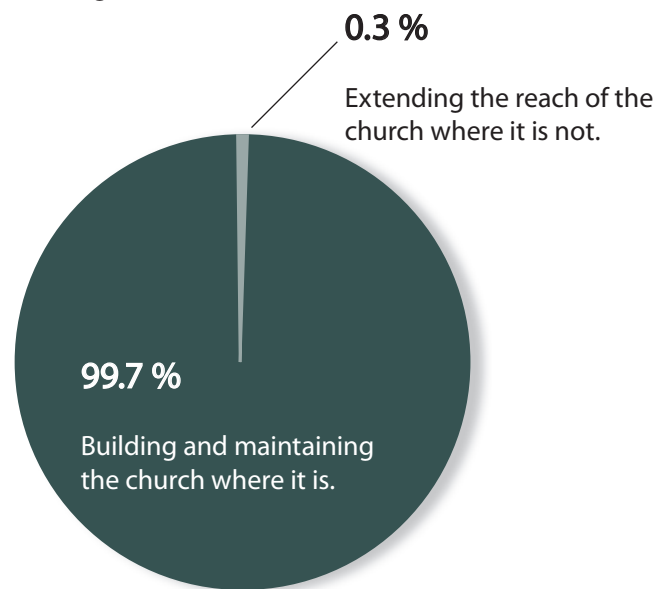
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Challenge Number 2 — A Church for Every People

Over 16,000 people groups have been identified around the world. Three thousand of these groups are unengaged people groups because there are no Christian workers among them. Two definitions help us understand this reality:

- **People Group:** For evangelization purposes, a people group is the largest group within which the Gospel can spread as a church planting movement without encountering barriers of understanding or acceptance.
- **Unreached / Least-Reached:** Defined as less than 2% evangelical individuals and less than 5% Christian adherents within a people group.

With such overwhelming needs, the global church is investing most of its time, resources, and people in building and maintaining itself.



What can the church, ministry, or organization that I represent do in response to the people group challenge? Is there an unengaged people group that I can help reach with the Gospel of Jesus Christ?

Challenge Number 3 — The Least of These

Many opportunities exist to show the love of Christ by our actions and our words in fulfillment of Christ’s passionate desire to demonstrate God’s love. Jesus said,

“For I was hungry and you gave Me something to eat, I was thirsty and you gave Me something to drink, I was a stranger and you invited Me in, I needed clothes and you clothed Me, I was sick and you looked after Me, I was in prison and you came to visit Me.”

“Then the righteous will answer Him, ‘Lord, when did we see You hungry and feed You, or thirsty and give You something to drink? When did we see You a stranger and invite You in, or needing clothes and clothe You? When did we see You sick or in prison and go to visit You?’

“The King will reply, ‘Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for Me.’”

—Matthew 25:35–40

I Was Hungry and Thirsty

Approximately 850 million people across the world are hungry. Every five seconds, one child dies from hunger-related causes. Approximately one in every eight people lack access to safe water supplies, resulting in easily preventable diseases.

I Was Naked

Approximately 2.7 billion people live on less than \$2 a day. More than 385 million human beings live on less than \$1 a day.

I Was Sick

Malaria is the leading cause of death and illness worldwide. Dysentery, which is easily preventable by simple sanitation measures, continues to kill 1.4 million children every year. More than 30.8 million adults and 2 million children live with HIV. In the year 2009, some 2.7 million people became infected with this virus.

I Was in Prison

There are approximately 10.75 million men, women, and children in prison around the world.⁷ Globally, prisons are usually crowded, unsavory, and violent. Many are in prison for political, ideological, and religious reasons. Persecution against Christians is on the rise. It is estimated that 100 million Christians around the world suffer some measure of persecution for their faith.⁸ In many countries, religious conversion is illegal and punishable by imprisonment.

One of God’s most compassionate leaders to the poorest of the poor was Mother Theresa. In 1948, Jesus spoke to Mother Theresa and she responded by creating a new ministry called the Missionaries of Charity. Facing great obstacles, it took 15 months of explanation, planning, and incessant lobbying before she was approved to begin. At one point, she appealed to her archbishop by saying, “Let me go. Souls are being lost.” At that time, there were 3,000 slums in the city of Calcutta.

When Jesus spoke to Mother Theresa about vision, she responding by saying, “Give me light. Send me Thy own Spirit which will teach me Thy own will - which will give me the strength to do the things that are pleasing to Thee.” She also said, “Jesus, my Jesus...I am terribly afraid.” Jesus responded, “Do not fear, I shall always be with you.”

In the years to come, when questioned about her motivation for ministry to the least of these,

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Mother Theresa often responded, "I see the face of Jesus in the poor, and I do it for Him." Many opportunities exist to share the love of God in word and deed with others who live in your community or in another suffering region of the world.

How do you think Jesus wants you to respond to the challenges of the current world situation?

How to Fully Experience God's Passion for the Harvest

Passion is the direct result of our intimacy with God, our love for Christ, and our commitment to Him. Passion results in no longer living for ourselves, but living for God's glory.

For Christ's love compels us, because we are convinced that One died for all, and therefore all died. And He died for all, that those who live should no longer live for themselves but for Him who died for them and was raised again. —2 Corinthians 5:14–15

Passion Comes from God

Wesley Duewel writes in *Ablaze for God*: "We cannot light this fire. In ourselves we cannot produce it. No man can kindle in himself that celestial fire; it must come from the live coal from the altar above."⁹

How do you fully experience God's passion for the harvest? You ask. You seek. You knock because,

Every good and perfect gift is from above, coming down from the Father... —James 1:17

*"Ask and it will be given to you; seek and you will find; knock and the door will be opened to you. For everyone who asks receives; the one who seeks finds; and to the one who knocks, the door will be opened."
—Matthew 7:7–8*

Passion Must Be Nurtured

Since passion comes from God, it is maintained through our intimacy with God. As God feeds and nurtures our souls through spiritual disciplines and His presence, our passion increases and sustains our vision. Passion must be nurtured and maintained like a fire.

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Conclusion

Since God’s passion is for the lost, God is more than ready to give you His heart of passion. You cannot light this fire. The fire of passion comes only from God. The steps are clear:

Commit to becoming a bondservant of Jesus Christ

_____ Ask...Seek...Knock — Receive

The passion of Christianity comes from deliberately signing away my own rights and becoming a bondservant of Jesus Christ.

— Oswald Chambers, My Utmost for His Highest

Your Prayer for God’s Passion

God, I want the passion You have for the lost to become my passion. I ask that from on high You send FIRE into my bones just as You did to Jeremiah, Peter, John, and Paul. Let this FIRE burn away anything that is keeping me from experiencing Your divine passion. Following the example of Your passionate Son, I want to “seek the lost.”

In Jesus’ name I pray,

Amen.

YourSignature_____Today’sDate_____

May all of our hearts burn with a passionate flame that will never go out until the harvest is complete or until Christ takes us home. Let us diligently be about our calling “to save souls.”

SEEK THE
LOST

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ACTS 1:8 WORKSHOP

DEVELOPING YOUR PERSONAL ACTS 1:8 PLAN //

Core Value

God looks for men and women who share a passion for those without Christ. Jesus came to “seek and to save the lost.” God desires that everyone be reached with the life-transforming power of the Gospel.

Teaching Objectives

- To understand how the mandate and principles of Acts 1:8 will enable a Christian, local church, or broader church community to create a focused, prioritized plan of action to cooperate in the global harvest.
- To develop a personal “Acts 1:8” strategy for holistic ministry.

Introduction

The Church, God’s people, is His instrument called to continue the ministry of Christ on earth. This means fulfilling the Great Commission (Matt. 28:18–20) and bringing in the harvest must be our first priority. The way to successfully reach this goal is to follow the plan that Jesus gave to His disciples:

“But you will receive power when the Holy Spirit comes on you; and you will be My witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.”—Acts 1:8

Fulfilling Acts 1:8 is God’s strategy for the harvest. It is how all peoples of the world will come to hear of God’s love and have the opportunity for a personal experience with Christ.

Developing an Acts 1:8 Strategy

Acts 1:8 is a model for our witness in the world. The disciples were told to wait in Jerusalem. Starting from the center, they were to give testimony to the resurrection to the entire world in ever widening concentric circles.

- **Jerusalem** — Their starting place, where they were living.
- **Judea** — The adjacent region, their province.
- **Samaria** — The next-door neighbor, a group of people they did not identify with culturally or religiously.
- **Ends of the Earth** — The rest of the world.

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Four Strategic Questions

Using the model of Acts 1:8, this session focuses on four key questions. These questions help you see the world, your mission, and the mission of your church or Christian organization from the perspective of Christ's command.

We are to reach the ends of the earth with the Good News, beginning right where we live and moving outward, crossing all barriers (culture, language, tribe, etc.) along the way.

- Where are my Jerusalem, Judea, Samaria, and the ends of the earth?
- Who are the people I am called to reach in my Jerusalem, Judea, Samaria, and the ends of earth?
- How am I going to reach these different groups of people?
- With whom should I develop strategic partnerships to engage in the harvest in each of those places?

Workshop Instructions

Working with other participants, use the worksheet at the end of this session to answer the four questions in this workshop (where, who, with whom, and how). If other participants from your church and/or ministry are at this conference, it may be useful to do the workshop together to develop a common strategy.

Answering the "Where" Question

When Jesus told the disciples to be witnesses, He did not command them to go to one place at a time: Jerusalem, and then Judea, and then Samaria, and finally the ends of the earth. Christ's command focuses our witnesses on all four places simultaneously.

The command to be witnesses can be addressed from two different perspectives—geographic and cultural.

Place	Geographic Perspective	Cultural Perspective
Jerusalem	The city, town, or village where I live.	People of my own culture and language. Those like me.
Judea	The region, province, and state where I live.	Different subculture or another culture in my city.
Samaria	Distant province in my own country.	The marginalized, rejected. Places and people I would rather not engage.
Ends of the Earth	Other countries, from close neighbors to the other side of the globe.	People of different cultures and/or languages from mine.

Where is my Jerusalem, Judea, Samaria and my "ends of the earth"? Remember to answer the questions from both the geographic and cultural perspectives.

Answering the “Who” Question

When addressing the question of “who,” it is important to identify specific priority groups God is calling you to reach.

Focus on specific people groups, not just geographic areas. The original word for “nations” in the great commission is “*ta ethne*,” which refers to people groups, not political countries. A *people group* is a group that is bound together by a common culture, language, values, socioeconomic, or ethnic identity.

Give priority to unreached or least-reached groups. A group is considered “unreached” when there is no significant Christian witness among them, or no indigenous Christian community within that group of sufficient size to complete the task of evangelizing that group without outside assistance.

Identify the “Samaritans”—the people you might prefer not to work among but who very much need to know about Jesus; people who may live near you but who are culturally very distant from you.

*You will be My
witnesses in
Jerusalem,
AND Judea,
AND Samaria,
AND to the
ends of the earth.*

Can you identify specific people groups that live around you? Which ones are unreached/least reached, or neglected?

Which people groups (one or more) is God calling you to reach?

Answering the “How” Question

The “how” question has to do with strategies, resources, and skills for the harvest. Answering this question will take longer than the first two questions because it will require careful planning and prayer.

What unique resources and skills do you have for the harvest, which could be used to reach out to one or more of the places and groups identified above?

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What harvest strategies do you need to develop to extend your reach to Jerusalem, Judea, Samaria, and the ends of the earth?

Answering the “with Whom” Question

Partnership is one of the most important words in missions in the twenty-first century. Cooperation is the key to success. Like the previous question, this will require much planning, prayer, and especially networking with other Christian individuals and organizations. Here are three criteria for selecting strategic harvest partnerships.

1. Who is already serving Christ among these people who can guide us, or who needs our assistance?
2. Who is God already sending whom we can help?
3. Who has skills and resources that could help make us more effective?

An Important Word on Partnerships

We need to be honest enough to admit that we have often been reluctant to partner with other groups in the service of Christ.

- Loyalty to our own denominations or associations has caused us to build walls between ourselves and believers in other groups.
- Doctrinal differences can keep us separated from other Christians and reluctant to cooperate with them in ministry.
- Sometimes, simply our pride and arrogance have led us to work on our own rather than participating with others.

Who is already actively engaged in the harvest in the areas you identified above?

How can you network with other churches and organizations to cooperate in the harvest in each of the places identified above?

Conclusion

It would be virtually impossible to fully develop an Acts 1:8 strategy for yourself or your church in a one-hour seminar. The goal of this session is that you would begin the process of reflecting upon your response to Christ's command and to set goals for yourself, and if appropriate, the organization you lead.

May you be an Acts 1:8 leader who is using your influence to reach your Jerusalem, Judea, Samaria, and the ends of the earth!

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Acts 1:8 Strategy Worksheet

Use this sheet with the workshop discussion questions above to plan your own strategy for involvement in the Harvest. It can be a personal strategy or a plan for your church or organization.

WHERE does God want me to go? (specific places, ministry opportunities, visions)			
Jerusalem	Judea	Samaria	Ends of the Earth
WHO is God calling me to reach? (people groups—least evangelized, hidden groups, neglected)			
Jerusalem	Judea	Samaria	Ends of the Earth
HOW can I effectively reach out to these people? (strategies, resources, and skills)			
Jerusalem	Judea	Samaria	Ends of the Earth
WITH WHOM is God leading me to partner? (who is interested, is already there, has resources)			
Jerusalem	Judea	Samaria	Ends of the Earth

SPIRITUAL LEADERSHIP

CALLED AND LED BY GOD //

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Teaching Objectives

- To teach the critical importance of leadership for advancing the Kingdom of God.
- To understand and apply the “Biblical Leadership Triangle,” so each leader can reach his or her full potential, with particular focus on the spiritual leadership side of the triangle.

One discovery that revolutionized the world was the compass, a simple object in which a metal needle always points to the Earth’s magnetic north. Its invention allowed travelers, especially mariners, to travel long distances safely under any weather condition.

Just as a compass always points to the north, true biblical leaders are focused on God for their lives and leadership. Biblical leaders rely on the unchangeable Word of God. They are rooted and grounded in Christ-centered love and they know how to follow the prompting of the Holy Spirit.

The Importance of Leadership

Christian author John Maxwell states that “everything rises and falls on leadership.”¹

Leaders can:

Make or break an organization
Advance or destroy a cause
Empower or stagnate a movement

Leaders can lead the way or lose the way, and in each case, take others with them.

Biblical Foundation

The Bible provides many case studies in leadership. In fact, the biblical pattern is that “God changes the course of history through the selection of men and women who will act on His behalf.”² Below are some examples of how God used men and women to execute His will in Scriptures.

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At any point of history, God raises up key people to lead at that time.

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What is your
definition of
leadership?

Abraham (Gen. 12:1–3). God called him to be the father of a great nation through which the Savior would come.

Moses (Exod. 3:8–10). God called Moses to be the deliverer and leader of His people when they were slaves in Egypt.

David (1 Sam. 13:14). God called and anointed David to be the king who would unite the nation of Israel and lead it to prosperity.

Esther (Esther 4:14). God positioned Esther as queen and called her to preserve the Jewish nation when they were threatened with genocide in the Persian Empire.

Leadership Defined

Leadership may well be one of the most studied and least understood areas of human knowledge. There are many definitions, each focusing on one or more aspects of leadership. One of the simplest definitions of leadership comes from J. Oswald Sanders and was popularized by John Maxwell. In simple terms, “Leadership is influence.”³

Workshop — 10 Minutes

Write your personal definition of leadership. Share your definition with your small group.

The Biblical Leadership Triangle

Biblical leadership is best represented by the image of an equilateral triangle—a triangle in which all sides have the same length. This triangle is a symbol of strength and stability. The three sides represent essential characteristics of biblical leaders. The triangle’s sides are the same size, meaning the three aspects of biblical leadership have the same weight and importance in the life of the biblical leader.

Spiritual Leadership

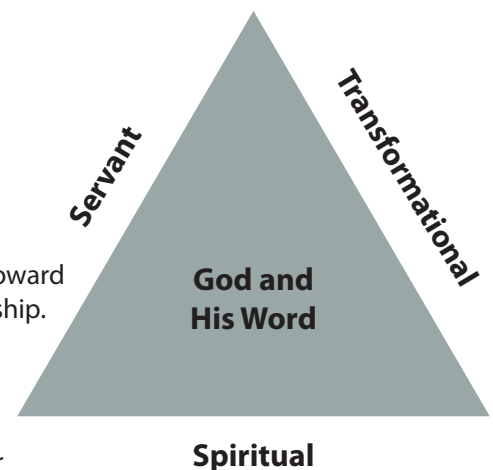
Biblical leadership is spiritual in nature.
It originates in God and is centered in Him.

Servant Leadership

Biblical leadership is focused on others and oriented toward service. Jesus is the supreme model of true servant leadership.

Transformational Leadership

Biblical leadership is aimed at meaningful change. Transformational leaders change themselves, their followers, and their world.



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For a biblical leader to reach his or her full potential and achieve peak performance, all three characteristics must be present and increasing.

Spiritual Leadership

In the natural world, leadership is exercised based on human ability and skills. Spiritual leadership does not discard natural abilities, but is the result of blending a person's natural and spiritual qualities in the service of God and for His glory.

J. Oswald Sanders states,

"The spiritual leader influences others not by the power of his own personality but by that personality initiated and interpenetrated and empowered by the Holy Spirit."

Spiritual leadership is based on the Word of God and exercised in the power of the Holy Spirit.

Spiritual Leadership in the Life of Moses

Moses is an excellent biblical example of spiritual leadership. If we take a closer look at his career as Israel's deliverer, we see four essential aspects of spiritual leadership.

Spiritual Leadership Originates in God

When Moses sought to lead the people from his own strength, he failed miserably (Exod. 2:14). Forty years later, when he was not seeking a position of leadership, God called him. The vision of delivering God's people from captivity and establishing them in the Promised Land also originated in God.

*When the LORD saw that he had gone over to look, God called to him from within the bush, "Moses! Moses!" And Moses said "Here I am."
— Exodus 3:4*

Spiritual Leadership Is Exercised with Authority from God

The fundamental difference from Moses' attempt to lead before he spent forty years in the desert was the source of his authority after God called him from the burning bush. The staff of God was the instrument by which God displayed His power to Moses, to the Israelites, and to the court of Pharaoh. Moses held it for the rest of his life, and it represented God's authority that came from God's calling.

So Moses took his wife and sons, put them on a donkey and started back to Egypt. And he took the staff of God in his hand. —Exodus 4:20

Spiritual Leadership Deploys the Gifts Given by God

As a leader called by God to accomplish God's vision with God's authority, Moses was enabled by God with supernatural gifts to accomplish the vision. Leaders cast vision and have to use words to mobilize the people. Biblical spiritual leaders speak and write words inspired by God.

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They are God's mouthpieces, sharing God's vision.

*"Now go; I will help you speak and will teach you what to say."
— Exodus 4:12*

Spiritual leadership is exercised by faith and in the power of the Holy Spirit. God's Spirit provides true spiritual leaders with supernatural power to back up their words and accomplish His vision.

*"Take some water from the Nile and pour it on the dry ground. The water you take from the river will become blood on the ground."
— Exodus 4:9*

Spiritual Leadership Reflects the Character of God

As Moses continued to exercise spiritual leadership, he grew more intimate with God and reflected His character. This particular aspect of spiritual leadership took longer to manifest in Moses and was the result of a long-term relationship of intimacy with God.

Now Moses was a very humble man, more humble than anyone else on the face of the earth. —Numbers 12:3

Natural and Spiritual Leaders

One of the most asked questions in leadership is whether leaders are born or made. In other words, are leadership traits natural or acquired? The answer is that while there are natural personality traits that facilitate leadership, the skills and abilities necessary for the exercise of leadership are learned over the course of the leader's life.

Natural and spiritual leaders have God-given personality traits and acquired abilities to lead others and accomplish the vision. Spiritual leaders also have added skills given by the Holy Spirit. A comparison chart between natural and spiritual leaders includes the following: ⁴

Natural Leader	Spiritual Leader
Self-confident	Places confidence in God
Knows people	Also knows God
Has decision-making skills	Decides based on God's will
Ambitious	Proactive, yet humble
Creates methods	Finds and follows God's methods
Command-and-control or democratic	Leads in obedience to God
Motivated by personal considerations	Motivated by love for God and people
Independent	God-dependent

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Workshop — 15 Minutes

In a small group, reflect on spiritual leaders whom you know using the following discussion points.

Describe someone whom you personally admire as an outstanding example of spiritual leadership.

Based on our study of the life of Moses above, which one or two characteristics of spiritual leadership stand out the most for you in the life of the spiritual leader you just named?

Pray together that God develops those particular characteristics in your lives.

Conclusion

The importance of leadership challenges each of us as leaders to develop ourselves and be the best we can be for the Kingdom of God. Spiritual leadership originates in God and is fulfilled in Him. When God is at the center of your life and leadership, you will be an ambassador for Him.

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SERVANT LEADERSHIP

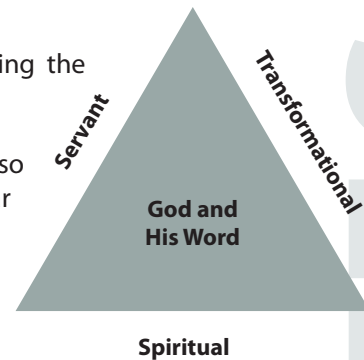
SERVICE TO GOD AND OTHERS //

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Teaching Objectives

- To teach the critical importance of leadership for advancing the Kingdom of God.
- To understand and apply the “Biblical Leadership Triangle,” so each leader can reach his or her full potential, with particular focus on the servant leadership side of the triangle.



Introduction

For years, leadership has been perceived as the ability to command and control others. From that perspective, to be a leader and a servant at the same time seems like a paradox. Today the value of servant leadership is being fully recognized. The first side of the biblical leadership triangle is spiritual leadership. The second side is servant leadership.

To lead through service is different from simply being a servant. Servant leaders can be agents of social and spiritual revolution and leave a long-lasting legacy of positive change. In this session, we will look at leadership through service as a biblical model and a practical platform for leadership in the Church and the world.

Servant Leadership Defined

In the last quarter of the twentieth century, a new leadership model emerged in the corporate world called *Servant Leadership*. It was popularized by author and business executive Robert K. Greenleaf. He defines a servant leader as “a person who models leadership through service.” He further explains the concept by saying the difference manifests itself in the care taken by the servant who first makes sure that other people’s highest priority needs are being served.¹ Greenleaf’s servant leadership model has become a powerful tool that transforms entire companies and organizations.

Although this model has become popular only recently, two thousand years ago, Jesus left the glory of His heavenly throne and assumed the position of a servant on our behalf.

Who, being in very nature God, did not consider equality with God something to be used to his own advantage; rather, He made Himself nothing by taking the very nature of a servant. —Philippians 2:6–7, TNIV

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Jesus led through service and thus provided His disciples with a model of leadership based on service to God and to others. He said,

And whosoever would be first among you, shall be servant of all.
— Mark 10: 44 ASV

Workshop — 7 Minutes

Discuss in your small group: Who is the greatest servant leader that you know personally? Describe that person to the other members in your group.

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The Biblical Model of Servant Leadership

Jesus led by being a servant to all and taught His disciples to imitate Him and lead in the same fashion. The most important occasion when Jesus modeled servant leadership for the disciples, and for us, was when He washed the feet of His twelve most intimate disciples. We will look closely at this biblical narrative.

The Foundation—Security

Before we examine the washing of the disciples' feet itself, it is important to realize that Jesus was only able to take the role of servant and perform this humble act because He was secure.

- Jesus was secure in His relationship with God.
"... I am in the Father and the Father is in Me" —John 14:11
- Jesus was secure in His knowledge of what God wanted Him to accomplish.
Jesus knew that the Father had put all things under His power.
—John 13:3a

The Motivation—Love

Why did Jesus wash His disciples' feet? The most common answer is that He wanted to teach them a lesson about leadership. However, John tells us it that He did this as an expression of His love for them. Servant leaders serve others not from a sense of duty or to teach lessons, but out of genuine love.

Having loved His own who were in the world, He loved them to the end.
—John 13:1

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The Example—Action

Now we come to the actual event around the table in a Jerusalem dining room. Let us carefully examine the narrative.

[Jesus] got up from the table, took off His outer robe, and tied a towel around Himself. Then He poured water into a basin and began to wash the disciples' feet and to wipe them with the towel that was tied around Him. —John 13:4–5, NRSV

It is clear that Jesus takes the role of a house slave. The washing of feet was a humble act that only the lowest servants did. The Master's action challenged the culture of the day and certainly shocked the disciples, as we can see by Peter's initial reaction.

"You call Me 'Teacher' and 'Lord' and rightly so, for that is what I am. Now that I, your Lord and Teacher, have washed your feet, you also should wash one another's feet. I have set you an example that you should do as I have done for you."—John 13:13–15

Jesus was recognized as Master and Teacher. He knew this clearly, as did the disciples. Jesus' action held greater significance than washing dirty feet. It was an attitude of serving when one was not required to do so.

The Power of Love

Jesus washed the disciples' feet out of perfect love for them. The apostle Paul wrote to the Church in Corinth and powerfully described this kind of love.

Love is patient, love is kind, and is not jealous; love does not brag and is not arrogant, does not act unbecomingly; it does not seek its own, is not provoked, does not take into account a wrong suffered, does not rejoice in unrighteousness, but rejoices with the truth; bears all things, believes all things, hopes all things, endures all things. Love never fails.
—1 Corinthians 13:4–8, NASB

Workshop — 5 Minutes

To help us understand the full power of Christ's love in servant leadership, let us read again the text of 1 Corinthians, but we will substitute the word "love" for "Christ." These are also the practical qualities and characteristics required of a servant leader who is seeking to follow in the steps of Jesus.

- Christ is patient; Christ is kind; He is not jealous.
- Christ does not brag and is not arrogant.
- Christ does not act unbecomingly; He does not seek His own.
- Christ is not provoked, does not take into account a wrong suffered.
- Christ does not rejoice in unrighteousness, but rejoices with the truth.
- Christ bears all things; He believes all things, hopes all things, and endures all things.
- Christ never fails.

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Application — The Person in the Mirror

Write this passage from 1 Corinthians on a card or piece of paper. Tape this passage to a mirror in your home. Every time that you stand before your mirror, pray that the person in the mirror (you) would fully reflect these qualities in your life.

Jesus' words to the disciples were "do like I have done to you." **Read the text again, but this time, put your own name in the blank. Then reflect on what you just said. How do you measure up to the standard of Christ's love?**

_____ is patient, _____ is kind; _____ is not jealous.
 _____ does not brag and is not arrogant.
 _____ does not act unbecomingly; _____ does not seek _____ own.
 _____ is not provoked, does not take into account a wrong suffered.
 _____ does not rejoice in unrighteousness, but rejoices with the truth.
 _____ bears all things; believes all things, hopes all things, and endures all things.
 _____ never fails.

As you said these words about yourself, perhaps you felt the conviction of the Holy Spirit that your life does not fully measure up to the standard of Christ's example. We invite you to join ILLI leaders around the world in asking God to transform our lives by the power of the Holy Spirit so our leadership would be marked by perfect love.

*Almighty God, develop this perfect love in my life and leadership,
 in the precious name of Jesus, Amen!*

Servant Leadership in Real Life

Servant leadership flows from the leader's character and influences relationships and actions. It is much more than technique or charisma. Servant leaders influence followers, customers, church members, providers, business associates, and more. Servant leadership focuses on six aspects of the leader's character: ²

Legacy: Servant leaders invest in people. Their legacy is not counted in material things, but is measured by the long-lasting positive change in the lives of those with whom they interact.

Purpose: Every leader influences others. Biblical servant leaders influence people towards God's purposes. Ultimately, biblical servant leaders serve and please God.

Motivation: Service to God and others is the real motivation of the servant leader. The motivation is the benefit of those with whom they interact.

Focus: Although the job needs to be completed and the vision accomplished, this cannot be done at the expense of people and relationships. The focus of servant leadership is on people. Servant leaders recognize that everyone needs love, help, attention, appreciation, and affirmation.

Inspiration: Servant leaders know their actions can influence people positively or negatively, but they choose the former, leading through simplicity, humility, compassion, and care.

Authority: Leaders often use power to get things done. On the other hand, every leader needs authority to influence people. Power can be given, bought, sold, or taken away. Authority must be earned. Through their service to others, servant leaders earn the right to exercise authority. "Power is the ability to get people to do things from their good will. Authority is the ability to get people to do it because they want to."³

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Servant Leadership— A Contemporary Model

Many churches, businesses, and organizations practice principles of servant leadership in the world today. One outstanding example is a chain of restaurants in the United States called Chick-fil-A. ⁴ More than forty years ago, a businessman named Truett Cathy had a vision to serve the best chicken sandwich in the world. Today, with more than 1,800 restaurants, the company is built on Christian principles and servant leadership.

The corporate purpose statement of the company states that it exists “to glorify God by being a faithful steward of all that is entrusted to us. To have a positive influence on all who come in contact with Chick-fil-A.” The company’s business model is based on the word SERVE. Here are some facts about Chick-fil-A:

- Restaurants do not open on Sundays because, as the founder states, everyone needs a day for worship, family time, and rest.
- The company’s model of service is called “second mile service.” Employees at all levels are taught to go beyond what is required and serve people’s needs, doing more than the customer expects. The company also serves its employees and associates through scholarships, development programs, and other initiatives.
- With hundreds of operators and thousands of employees, Chick-fil-A has the lowest employee and operator turnover in the sector (1% for employees and 3% for operators).
- The company ranks highest in satisfaction and customer loyalty in the rapid service restaurant sector in the country.
- Chick-fil-A has had more than four consecutive decades of growth in sales and number of restaurants.

*To find out more
about Chick-fil-A
you can visit their
website,
Chick-fil-A.com*

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Workshop — 15 Minutes

For the biblical leader, leading through service means following the example of Christ. Paul tells us to imitate Christ and possess His same attitude.

Do you know any companies that use servant leadership as a business model? Can someone describe their business model and what is unique about them? How are these companies perceived by the general public?

Is the servant leadership model described above possible in our culture? For a church? For a nonprofit organization? For a business? What are the best practices for applying servant leadership in these arenas?

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Conclusion

For the biblical leader, leading through service is following the example of Christ. Paul tells us how to imitate Christ and have His attitude in his letter to the Christians in Philippi:

Let the same mind be in you that was in Christ Jesus, who, though He was in the form of God, did not regard equality with God as something to be exploited, but emptied Himself, taking the form of a slave, being born in human likeness. And being found in human form, He humbled Himself and became obedient to the point of death—even death on a cross. —Philippians 2:5–8, NRSV

When Christ washed the feet of the disciples in the upper room, He provided a supreme example of humility, compassion, and love in action. We will conclude this session on servant leadership with a practical exercise that will follow the instructions of Christ and imitate His example. Beginning with the facilitator, each participant should choose one colleague. In an attitude of prayer and deep reverence, respectfully wash each other's feet. If you have access to several basins of water and towels, use them.

This exercise can also be accomplished with only towels. Shoes do not need to be removed. Each participant should wipe the shoes of the other person and pray for that person. May God pour out the Holy Spirit with a fresh anointing of holy love for one another.

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TRANSFORMATIONAL LEADERSHIP

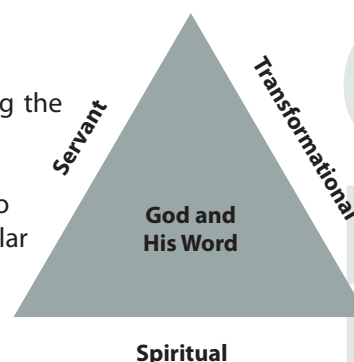
GOD'S AGENTS OF MEANINGFUL CHANGE //

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Teaching Objectives

- To teach the critical importance of leadership for advancing the Kingdom of God.
- To understand and apply the "Biblical Leadership Triangle," so each leader can reach his or her full potential, with particular focus on the transformational leadership side of the triangle.



Introduction

Biblical leadership is spiritual by nature because it originates in God. Biblical leaders are also servants in mission because they focus on others. Finally, biblical leaders are transformational because they are called by God to be change agents.

Biblical leaders are called to bring transformation in two separate spheres. These will be the two aspects of transformational leadership covered in this session:

- Leaders transform their world by being agents of significant change within their sphere of influence.
- Leaders elevate those whom they lead, transforming them into leaders and encouraging them to excel beyond expectations.

Leaders Are Agents of Change

This first aspect of transformational leaders focuses on the leader's activity in the world. Biblical leaders are called to bring significant change that is based on the Word of God to society.

Jesus—The Ultimate Change Agent

In Matthew's account, Jesus established from the beginning of His ministry that He was to bring significant and meaningful change by delivering what we now know as "The Sermon on the Mount."

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Workshop — 10 Minutes

Remembering that Jesus is the ultimate agent of meaningful change, examine Matthew 5, which contains part of the Sermon on the Mount. Reflect on Jesus' words to His disciples. Discuss the following question with the entire group:

What kinds of changes did Jesus preach, and how were they transformational?

Write the most important insights that you heard.

The Words of Jesus—Deep Change

Jesus' words to His disciples in this discourse contain four elements that are useful for influencing meaningful change.

Reversal of expectations—Jesus surprises people with a set of beatitudes that cast a higher vision and challenge expectations (Matt. 5:3–11).

Higher standards—When He affirms that our justice must exceed that of the scribes and Pharisees, Jesus is presenting a higher moral standard than the simple letter of the law. This higher standard is impossible to live, apart from the power of the cross and the infilling of the Holy Spirit (Matt. 5:20–22; 27–30).

Change grounded in unchanging truth—The foundation of Christ's message of radical change is the Holy Scriptures, and Jesus affirms categorically that God's word cannot be changed (Matt. 5:17–18).

Challenge to become change agents—Jesus passes the baton to His disciples and challenges them to be transformation agents. They are light and salt. They are to live in the marketplace so everyone will see and learn (Matt. 5:14–15).

How People React to Innovation or Change

Human beings resist change. This is true for individuals and societies in general. We would rather maintain the status quo than attempt new things. As agents of change, transformational leaders need to understand how people react to change to anticipate response to their leadership. Global research by Everett Rogers has shown that every human group of society contains five categories of people, listed here according to their willingness to adopt new innovations.¹

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Innovators—These individuals are adventurous and willing to adopt change immediately. They do not mind risks. Often, they are not taken seriously and have very little influence over others.

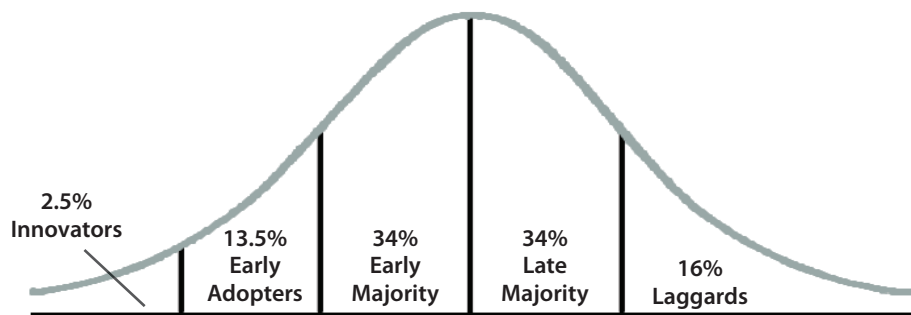
Early Adopters—These individuals take a little longer to adopt an innovation, but are well known by other members of society and have opinion leadership. They are able to influence more reluctant individuals to adopt change.

Early Majority—These individuals aren't leaders, but they follow willingly. They adopt change out of influence from others, particularly early adopters.

Late Majority—These individuals are more skeptical and take longer to adopt change, usually doing so under pressure.

Laggards—These individuals are traditional and have less disposition to adopt the change in question. When they finally adopt it, it is already widely accepted or even obsolete.

This chart demonstrates the five groups described by Rogers. The horizontal axis represents a timeline of change adoption. The vertical axis represents the number of people in each group.



Which of the groups above is the most important in the process of introducing change to a group of people such as a church, business, or organization? Why is that so?

Transforming Followers into Leaders

Contemporary leadership authors Bernard Bass and Bruce Avolio have researched leaders around the world and identified a continuum of eight leadership behaviors, which they named "The Full Range of Leadership." These behaviors are divided in two categories. Four are transactional and four are transformational. Every leader uses each of the leadership behaviors at one time or another. Effective full-range leaders spend more time behaving in transformational ways while less effective leaders are mostly transactional.²

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Transactional Behaviors

Leaders often engage in a transaction or exchange with followers, trading performance (work) for some kind of stimulus (reward or punishment). The following are the common transactional behaviors in ascending order of proactivity.

Avoiding Involvement (Laissez-Faire Leadership)

This type of leadership avoids taking a stand on issues, does not emphasize results, and basically allows followers do as they please.

Putting Out Fires (Passive Management by Exception)

When leaders behave in this mode, they generally react to mistakes and often won't intervene unless there is a problem. At its best, this behavior sets standards, waits for deviations, and then takes corrective action.

Monitoring Mistakes (Active Management by Exception)

This behavior is similar to the one above, but the leader takes a proactive approach. Instead of waiting for mistakes to happen, the leader monitors progress and takes corrective action before problems occur.

Rewarding Achievement (Contingent Rewards)

Leaders at this level are much more proactive. They set goals for subordinates, clarify desired outcomes, monitor progress, and then exchange reward and recognition for accomplishments. At this level, the leader actively monitors followers to provide supportive feedback and recognition for achievement.

Transformational Behaviors

At the highest level, transactional behaviors clearly separate leaders from followers. There is nothing necessarily wrong with behaving as a transactional leader; every leader does. Optimal full-range leaders, however, go beyond the most positive transactions and help followers become leaders, motivating them to excel in their work, own the vision of the organization, and perform beyond expectations.

From a biblical perspective, true leaders are transformational. We are exhorted by Paul to build up individuals with the purpose of growing the entire body of Christ until we all "look like Him" (Eph. 4:11–13). The following are the four transformational behaviors described by Avolio and Bass with additional biblical examples of transformational leadership.

Individual Consideration

Transformational leaders work personally with individual subordinates, thus personalizing leadership. This involves coaching and mentoring, attention to individual followers' needs and aspirations, and a genuine personal interest in them.

In Scripture: Jesus gave special attention to the Twelve, preparing them to lead the emerging community. He invested special time with Peter, James, and John in order to further prepare them for ministry. The Gospels also describe instances when Jesus interacted individually with several of the remaining disciples (Matthew, Thomas, Phillip, etc.).

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Intellectual Stimulation

Transformational leaders encourage followers to “think outside of the box.” They “brainstorm” with the team and encourage new ideas. This includes tolerance for mistakes when made in an attempt to be creative and effective.

In Scripture: Paul models this practice in his relationship with Timothy, Titus, and others under his supervision.

Inspirational Motivation

Transformational leaders inspire people by casting vision, creating a sense of purpose, and motivating individuals on the team to pursue goals and excel in their work.

In Scripture: Nehemiah effectively mobilized the people to rebuild the walls of Jerusalem. Despite many challenges, they succeeded beyond their own expectations.

Leadership by Example

Transformational leaders lead by example, demonstrating confidence in the vision; respect, trust and confidence in the team; and persistence in the pursuit of the vision. When they give their all, transformational leaders encourage followers to do the same.

In Scripture: Jesus provided you with the supreme demonstration of influencing by example when He washed the disciples’ feet.

Workshop — 10 Minutes

Reflect personally on your own leadership, and then share your thoughts with another participant.

Which transactional behaviors do you display most often? Are they effective in achieving your vision?

Which of the four transformational leadership behaviors is the strongest in your leadership? Which needs to be developed?

SECTION

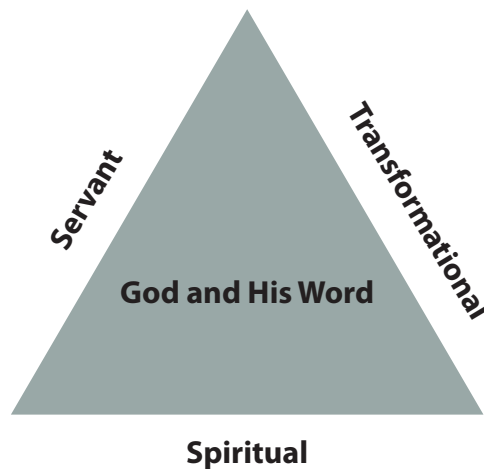
- Intimacy
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- Vision**
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Conclusion

Leadership is influence. For the Christian leader, the purpose of influence is to give glory to God and bring about the Kingdom of God on earth.

Leaders who achieve higher levels of influence reflect authentic biblical leadership. They possess the spiritual depth, servant orientation, and transformational skills to bring about meaningful change.

God is looking for men and women who are true biblical leaders. God will use them to change history.



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THE POWER OF VISION

KNOWING GOD'S VISION FOR YOUR LIFE

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Proven leaders demonstrate contagious, compelling vision!

Teaching Objectives

- This session explores the vital importance of vision for effective leadership. A special focus is upon the process that God normally uses to birth vision in the life of Christian leaders.

Introduction

All effective leadership begins with vision!

A blind person's world is bounded by the limits of his or her touch; an ignorant person's world by the limits of his or her knowledge; a great person's by the limits of his or her vision.¹ —E. Paul Hovey

Take vision away from a leader and you cut out his or her heart. Vision is the fuel that leaders run on. It's the energy that creates action. It's the fire that ignites the passion of followers. It's the clear call that sustains focused effort year after year, decade after decade, as people offer consistent and sacrificial service to God.² —Bill Hybels

Workshop — 7 Minutes

Are you a visionary Leader? On the following page, take a moment to complete the **Visionary Leadership: Personal Inventory** worksheet.

Every God-given vision is at least one size too big.

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SESSION

Where there is no vision, the people perish!

—Proverbs 29:18,
KJV

Without vision, people throw off restraints. They may go in any direction.

—John E. Haggai

Are You a Visionary Leader?

The questions below are not a scientific survey, but seek to stimulate your thoughts. Answer them honestly and then add your scores to help determine if you are a visionary leader. Rank your answers on a scale of 1 to 7 for the following questions:

Visionary Leadership: Personal Inventory

1	2	3	4	5	6	7
False			Sometimes		True	

	I have a clear sense of the primary need I am called to meet.
	I spend the majority of my time working specifically toward my life's central goal.
	I am confident that God is the source of vision for my life.
	I have experienced deep and powerful emotions, even pain at times, just thinking about my greater goals.
	I talk about God's vision for my life frequently to those who are close to me and those who are under my authority.
	I have every expectation that I will achieve God's vision for my life.
	I expect God's vision for my life to leave a significant impact on the world long after I am gone.

Scoring:

42—49:	I am a solar observatory telescope.
35—41:	I have eagle vision.
28—34:	I miss some of the fine print.
21—27:	I am a little nearsighted.
7—20:	Who turned out the lights?

What Is Vision?

*Vision is a picture of the future that produces passion.*³ —Bill Hybels

*Vision for ministry is a clear mental image of a preferable future imparted by God to His chosen servants, and is based upon an accurate understanding of God, self, and circumstances.*⁴ —George Barna

Vision is a clear mental picture that leads people to reach out to the future. True vision stirs emotions. It is seeing that which is not yet here and visualizing something before it actually exists. By the power of the Holy Spirit, God gives vision to Christian leaders to bring into creation that which is not yet reality.

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What Is Vision Like? Three Analogies

Vision Is Like the Eye of the Eagle

An eagle can see farther than other animals. In the same way, visionary leaders see beyond a maintenance mentality and envision a mission that makes an apostolic difference for Christ.

Vision Is Like a Magnifying Glass

A magnifying glass brings objects into clearer focus. Vision from God allows a leader to see with greater clarity and focus.

Vision Is Like the Banks of a River

The banks of a river provide direction for the flow of the water. Vision provides direction and keeps us moving in the direction that God wants to take us.

The Benefits of Vision

Vision provides at least nine positive benefits: vision clarifies purpose, establishes clear priorities, sets standards of excellence, inspires expectation, motivates commitment, maximizes productivity, expands horizons, fuels passion, and provides focus for reaching your fullest potential.

Who is the greatest visionary leader that you know? What makes that person a visionary leader?

The Birth of Vision: A Lesson from Nehemiah⁵

The story contained in the book of Nehemiah is a model that will help us understand God's process of birthing vision in the heart of His servants.

Historical Background

After the death of Solomon, God judged the nation of Israel for idolatry and sin. By 586 B.C., the twelve tribes of Israel no longer existed. The Babylonians, under King Nebuchadnezzar, captured the city of Jerusalem, burned the house of God (the temple), broke down the protective wall, destroyed the city's valuable articles, and stole the national treasures.

The Jewish people were captured, forced into slavery, and marched 1,400 kilometers (approximately 870 miles) to Babylon. Psalm 137 is written at this time: "How can we sing the songs of the LORD while in a foreign land?" (v. 4).

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For seventy years, the Jewish people lived in captivity, and then God began to restore Jerusalem through three people.

- Zerubbabel: Rebuilds the house of God (the temple)
- Ezra: Restores worship (eighty years later)
- Nehemiah: Rebuilds the walls (thirteen years later)

As the book of Nehemiah begins, Nehemiah is serving as the cupbearer to the king. He is about to learn God's vision for his life!

Six Steps in the Birth of Vision

God designed us to be people of purpose—to pursue causes for which we would exchange our lives. When you find God's vision for your life, you will not take hold of it; it will take hold of you. It will begin quietly as you...

1. See the Need

The words of Nehemiah son of Hakaliah: In the month of Kislev in the twentieth year, while I was in the citadel of Susa, Hanani, one of my brothers, came from Judah with some other men, and I questioned them about the Jewish remnant that had survived the exile, and also about Jerusalem. —Nehemiah 1:1–2

It is said that a true Jew is always concerned about two things: the Jewish people and the city of Jerusalem. These were Nehemiah's two questions.

*They said to me, "Those who survived the exile and are back in the province are in great trouble and disgrace. The wall of Jerusalem is broken down, and its gates have been burned with fire."
—Nehemiah 1:3*

When you catch the sight of a human plight that stirs you, a spiritual nerve within you is touched. Quietly you experience the first step. This is the seeding process in the birth of a vision. Verse three is the answer to the question on Nehemiah's heart. As he hears the words, he can see the situation in Jerusalem. He has never actually been to Jerusalem, but he can "see" the city in his mind. He can see the people living in fear and uncertainty. He can see the broken walls. His emotions are touched.

Vision is...

- Birthed in human experience
- Based upon a human need

2. *Feel the Need*

When I heard these things, I sat down and wept. —Nehemiah 1:4a

First, you see the need, and then you begin feeling the need. You begin to purposefully open your heart and place the need inside you. Their need becomes your need. The seeds of vision begin to grow inside of you, and these seeds are the genuine needs of others.

Everyone sees many needs, but sometimes seeds give birth to something deep in your heart that has staying power. The need seems to have leapt onto you, and now it goes wherever you go. This is almost a chemical reaction between a certain need and the way God made you.

The news deeply impacted Nehemiah. It was exactly the opposite of what he had hoped to hear. It affected him emotionally, and he sat down and wept. His heart broke for Jerusalem and the situation the people were facing.

Visionary Leaders are willing to...
Intentionally put the need in their heart
Feel the pain personally

3. *Bond to the Need*

For some days I mourned...—Nehemiah 1:4b

The awareness of the need grows strong inside of you. The feelings don't leave; in fact, the feelings increase. At this point the need is almost like a burning pain in you. Yet, your response is a paradox. Instead of running away from the pain of the need, you are actually attracted to it. The Holy Spirit is bonding you to the need. This often takes place over a period of time. Bonding to the need is like God applying glue between the need and your heart.

God bonds...
Chosen servants to needs to bring the
Kingdom of God on earth

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4. Feel a Burden for the Need

... and fasted and prayed before the God of heaven.

— Nehemiah 1:4.c

At some point, you cross the line from objective observation to a soulful yearning that something must be done. You mourn for what you have seen. The burden weighs heavily, and you cannot escape it. In the back of your mind, there is the thought that something must be done. Over and over again you see the snapshot of human need engraved in your mind, until you begin to glimpse your own face in the picture. You think about being the one to act.

Burdens...

Birth great visions

Provide passion for the vision

Workshop — 10 Minutes

Do you have a clear sense of the primary need that God desires for you to fulfill?

Describe this need in a short paragraph below, then share your experience with other in your small group.

5. Believe That You Could Meet the Need

You could step out to meet the need, but will you? You are at a critical point. If this is a true vision struggling to be born, you will have an internal accountability for the need. You feel a sense of responsibility and urgency to do something. Softly wrapped around the burden is the quiet and persistent confidence that you are being called by God to take action.

This step...

- Requires obedience
- Requires acting in faith
- Acknowledges the power of God
- Validates your accountability to God and people

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6. Take an Initial Action to Meet the Need

It may be only a minor act on your part, but what matters most is that you take some action. You cross over an invisible line from belief to action. It is now clear that you are the person, this is the vision, and now is the time. This is the reason you are put here on earth.

When this step of action is taken, a leader...

- Launches the vision
- Takes a step of faith involving risk
- Moves from the private arena to the public arena
- Moves toward fulfilling his or her greater life purpose

Conclusion

Every leader must answer the two questions below:

- What is my purpose?
- What is my vision?

*If you can answer these questions, then...
Your life is about to change forever.*

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VISION WORKSHOP

WRITING YOUR PERSONAL VISION STATEMENT //

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Teaching Objective

- To clarify and write God's vision and mission for your life so you can faithfully fulfill God's greater purposes.

Introduction

After five months, Nehemiah's vision was completely internalized. It began as a seed. It grew to a burden. Then it became a passion. Nehemiah was completely infected with a vision to see the walls rebuilt and Jerusalem made secure. As stated in the last session, "The Power of Vision,"

Take vision away from the leader and you cut out his or her heart. Vision is the fuel that leaders run on. It's the energy that creates action.¹

—Bill Hybels

Every Christian leader needs to clearly see and understand God's vision for his or her life. Knowing God's vision can then lead to a clear mission or purpose to follow. Vision is a clear mental picture of a preferable future that leads people to reach out to the future. Mission is the specific course of action that you will take to accomplish the vision.

Biblical Foundation

The biblical foundations for all God-given visions and missions are rooted in the Great Commandment and the Great Commission:

"Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength... Love your neighbor as yourself."—Mark 12:30–31

"Go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you." —Matthew 28:19–20

SESSION

Nothing is more powerful than when God's people who are led by a Spirit-filled leader come together with passion that makes their visions and dreams become a miraculous reality.

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Developing your vision and mission is a process best accomplished through prayer and reflection in the presence of God. This workshop will help you clarify, sharpen, and focus God's vision and mission for your life.

Write Your Vision Statement

God spoke to the prophet Habakkuk and said,

"Record the vision and inscribe it on tablets, that the one who reads it may run."—Habakkuk 2:2 NASB

Vision is an image. It is a picture of the end result God wants to accomplish.

Writing your vision and mission is essential to clarifying God's purposes and plans for your life. Based on George Barna's definition of vision in the box below, write your vision statement on a separate piece of paper.

Vision is a clear mental image of a preferable future imparted by God to His chosen servants, and is based on an accurate understanding of God, self and circumstances.
—George Barna²

- Your vision statement should be written in the presence of God; your vision is God-given.
- Your vision statement is a picture of something God wants to accomplish. It is what you see of the preferable future that God desires. It is often the answer to the question of why a certain work needs to take place. Why did Nehemiah rebuild a wall? To see a fully restored Jerusalem.
- If vision is a mental image, your statement should describe that picture. The description of an image does not have action verbs in it. For example, instead of "to plant a church in my city," a vision statement should read "to see a new church established in my city."
- Begin with the needs that you see, feel, and for which you have a special burden. Your vision should be related to specific human needs.
- Vision can be revealed in a moment or it can take months or even years to fully take shape. Write down what you know, and continue seeking God until the full vision is revealed.
- Reflect on the Great Commandment and the Great Commission. Who is God specifically calling upon you to love and reach with the Gospel?
- Write your vision statement with descriptive language in the fewest possible words. Make it memorable, clear, and compelling. Your vision statement should inspire yourself and others to action.

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Write Your Mission Statement

In order to fulfill the vision God has given you, there is a task you will have to accomplish. In other words, God has given you a mission that will ultimately bring your vision into reality. The next step after stating your vision is to write a mission statement expressing what you sense is God's purpose for your life. That purpose will lead you to accomplish your God-given vision.

On another piece of paper, write your mission statement.

- Your mission flows from God's vision for your life.
- **WHAT:** Your mission statement describes what you will do to accomplish the vision. For Nehemiah, the mission was to go to Jerusalem and rebuild the walls.
- **HOW:** Your statement should express in general terms how you plan to fulfill your vision. This is not a detailed list of what you do, but a generic overview of the process. Your mission will help you focus your time, energy, and gifts to reach your maximum potential to accomplish the vision.
- Write your mission statement with descriptive language in the fewest possible words. Make it memorable, clear, and compelling. Your mission statement should inspire you and others to action.

Share Your Vision and Mission

Form groups of three, and share your vision and mission. Provide feedback to one another to help clarify, sharpen, and focus your statements. Important questions to ask include:

- **Are the statements clear and compelling?**
- **Could they be stated with fewer, more carefully chosen words?**
- **Do the statements communicate effectively?**

Record Your Vision and Mission

Based on feedback from your small group, revise your vision and mission statements. Then, write your vision and mission statements in the spaces on the next page.

Conclusion

After recording your statements, commit your future fully into God's hands using the following portion of The Lord's Prayer:

*Our Father, who art in Heaven,
hallowed be Thy name,
Thy Kingdom come. Thy will be done on earth,
as it is in Heaven.*
—Matthew 6:9–10 KJ21

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The Need I am Called to Meet

Write the need you identified in the “Power of Vision” session that begins on page 63.

[illegible]

Based on the need above, write the vision you feel God revealed to you.

This image shows a full page of primary-ruled paper. It features ten sets of horizontal lines across the page. Each set consists of three lines: a solid top line, a dashed middle line, and a solid bottom line. The lines are evenly spaced and extend from the left margin to the right edge of the page. There is no handwriting or other markings on the paper.

In order to see the need met and the God-given vision accomplished, write the mission you feel God has given to you.

[illegible]

GOALSETTING

LEADING WITH FOCUS //

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Teaching Objectives

- To understand the importance of setting goals for effective leadership.
- To learn the practice of SMART goalsetting.
- To challenge each participant to live a goal-oriented lifestyle.

Introduction

Someone once said, "If you don't know where you are going, every road leads to your destination." If we observe the lives of successful leaders, we will often notice that they have a clear vision and have set specific, measurable, attainable, realistic, and time-targeted goals that guide how they live each day. They know where they are going and have planned a route to arrive at their destination.

Benefits of Setting Goals

Leaders who practice disciplined goalsetting experience greater effectiveness and satisfaction in their work. Here are a few benefits of setting goals:

- **Goals give purpose and direction to life.** They focus your activity and maximize your efforts.
- **Goals simplify the decision-making process.** Decisions become based on whether a new idea or opportunity fits in with one or more of your set goals.
- **Goals exercise faith.** For the biblical leader, goals are practical steps of faith in God.
- **Goals give a sense of achievement and satisfaction.** They provide a measurement of accomplishment.

Biblical Foundation

Goalsetting is a common practice in business and the corporate world. The biblical leader must answer the question: Does the Bible give us a foundation for making detailed plans and setting goals, particularly when dealing with "spiritual" matters?

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Setting Goals in Scripture

Here are two examples from the life of Jesus, and one from the Apostle Paul, that help answer this question.

"For the Son of Man came to seek and to save the lost."

—Luke 19:10

This is Jesus' vision and mission statement. The Master states clearly a specific vision (to see the lost saved) and a clear mission (to seek the lost). Because of Christ's vision and mission, a day comes when Jesus speaks to His disciples and clearly outlines His specific goal to go to Jerusalem in order to be arrested, tortured, and killed for the sins of the world. Jesus Christ lived a goal-oriented life.

From that time on Jesus began to explain to his disciples that He must go to Jerusalem and suffer many things at the hands of the elders, chief priests and teachers of the law, and that He must be killed and on the third day be raised to life. —Matthew 16:21

Paul also lived a goal-oriented life as reflected in his ministry of church planting and his three missionary journeys. At one point, Paul responded to God's vision and mission for his life, and he set a goal to go to Jerusalem. He speaks passionately to the Church in Ephesus about his goal, given by the Holy Spirit. Even warnings from the Holy Spirit about the hardships that Paul would face did not deter him. It is important to note that the Holy Spirit never told Paul not to go to Jerusalem.

And now, compelled by the Spirit, I am going to Jerusalem, not knowing what will happen to me there. I only know that in every city the Holy Spirit warns me that prison and hardships are facing me. However, I consider my life worth nothing to me, if only I may finish the race and complete the task the Lord Jesus has given me—the task of testifying to the good news of God's grace. —Acts 20:22–23

Goalsetting Begins with Vision

Vision is the foundation of all leadership. Proverbs 29:18 says, "Where there is no revelation [vision], people cast off restraint." If a leader can articulate God's vision clearly, then the process of setting goals will be easier and more focused.

Vision is the foundation of all leadership.

Workshop — 7 Minutes

During the workshop on vision and mission, you wrote your vision and mission statements. These are based on an accurate understanding of yourself, your circumstances, and God. They are also based on one or more specific needs you feel God is giving you.

During the next ten minutes, review and possibly revise your vision and mission statements in preparation to set specific goals. It is also based on one or more specific needs that should be met. Use the following steps as a guide.

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- Review your written statements. Sharpen and clarify your vision and mission. Can your vision statement be said more clearly and concisely? Is every word carefully chosen and full of meaning?
- If time allows, write a list of ten potential actions you need to do in the future in order to achieve your vision.
- Share your vision statement with at least one other participant.

Notes:

Goalsetting is simply writing down your dreams, crystalizing your thinking and then developing a plan with a deadline to attain them.
— Paul Meyer

Vision and Goalsetting

Vision is accomplished through specific goals. Goals narrow down the vision into smaller, manageable units. They provide focus and practical steps to achieve God's vision for your life.

S.M.A.R.T. Goals

What does a goal look like? SMART is an acronym that helps us focus on five important characteristics of effective goals. The methodology was developed by Paul J. Meyer and has been widely used in every area of leadership.¹

S *Specific*
"Fuzzy goals will get fuzzy results at best" (Paul J. Meyer). Make your goals as specific as possible. Write your goals as if someone else would read them.

M *Measurable*
If your goals are measurable, you can monitor your progress as you pursue them. A measurable goal doesn't necessarily mean having a number to achieve.

A *Actionable*
Every goal should start with an action verb (e.g., "quit," "run," "finish," "eliminate," etc.) rather than a to-be verb (e.g., "am," "be," "have," etc.).²

R *Realistic*
Your goals should involve faith, but also they must be realistic. It is unwise to set goals so large that they are out of touch with the reality you are working with.

T *Time Targeted*
Every goal should have a deadline; a time when it should be completed and evaluated.

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Important Guidelines

Your goals *must* be written. “You don’t know what you think until you read what you wrote” (John Haggai). Our mind forgets easily. Make sure your goals are written in detail.

Organize your goals. It will give you more focus. Here are some criteria for organizing goals.

- *Short-term to long-term.* Some goals have shorter deadlines, while others are for a more distant future.
- *High to low priority.* Separate more important goals from lesser ones.
- *Different areas of life.* Goals can be related to your spiritual life, ministry, personal, family, physical goals, and more.

Goalsetting in Six Practical Steps

Goalsetting is a discipline that will transform your life if you make it a priority. It requires significant thinking, but in the process, you will obtain a greater focus and also greatly improve your effectiveness. Follow the steps below in your goalsetting discipline.

1. **Write down your vision.**
2. **Pray James 1:5.** We need God’s wisdom in our entire goalsetting process. This step should be a continuous discipline in the leader’s life.
3. **Write a list of tasks you need to do in order to accomplish the vision.** Do a little personal brainstorming. Do not worry about SMART goals at this time; just write as much as you can. (This is the exercise we did in the beginning of this session.)
4. **Focus and Prioritize.** Let some time go by, even a day or two. Then review your vision statement and your list of tasks (step 3). Consider the Pareto principle when setting goals.

Also known as the 80-20 rule, it is based on the observations of Italian economist Vilfredo Pareto that 80% of all government income came from 20% of the tax payers. The same ratio can be observed in many other areas of life. For example, in any organization, 80% of the work is done by 20% of the people. The application to our study of vision is that 80% of your results will come from 20% of your efforts.

Applying the Pareto principle to personal goalsetting can help us focus on the most important goals. It means being able to identify and concentrate on the 20% of our effort that will yield 80% of our results.

Looking at your list with fresh eyes and the lenses of the Pareto Principle, you will:

- Eliminate some ideas, combine others, restate others, and even have new ones.
 - Organize your list by priority and focus area.
5. **Write SMART goals.** Make the most important items on your list specific, measurable, actionable, realistic, and time-targeted goals.

If any of you lacks wisdom, you should ask God, who gives generously to all without finding fault, and it will be given to you.
—James 1:5

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6. **Develop a list of action steps to accomplish each of the goals.** Break each goal down into smaller tasks with shorter deadlines by answering the following questions:

- What tasks must I do in the first year of my goal period? (This applies if your goal period is for more than one year. If not, go to the next question.)
- What must I do in the next month in order to accomplish the tasks I listed for the first year?
- What must I do in the next week in order to accomplish the tasks I listed on the previous question (next month)?
- What must I do tomorrow in order to accomplish the tasks I listed on the previous question (next week)?

By the end of this six-step process, you will have dreamed God's dream for you and planned your future in a focused, disciplined manner. You will have the following:

A clear **vision statement**.

A set of **SMART goals** to help you accomplish the vision God gave you.

A detailed **action plan** to reach each of your goals.

The most important thing: A **to-do list** for tomorrow.

As long as you keep repeating the last step of the process, and revising the other steps, you will be on an intentional and systematic path to fulfilling your goals and seeing the vision God gave you become a reality.

Workshop — 10 Minutes

Goalsetting is about focusing and achieving the most important priorities. Discuss with your group the following question:

What is the one goal that if you achieved it within the next six months would move you substantially closer to accomplishing God's vision for your life? Share with another participant.

Conclusion

Goalsetting can be a life-changing resource; however, setting goals is not enough. Once your vision, mission, goals, and action plans are written down, they must be pursued. If you trust they are God-given, then it will be a joy to lay your life as clay in the hands of the Potter and marvel at God's Spirit working through your life.

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GOALSETTING

WORKSHOP //

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Introduction

An old African joke asks, “How do you eat an entire elephant?” The answer is, “One bite at a time.” In the core value of Visionary Leadership, we see God’s vision is always greater than ourselves. Henry Blackaby affirms that God’s tasks (the vision He reveals to us) are “God-sized.” When we look at the vision God has given us, it often looks too big to accomplish.

Goalsetting is a discipline that helps break down the vision into smaller units. Continued planning can break down your goals even further, into small, manageable units that you can achieve in the short term. They are the “bites” off the elephant, one at a time, until your goals are reached, your mission is accomplished, and your vision becomes reality.

Visionary Leadership Process

All effective leadership starts with vision, but effective leaders are those who actually accomplish their goals. The chart below illustrates how your God-given vision and mission get focused down in gradual steps. Starting with the vision, it is narrowed down into more manageable units until the next task you have to do tomorrow is to accomplish each of your SMART goals.



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Goalsetting with Focus

This session will follow the “Goalsetting in Six Practical Steps,” outlined in the previous session.

- You wrote your vision during the Vision Workshop (Step 1).
- During this workshop, you will prayerfully do the following steps (Step 2):
- Write a list of tasks needed to accomplish your vision (Step 3).
- Select one or two that are your top priorities, (Step 4) considering the Pareto principle.
- Convert your top priorities into SMART goals (Step 5).
- Finally, you will draft an action plan to accomplish your goals that will include a “to-do” list for the day following the end of this conference (Step 6).

Develop Your Task List — 15 Minutes

Develop Your Task List. The third of the six steps in goalsetting calls for making a list of tasks needed for achieving your vision and completing your mission. During the next 10 minutes, reflect on your mission statement and write a list of tasks you consider necessary for your vision to become a reality, without a particular interest in making them SMART goals or placing them in any order of priority. Use the following question to guide your reflection:

What do I need to do to accomplish God’s vision for my life and fulfill my God-given mission?

Write One SMART Goal — 20 Minutes

Using the goalsetting worksheet form on the last page of this session, pick one of the tasks above and write it as a true SMART goal. If you finish one goal, ask for additional pages to set other goals that can help you map your leadership for the upcoming months. Remember to ask yourself the following questions:

- Is this goal specific? Can I make it more specific and clear?
- Can I monitor progress and measure the results?
- Is this goal expressed by an action verb, which I will do?
- Is this goal realistic?
- Is there a deadline for the goal to be fulfilled?



Guidelines

- For the sake of this workshop, we will set a goal to reach in one year or less. Your personal goals can be for shorter or longer periods.

Draft an Action Plan — 15 Minutes

This task will order your goals chronologically, but also order them by priority. Ask yourself this question: What tasks are the most important to achieve my goal? Which ones require my immediate attention?

- What must I do in the next month in order to reach my one-year goal?
- What must I do in the next week in order to accomplish the tasks I listed on the previous question (next month)?
- What must I do tomorrow in order to complete the tasks I listed on the previous question (next week)?

Conclusion

Goalsetting is a discipline, and as such, requires perseverance and repetition. As you repeat this process with each SMART goal, you make significant measurable progress towards accomplishing your mission and seeing your God-given vision become a reality. This will help bring God’s Kingdom on earth and accelerate the spread of the Gospel.

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Goal Planning Worksheet

Area

Today's Date

Target Date

Goal (*Specific, Measurable, Actionable, Realistic, Time Targeted*)

Date Reviewed: _____ Date Completed: _____

Action Plan

List below the six things you need to do in the next six weeks in order to pursue the goal above.

What tasks must I do in the first year of my goal period? (If your goal is for less than one year, go to the next question.)

What must I do in the next month in order to accomplish the tasks I listed for the first year?

What must I do in the next week in order to accomplish the tasks I listed on the previous question (next month)?

What must I do tomorrow to accomplish the tasks I listed in the previous question (next week)?

MOBILIZATION

CREATING MOVEMENT IN THE BODY OF CHRIST //

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Teaching Objectives

- To study the biblical model of mobilization from Nehemiah.
- To equip leaders for mobilizing the Body of Christ.
- To develop a personal plan of mobilization that will be transforming in its results.

Introduction

Mobilization occurs when a leader with a God-given vision involves Christians at every level, generating a movement that ultimately leads to the accomplishment of Kingdom goals. A movement has life and will exist as long as the vision is essential or important enough that people are motivated regardless of the cost. A movement is mobile and goes where there is need. An organization may emerge as needs are met and maintenance is required. God's design requires a leader to blow the trumpet, lead the way, and keep the movement going in the direction of the vision.

Not a "One-Man Band"

One-man bands are entertaining, but the harmonies produced are limited because the musician is playing several instruments at the same time. Many Christian leaders are essentially one-man bands. The early church, however, was not a parade of one-man bands but a movement of God's people bringing the Kingdom of God on earth. The letters of leaders like Peter and Paul encouraged and inspired Christians to fulfill God's vision for their lives.

The biblical concept of leadership is not based on the idea of a star performer who does everything, but a servant leader who mobilizes people to fulfill their roles in the Body of Christ. The apostle Paul explains,

There are different kinds of gifts, but the same Spirit distributes them. There are different kinds of service, but the same Lord. There are different kinds of working, but in all of them and in everyone it is the same God at work. Now to each one the manifestation of the Spirit is given for the common good.

—1 Corinthians 12:4–7

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An authentic biblical leader is more like a conductor of an orchestra. The Maestro leads the music, sets the tempo and chooses which instruments to emphasize without necessarily playing an instrument. The result is beautiful, harmonious music that touches the mind and heart of the musician, the listener, and even the conductor.

Nehemiah: A Master Mobilizer

From chapters two through six, Nehemiah mobilized the people of Jerusalem for rebuilding the walls of the city. An oppressed group of people in a destroyed city accomplished a task that seemed impossible. Nehemiah's mobilization practices contain five leadership lessons demonstrating how to be a master mobilizer who accomplishes the vision.

Mobilizers Cast God's Vision

Then I said to them, "You see the trouble we are in: Jerusalem lies in ruins, and its gates have been burned with fire. Come, let us rebuild the wall of Jerusalem, and we will no longer be in disgrace." I also told them about the gracious hand of my God upon me and what the king had said to me. —Nehemiah 2:17–18

Nehemiah addressed the people, clearly showing them the need, the broken walls, and the preferable future, a city rebuilt. He also pointed out that the vision was not his idea, but it was God's vision. Great leaders effectively communicate the vision, explain the need, and challenge people to obey God's vision to help bring the Kingdom of God on earth.

Mobilizers Share the Responsibility

...Above the Horse Gate, the priests made repairs, each in front of his own house. Next to them, Zadok son of Immer made repairs opposite his house...—Nehemiah 3:28–29

Nehemiah divided the work into manageable sections and gave people personal ownership of the project. By giving individual families the task of rebuilding the wall next to their homes, he gave each of them a personal stake in the reconstruction of the walls.

Mobilizers Encourage People in the Face of Obstacles

After I looked things over, I stood up and said to the nobles, the officials and the rest of the people, "Don't be afraid of them. Remember the Lord, who is great and awesome, and fight for your brothers, your sons and your daughters, your wives and your homes."—Nehemiah 4:14

"Our God will fight for us!"—Nehemiah 4:20

When obstacles threatened the work, Nehemiah had words of encouragement for the workers. People need to be encouraged in their work. Good leaders publicly praise the workers and the work, and defend both from criticism. Remind those you mobilize that they are on God's side and doing God's work.

This session is dedicated in memory of Dr. Rob Frost (1950 – 2007) from London, England.

Dr. Frost was a master mobilizer and a founding member of the International Leadership Institute. He was also the primary author of this session on mobilization.

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Mobilizers Lead by Example

Neither I nor my brothers nor my men nor the guards with me took off our clothes; each had his weapon, even when he went for water.
—Nehemiah 4:23

...neither I nor my brothers ate the food allotted to the governor... Instead, I devoted myself to the work on this wall. All my men were assembled there for the work; we did not acquire any land.
—Nehemiah 5:14–16

But I said, "Should a man like me run away? Or should one like me go into the temple to save his life? I will not go!"—Nehemiah 6:11

As a master mobilizer, Nehemiah paid the price to see the vision accomplished. He led by personal example in three ways:

- **Personal Involvement.** He worked personally on the wall and protected the workers with his soldiers (Neh. 4:23).
- **Paid the Price.** He paid the financial price by abdicating his right to collect taxes from the people (Neh. 5:14–16).
- **Courage.** He led courageously by not running away to protect himself when their enemies threatened to kill him (Neh. 6:11).

Mobilizers Celebrate Accomplishments

So the wall was completed...in fifty-two days... And their joy was very great... They celebrated the feast for seven days, and on the eighth day, in accordance with the regulation, there was an assembly.
— Nehemiah 6:15; 8:17–18

When the work was finished, Nehemiah celebrated the completion of the work with the people. Master mobilizers know to recognize and celebrate God's work and the sacrificial efforts of people in achieving the vision.

Results

Nehemiah's leadership and mobilization practices resulted in:

- **Broad Participation.** Many people from different parts of Judah got involved in the work (Chapter 3).
- **Highly Committed Workers.** The people dedicated themselves to the work (4:6).
- **Project Completed to the Glory of God.** The work of reconstruction was finished in record time (6:15).
 - The wall restored security to the city.
 - The work, done in just 52 days, restored self-esteem and national pride.
 - The people recommitted themselves to God.

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Workshop — 7 Minutes

Who is the best mobilizer of people that you know? Describe how this person mobilizes others.

The Art of Delegation

Great leaders know how to effectively delegate responsibilities and empower others to accomplish the specific goals. Delegation is not a single act; it involves several phases and practices.

Phase One: Set Clear Goals

Initially, delegation involves effectively communicating with the person on the nature of the assignment. The focus is on clear goals and expected results.

Phase Two: Prepare an Action Plan

The second phase of delegation involves facilitating a discussion of possible approaches and specific steps to accomplish the task.

Phase Three: Provide Support

The initial attention to detail then gives way to backing away and allowing the person sufficient latitude to accomplish the work, yet remaining available as needed. An important element of delegation is providing autonomy to make decisions within the scope of the task delegated.

Phase Four: Provide Accountability

As the person progresses on the assignment, monitor progress and make sure that he or she has sufficient resources, both material and personal.

Workshop — 10 Minutes

Rate yourself on each of the four phases of delegation using the following scale. Share the results with other participants and discuss specific actions that you can take to increase your ability to effectively delegate.

1 = Needs Improvement

2 = Average

3 = Outstanding

Phase One	Clear Goals	
Phase Two	Action Plan	
Phase Three	Support	
Phase Four	Accountability	

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Self Evaluation—Of the four phases of delegation, where are you strongest and where are you weakest? What actions can you take to increase your ability to delegate?

Personal Application—Think about the vision God has given you to fulfill. What key responsibilities do you need to delegate to others? To whom can you delegate those tasks?

The Mobilization Process

Mobilization occurs when people are equipped and empowered to accomplish a God-given vision, generating a movement. The process of mobilization can be illustrated by a tridimensional series of concentric circles. At the innermost circle and highest position is the vision. The leaders of the movement are the persons closest to the vision.

People come in contact with the vision from the outside. Initially they occupy the outermost circle, on the periphery of the vision, as it were. During this phase, they may be mere observers, or beneficiaries of the vision. As they are mobilized, they go higher, growing in involvement with the vision. They also get closer, understand better, and get more deeply involved with the vision.

The role of the leader who is a mobilizer is to serve people and further the movement by casting the vision and mobilizing others, developing strategies that bring people ever closer to the vision.

In a local church with small groups, a generic mobilization process could look like this:



Master mobilizers develop their own mobilization system that includes various levels of leadership working in concert to accomplish the vision.

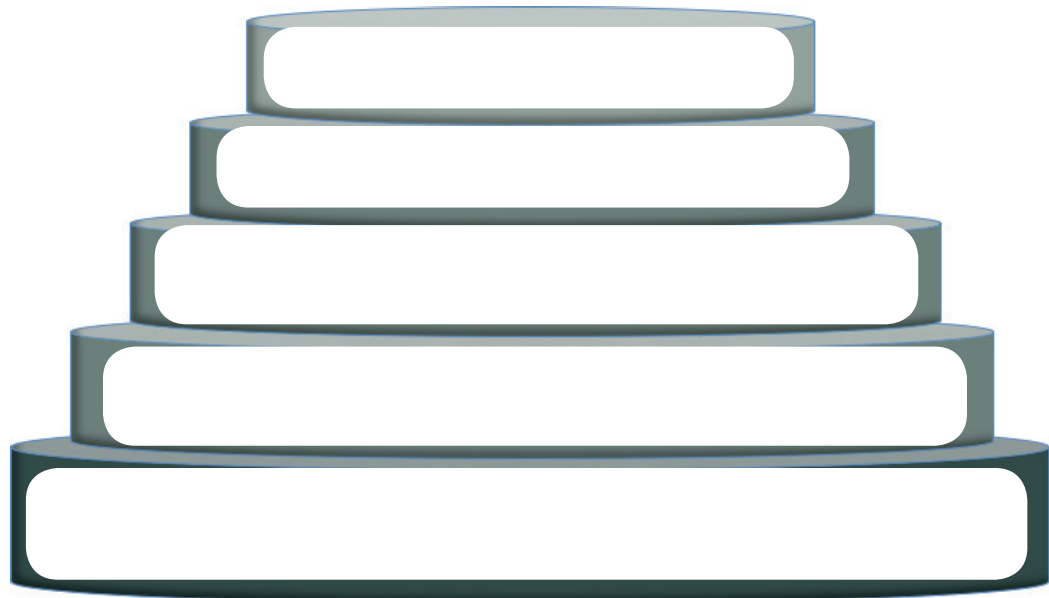
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Workshop — 10 Minutes

Think strategically about how you can lead your team like a conductor leads an orchestra.

Draft a “mobilization process” for the movement you lead. What are the different levels of involvement? Is there a systematic process that helps people move from one stage to the next? What actions do you need to take in order to help people grow in their involvement with the vision God has entrusted to you and your team?



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Conclusion

Mobilization occurs when people are equipped and empowered to accomplish a specific vision from God. Achieving a systematic, ongoing list of strategic goals can result in a movement of people who are passionate about the vision. God is looking for men and women who mobilize His people to bring the Kingdom of God on earth.

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OVERCOMING OBSTACLES

BECOMING “MORE THAN CONQUEROR”

Core Value

God looks for men and women who are biblically committed to cast vision, set goals, mobilize the Body of Christ, and overcome obstacles in order to reach the nations for Christ.

Teaching Objectives

- This session identifies common obstacles to leadership and develops personal strategies among internal issues, external struggles, and spiritual warfare.

Introduction

Personal transformation is one of the marks of the Christian life; however, it is a myth that problems and obstacles disappear because you are a Christian. The difference is that followers of Christ have the Spirit of God at work in their lives as various challenges arise. Christian leaders who are about God's business will experience obstacles. It was true for Jesus, and it is true for everyone who steps up to embrace a God-given vision and work towards its fulfillment. After casting vision, setting goals, and mobilizing others, the job is not over. There will be obstacles to overcome. Jesus understood this reality and said,

“I have told you these things, so that in Me you may have peace. In this world you will have trouble. But take heart! I have overcome the world.”
—John 16:33

Definition of “Obstacle”

An obstacle is anything that stands in the way of accomplishing God's purposes for us and through us. Obstacles can come from three sources: Personal obstacles originate within leaders themselves, external obstacles come from outside the leader—either from within the leader's own team or from the world—and finally, Satan and his cohorts present spiritual obstacles by opposing the work of God's Kingdom done by visionary, biblical leaders.

Biblical Foundation

The way to overcome any type of obstacle is by looking at it through God's eyes, as expressed in Scripture. The Apostle Paul puts every obstacle in the right perspective for us.

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Who shall separate us from the love of Christ? Shall trouble or hardship or persecution or famine or nakedness or danger or sword? As it is written, "For Your sake we face death all day long; we are considered as sheep to be slaughtered." No, in all these things we are more than conquerors through Him who loved us. For I am convinced that neither death nor life, neither angels nor demons, neither the present nor the future, nor any powers, neither height nor depth, nor anything else in all creation, will be able to separate us from the love of God that is in Christ Jesus our Lord. —Romans 8:35–39

This powerful Scripture provides us with reassuring words regarding our struggles. Paul affirms:

- Obstacles are an unavoidable reality. Paul states, "we face death all day."
- No obstacle will ever separate us from the love of God, whether personal, (neither life nor death) external (powers, height, nor depth) or spiritual (angels nor demons).
- It is in the midst of the obstacles, not in spite of them, that we are more than conquerors through Christ.

Personal Obstacles

Personal obstacles are related to inner struggles and limitations. These may be the most difficult to overcome because they are not always visible. Examples include moral obstacles, educational obstacles, medical obstacles, and emotional obstacles.

Emotional Obstacles

Perhaps the most challenging personal obstacles are emotional issues that come from a sense of low self-esteem or self-worth. Even mature Christian leaders, at times, fail to draw their sense of self-worth from God and require healing to grow into the person God desires.

My Self Image. Scripture recognizes and affirms the importance of self-image. At times, we may feel like our greatest enemy is the mirror. That happens because we see ourselves through our own eyes rather than looking through the eyes of God.

For as he thinks within himself, so he is. —Proverbs 23:7 NASB

An inadequate sense of self-worth can be a significant obstacle to those called to leadership. Here is a comparison between inadequate and adequate self-worth.

- People with an inadequate sense of self worth tend to avoid challenges and stimulation, often retreating to the safety of the familiar, while those with a good sense of their self-worth welcome challenges.
- An inadequate sense of self-worth can lead us to try to prove ourselves to others. With adequate sense of self-worth, we will rather have a drive to express ourselves in a healthy way.
- Poor sense of self worth leads to muddy, evasive, and inappropriate relationships. Open, honest, and appropriate relationships are the result of an adequate sense of self worth.



Looking at Ourselves through the Eyes of God

God creates each person as valuable. Psalm 139 is a reminder that God knows every detail of your life. He planned you long before the world began, and He knit you together in your mother’s womb. The Psalmist recognizes the wonder of God’s creation:

I praise You because I am fearfully and wonderfully made; Your works are wonderful, I know that full well. —Psalm 139:14

At conception, God gave each person the ability to breathe (life), to believe (faith), and to become a part of God’s plans (purpose). When God looks at you, this is what He sees and calls you to experience. All biblical leaders must come to the place where they begin to see themselves through God’s eyes and not through their own eyes.

Intimacy with God and Self-Worth

Believers in Jesus Christ also have to come to that place in their lives where they are able to see themselves not through the eyes of their past, but rather as God sees their future. We are valued by God, and for this reason, God sent His Son into the world to give historical and personal proof of our value. Ken Boa states,

We cannot truly know ourselves unless we know our God. The only secure, stable, significant, and satisfying basis for self-identity is the reality of our new identification with Christ... [In Christ we have] been transferred out of the line of Adam and grafted into the line of Christ. And in Christ we also have a new dignity and purpose...¹

As we grow in intimacy with God, we will learn to see ourselves from God’s point of view and learn of our worth in Christ.

Workshop — 7 Minutes

Share with two or three other participants one instance when your self-image became a hindrance to your ability to lead. What lessons did you learn?

External Obstacles

External obstacles develop from outside of ourselves. We may not be the cause, but we must respond. External obstacles can originate from your church, workplace, family, local community, or even your nation. Many of these obstacles are associated with the relationships we encounter on a regular basis. When conflict takes place, you need God’s wisdom and guidance to heal and restore relationships as much as possible.

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Obstacles Within the Team

All leaders will face conflicts and even opposition from members of their teams. Obstacles can come from the following sources.

- **False brothers** (2 Cor. 11:26) can devastate an organization.
- **Difficult Christians under our leadership.** Sincere Christians may think differently and can cause conflict.
- **Sincere opposition and criticism from other Christians.** Not everyone will agree with the leader's vision. Some may oppose it strongly.

As these three kinds of people interact in the context of a leadership team, it is only natural that conflict will appear. Sometimes as a leader, you will have to manage conflict between two or more members of the team. On other occasions, you will be part of the conflict.

Handling Conflict

Sometimes conflict becomes unavoidable in team situations. Four steps for handling conflict include:

1. Understand the nature of the conflict. Appreciate differences in opinion.
2. Pray for wisdom to discern the real issue and the needs of those with whom you are in conflict. It is important to remember that the conflict may be about personalities and needs, rather than the subject matter. Praying together can be an important means of resolving a conflict.
3. Explore possible solutions together. Wherever possible, attempt a win-win solution.

One Conflict—Three Possible Solutions		
Win-Lose	Lose-Lose	Win-Win
When someone wins a battle, someone else loses, and is often embarrassed.	When relationships are broken as a result of conflict, everyone loses.	Mutual compromise leads to conflict resolution. All parties win but also give up a little in the process.

4. Make peace with all people in the conflict whenever possible. A common mistake is to confuse the issues in the conflict with the person, thus turning the conflict into a personal issue.

Your Involvement in a Conflict

When you are caught within serious conflict, the following questions can help you determine a course of action:

- Is the conflict at stake worth the time and energy spent?
- Will it make any difference if I win?
- What is God saying?
- Why am I holding on to my position?
- Have I contributed to this conflict? Do I need to repent of anything?

Workshop — 10 Minutes

In groups of two or three, share one experience when you had to handle conflict in your team.

Were you involved in the conflict? How was the conflict resolved (Win–Lose, Lose–Lose, or Win–Win)?

Make sure to avoid disclosing personal information or making any comments that could embarrass or compromise someone who may be known to other conference participants. In some cases, it may be wise to keep the conflicting parties anonymous.

Obstacles from the Local Community

In today's world, opposition and criticism can come from the community where our leadership is exercised in varied degrees of intensity. Local leaders and the media can be hostile to Christianity or oppose certain methods.

Sociopolitical Obstacles

Political issues may affect Christians, especially when the “law of the land” or current practices go against biblical morality and ethics. In some areas of the world, the existence of anti-Christian groups or even a hostile government can put the very safety of Christians in jeopardy.

How can we develop strategies to overcome these obstacles?

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Overcoming External Obstacles

God will help us overcome external obstacles in three main ways, as represented in the examples of known biblical characters.

Removing the obstacle from our path—God removed rebellious Saul from the kingship so David, His anointed, could lead (1 Samuel).

Finding a way around the obstacle—The Magi were warned in a dream (Matt. 2:12) and avoided Herod, thus protecting the newborn Jesus from falling victim to an evil king.

Using the obstacle as a stepping stone—God helped Joseph overcome the obstacles imposed on him by his brothers' actions, and used these obstacles to give him a leadership position that eventually saved his entire family (Gen. 45:4ff).

Spiritual Obstacles

Though we confront personal and external obstacles in different ways and circumstances, the reality is Satan is the source of all obstacles. Jesus was very clear that Satan's primary goal is "to steal and kill and destroy" the people of God (John 10:10). In *Run with the Horses*, Eugene H. Peterson writes,

There is a spiritual war in progress, an all-out moral battle. There is evil and cruelty, unhappiness and illness. There is superstition and ignorance, brutality and pain. God is in continuous and energetic battle against all of it.... There is no neutral ground in the universe. Every square foot of space is contested.... No one enters existence as a spectator.²

The more intimate we become with God, the more intensely we will experience evil attacks. The important fact is that God understands who the enemy is, and He has provided us with everything we need to fight the good fight and be victorious.

Conclusion

Obstacles are a normal fact of a leader's life. Sometimes the leaders themselves create them. Sometimes other people are the obstacles. Even Satan tries to destroy the work of God's Kingdom by attacking the leader.

James Hudson Taylor founded the China Inland Mission in 1865 and was one of the greatest missionaries in history. He understood God's vision for his life; nevertheless, he experienced many personal, external, and spiritual obstacles. Commenting on the challenges of missionary life, he stated:

First, it is impossible, then it is difficult, then it is done.³

By the power of the Holy Spirit working in your life, you have access to every resource you need to overcome obstacles and be "more than a conqueror" in Christ.

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PRACTICE OF EVANGELISM

REACHING THE LOST WITH RELEVANCE, SENSITIVITY, AND POWER //

Core Value

God looks for men and women who live and teach the Gospel with cultural relevance, sensitivity, and power, so that the eternal truth of the Gospel will be understood and received in every culture of the world.

Teaching Objectives

- To discuss historical and current approaches to evangelization, with special focus on personal faith-sharing.

Introduction

Jesus gathers His closest followers for one more special meeting. He delivers one of His most important messages, explains His purpose, and gives the disciples clear and final instructions. This last encounter between Jesus and His closest followers has become known as "The Great Commission."

The four Gospels and Acts include different accounts of this event. Immediately before His ascension, Jesus commissions His disciples to go and preach the Gospel, make disciples of all nations, and be His witnesses. Even if we didn't know the facts that happened after Jesus ascended, the emphasis and different accounts make it crystal clear that evangelization is a top priority for every Christian leader.

What Is Evangelism?

One of the terms used most frequently in the New Testament to describe the Christian message is the Greek word *euangelion* which means "good news." The English word "evangelism" is derived from that word and simply means "sharing the good news."

The Lausanne Covenant¹ defines evangelism as:

The proclamation of the historical, biblical Christ as Savior and Lord, with a view to persuading people to come to Him personally and so be reconciled to God.

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The Evangelist ²

Some people in the Church have a special gift for evangelism. They are called “evangelists.” However, in the New Testament, the early Church did not generally think of evangelism as a special activity to be delegated to experts, but rather sharing the Good News was the natural outcome of Christians just being Christians. The evangelist is a Christian who has:

A Personal Experience—The Gospel is centered in the person of Jesus Christ. It takes a person who experiences the Gospel to share it effectively.

A Passion for the Lost—The Gospel is the result of God’s passion for those without Christ. Christians should share that passion.

The Power of the Holy Spirit—Every Christian needs the indwelling presence of the Holy Spirit to be effective in evangelizing.

The Holy Spirit in Evangelization

The Holy Spirit is an essential person of the Trinity in the process of evangelization.

The Holy Spirit prepares the hearts—Like the example of Cornelius in Acts 10, the Holy Spirit goes before us and prepares hearts to receive the message.

The Holy Spirit is our senior partner—Paul affirms that we are God’s “fellow workers” (1 Cor. 3:9).

The Holy Spirit works in the heart of the lost—During the time when we are sharing the Gospel message, it is the Holy Spirit who works in the heart of the hearer, leading him or her to God’s truth (John 16:13).

The Holy Spirit is the presence and power of God—Jesus promised His presence and power when we evangelize (Matt. 28:20). Evangelization is often accompanied by demonstrations of God’s power through the Holy Spirit (Acts 1:8, 5:15, 1 Cor. 2:4).

Methods for Evangelization

The message of the Gospel is unique and cannot be compromised or changed, but the methods of evangelization are diverse. Christians are using a great variety of methods to share the Gospel today. Here are a few examples.

Mass Media—Using diverse mass communication methods, evangelists attempt to reach the largest possible number of people through radio, television, written publications, etc.

Internet Evangelism—The use of the Internet to reach the lost is growing in popularity all around the world. Websites, streaming video, audio and podcasts, as well as personal interaction through social networking sites such as Facebook and Twitter are a few ways Christians are sharing their faith through their personal computers.

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Public Preaching—Public meetings of all sizes, either in church buildings or neutral venues such as theaters, stadiums, or other public places date back to the time of the apostles and are still one of the most popular vehicles for sharing the Gospel message today.

Services to People in Need—Medical services, education, disaster relief, and community development are used to express God’s love and reach the lost.

Church Planting—The establishment of new churches is still recognized as one of the most effective methods of evangelism. In some cases it involves establishing a large worshipping congregation with dedicated buildings and an organizational structure. In other situations, planting a church is simply forming a small group of believers and becoming a community of faith that meets periodically in someone’s home and shares a commitment to build each other up in the faith and reach others with the Gospel.

Small Groups—This method has become very popular. It is effective in mobilizing larger numbers of Christians for evangelization in the local church.

Personal Evangelization—Various methods seek to engage the lost one-on-one. Because of its importance, personal evangelization will be discussed separately.

Other Methods

Many additional methods to reach the lost are currently used by individuals and churches around the world.

Workshop — 10 Minutes

Discuss in a small group the advantages and disadvantages of the evangelization methods described above.

Which methods do you use and why? What are the results?

Personal Evangelization: The Power of Your Story

One of the most effective ways to share the Good News of Jesus Christ is on a person-to-person basis. Most people come to know Jesus Christ because of a friendship with a believer whose life example and personal testimony witness to God’s love.

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The Bible records more than 35 examples of Jesus sharing the Good News with individuals in various circumstances, including when He was in severe pain on the cross.

The essence of the Gospel is the life of a person—Jesus. Nothing communicates the truth of the Gospel better than a life transformed by the power of God. In 1 Peter 3:15, the apostle writes that every Christian should be prepared to share his or her personal testimony in order to “give an answer to everyone who asks you to give the reason for the hope that you have.”

Important Elements of an Effective Testimony

Every personal testimony should contain elements that help a seeker understand how the power of the Gospel changed your life and how Christ can change his or her life.² The presentation of your testimony should have four main points:

Life without Christ	Give a brief description of your life before following Christ.
How you became a Christian	Share what prompted you to seek Christ and how you encountered Him.
Life with Christ	Explain how your life differs today from your past life.
Invitation to Accept Christ	Invite the person to become a follower of Jesus Christ.

In sharing your story, make clear the benefits of following Christ. Give examples from your personal experience. What difference has Christ made in your life? How has He led you or encouraged you? How is your life now more meaningful, purposeful, or significant? Touch on what life was like before Christ. Emphasize how you came to follow Christ and the positive changes you have experienced. Use common language that the listener will easily understand.

Take time to hear their story as well as telling them yours. Try to understand where they have been, and share aspects of your story that will build a bridge into their experiences. Identify with them, be vulnerable, and help them understand the positive difference that Jesus can make in their lives. Areas of your life that you can develop into your testimony include:

Before	After
Guilt	Forgiveness
Strife	Peace
Jealousy	Love
Emptiness	Fulfillment
Fear of death	Peace about death
Depression	Hope
Rejection	Acceptance
Loneliness	Friendship
Selfishness	Concern for others
Pleasure lover	Satisfaction in God
Fear of spirits, witchcraft, charms	Freedom from these fears

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Workshop — 15 Minutes

This is a role-playing exercise. In groups of two, share your personal testimony with each other, alternating the roles of “evangelist” and “seeker.” This will be done with a limited amount of time so as to challenge you to think quickly and be succinct. Imagine you have only a couple minutes to share the Gospel with another person.

- Considering the elements listed, take a few minutes to write down notes and prepare your presentation in order to be focused in your sharing.
- After the “evangelist” shares his/her testimony, the “seeker” should give suggestions to improve the presentation.
- Each presentation should take approximately three minutes followed by feedback from each partner.

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Conclusion

God looks for men and women who live and share the Good News of Jesus Christ with passion, sensitivity, and power. God desires for everyone to be reached with the life-transforming power of the Gospel.

Once you are saved, God chooses *not* to put you on a shelf where you wait with nothing to do until you die. Instead, Jesus Christ transforms you so you can join Him in the grand task of sharing the Good News with those who do not yet know Him.

The Core Value of Culturally Relevant Evangelism is closely tied with Passion for the Harvest. Healthy Christians share their faith in word and deed with passion and relevance. Embracing the Core Values of Cultural Relevance and Passion means actively sharing the Good News of Jesus Christ both verbally and through your actions.

The needs of the world seem overwhelming; however, as God’s love and passion for others fills your heart, you are encouraged and empowered to share God’s love with lost and hurting people so they also can be transformed by God’s love through Jesus Christ.

My Passionate Prayer for those without Christ

God, I want Your passion for lost people to become my passion. Following the example of Your passionate Son, I want to “seek the lost.” Help me live my life with passion and share my story with cultural relevance, sensitivity, and power, so I impact the world around me for You.

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RELEVANT EVANGELISM

COMMUNICATING THE GOSPEL EFFECTIVELY //

Core Value

God looks for men and women who live and teach the Gospel with cultural relevance, sensitivity, and power, so that the eternal truth of the Gospel will be understood and received in every culture of the world.

Teaching Objectives

- To understand the concepts and implications of culture and worldview, with practical application for reaching out effectively with cultural relevance and sensitivity in your environment.

Introduction

During an ILI conference, a Christian leader from South Asia described the reality of many who profess Christian conversion from Hinduism, *"They have the form of Christianity on the outside, but they are not really Christians in their hearts."* In Africa, an ILI leader identified that too often the Gospel is mixed with elements of African tribal religions thus diluting the power of the Gospel to change lives and set people free.

Latin America is predominantly a Roman Catholic continent with significant Protestant presence in every country. Demographically, it is a Christian continent; yet, when faced with life struggles, many Latin American Christians seek the help of syncretistic cults based on indigenous shamanism or African traditional religions.

Church attendance is declining in the West, particularly in the United States and Europe. Millions have no interest in Christianity, which is increasingly perceived as irrelevant with no practical application for daily living. The result is an entire generation with no knowledge of even the most basic biblical truths.

Workshop — 5 Minutes

Consider the scenarios above in light of Paul's statement that the Gospel is "God's powerful plan to rescue everyone who trusts Him, starting with Jews and then right on to everyone else" (Rom. 1:16, MSG). Also consider the current state of your own nation and discuss the following questions with the entire group.

What may be some reasons for the situations described? Does it seem to you as though the Gospel has been presented in a relevant way?

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Biblical Foundation

The Apostle Paul and his teachings are foundational for understanding culturally relevant evangelization. During his ministry, Paul faced strong opposition by a group of Jewish believers who began to preach that Gentiles had to convert to Judaism before they could become Christians. The debate culminated with the first council of the Church, held in Jerusalem, which is recorded in Acts 15. Here is the essence of Paul's position, as he expressed it to the Christians in Corinth:

Though I am free and belong to no one, I have made myself a slave to everyone, to win as many as possible. To the Jews I became like a Jew, to win the Jews. To those under the law I became like one under the law (though I myself am not under the law), so as to win those under the law. To those not having the law I became like one not having the law (though I am not free from God's law but am under Christ's law), so as to win those not having the law. To the weak I became weak, to win the weak. I have become all things to all people so that by all possible means I might save some. I do all this for the sake of the Gospel, that I may share in its blessings. —1 Corinthians 9:19–23

Paul is passionate about sharing the Gospel with relevance. The final goal is that everyone will have the opportunity to receive the gift of salvation. Paul provides several key lessons.

- A servant attitude is an important foundation for relevant evangelism.
- The Gospel message does not change and cannot be compromised; however, the messenger's methods should be adjusted to fit the audience.
- Paul's passion is shown in his willingness to do anything necessary, except change the message, to bring even one person to salvation.

The Apostle Paul articulately presented the true Gospel to the Jerusalem Council, which resulted in Christianity becoming a culturally relevant, global movement rather than a mere sect within Judaism. This debate and decision is recorded in Acts chapter 15.

Culture and Worldview

In order to be culturally relevant with the Gospel, it is important to understand the concepts of culture and worldview, two essential elements of human society that influence every person. Understanding these elements will help make your presentation of the Gospel relevant and understandable. Failure to understand the importance of culture and worldview can result in significant hindrances to the spread of the true Gospel.

Culture

There are numerous definitions of culture. For our study, anthropologist Eugene Nida's definition is helpful.

Culture is all learned behavior; which is socially acquired, that is, the material and non-material traits which are passed on from one generation to another.¹

Every person is born into a culture. Most people live their entire lives within the confines of one culture. Some have the privilege of living in other regions, learning other cultures, and becoming multicultural. Elements within every culture, based on the definition above, include the following:

- Culture is received from the past, and learned afresh by each generation.
- Culture is an integrated system of beliefs about values, customs, and institutions.
- Culture gives a sense of security, identity, dignity, and unity.
- Cultures resist change, but every culture is in a constant and gradual state of change.

Worldview

Culture is present in all aspects of life. It consists of inward attitudes and outward behaviors. At a deeper level, there are assumptions and paradigms that shape culture itself and determine our thoughts and behavior. These deeper assumptions make up our worldview. It can be defined with the following words:

Worldview consists of the shared framework of ideas held by a particular society concerning how it perceives the world.

Worldview is a system of ideas and values we learn from our culture. It is a set of assumptions about how things ought to be. It is a model that helps us explain reality. It serves a number of functions within culture, including the following.

Explains why the world came to be as it is and how it continues
Provides psychological reinforcement during times of crisis
Provides a comprehensive, uniform explanation of reality

Interrelationship Between Worldview and Culture

Cultural behavior is at the surface of who we are. Thoughts and behaviors are based on values deeper than culture itself. Worldview is that deeper framework that shapes who we are, what we value and believe, and how we act and react to the world around us.

Culture —Patterned Behavior
Worldview —Deep Level Assumptions

For example, how many colors are in the rainbow?

The rainbow is actually an array of all visible colors. Every person is taught by their culture to “see” a certain number of colors. Sir Isaac Newton described seven colors and most people influenced by the scientific worldview see them. However, the Shona of Zimbabwe perceive only three colors, while the Danis in Papua New Guinea see only two colors.² It is possible for a person to “learn” to perceive additional colors, but it is a difficult process.

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Workshop — 30 Minutes

Our culture and worldview can be bridges or hindrances to evangelization. Some aspects of our culture can be a bridge that helps people understand the Gospel, while others can be a stumbling block, hindering the understanding and acceptance of the message of salvation. Other aspects are neutral and don't affect the Gospel.

Considering the definitions of culture and worldview, in light of the biblical foundation, answer the following questions in small groups.

What are some of the cultural barriers in your own culture that need to be changed for the Gospel to be received?

Which cultural and worldview traits are bridges to the Gospel?

Based on the answers to the questions above, discuss two possible strategies to reach the lost in our culture.

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Conclusion

Christ gave the supreme example of relevance and passion when He became incarnate as a human being, lived like a servant, and died for the salvation of humanity. As a verse from the well-known hymn "And Can It Be that I Should Gain" by Charles Wesley beautifully states,

*He left his Father's throne above
So free, so infinite His grace!
Emptied Himself of all but love,
And bled for Adam's helpless race.*

God's challenge is that you would have the same attitude as Christ when you live and teach the Gospel with cultural relevance, sensitivity, and power, so the eternal truth of the Gospel will be understood and received in our own culture, as well as other cultures of the world.

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EVANGELISM WORKSHOP

EXPLORING THE MOST EFFECTIVE METHODS //

Core Value

God looks for men and women who live and teach the Gospel with cultural relevance, sensitivity, and power, so the eternal truth of the Gospel will be understood and received in every culture of the world.

Teaching Objectives

- Discuss various models and methods of evangelism used in your context, critically evaluating different approaches, with the goal of developing personal strategies to accelerate the spread of the Gospel.

Questions for Discussion

Gather in small groups for 20 minutes and discuss the following questions:

What methods of evangelism are used in your setting? (Refer to the material from "Practice of Evangelism") Which methods do you personally use?

Which methods does your church or ministry use?

Describe with some detail how each method is applied in your context. For example, with door-to-door visitation, describe how people actually accomplish this strategy. What tools are used? How are results monitored?

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In your opinion, what are the strengths of these methods? “Defend” your primary methods before your colleagues, showing evidence that these methods actually work.

In your opinion, which method is the least effective? Discuss why it doesn’t work. Could something be done to improve it? Should the approach be abandoned altogether?

Sharing the Results

After discussing within your small group, report the highlights of your discussion with the rest of the participants. Allocate 20 minutes so all groups can report.

Describe three methods that work, with the reasons why they work well in your environment. Are there ways in which these methods could be improved?

Discuss one or two methods that should be abandoned or significantly changed in order to for those methods to be effective in reaching the lost.

Conclusion

There are many different ways to reach those who are without Christ. Not every method discussed and defended in this workshop will work in every situation. Each participant must reflect and answer the question:

What is the most effective method of evangelization in my context?

Finally, no method will result in lives coming into the Kingdom of God if not put to practice. Conclude with a prayer of commitment to Culturally Relevant Evangelism.

Almighty God, I commit to doing the work of an evangelist so the lost might be reached. Like the apostle Paul, I am willing to become all things to all people so by all possible means, some might be saved. Amen.

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MULTIPLICATION BY DISCIPLESHIP

HELPING BELIEVERS GROW IN CHRIST //

Core Value

God looks for men and women who disciple, coach, and mentor other leaders, who in turn become leaders of leaders that effectively train others.

Teaching Objective

- To understand the first level of multiplication, which is discipleship, and to make discipling others a priority.

Introduction

Christianity started as a small group of Jewish followers of an obscure Rabbi in a remote corner of the Roman Empire. Three centuries later, the Christian faith had not only survived terrible persecution, but had conquered the empire itself. There are many reasons for the explosive growth of Christianity. One of them is best expressed by Paul's words to Timothy,

And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others. —2 Timothy 2:2

Christianity grew exponentially because Jesus established a pattern of multiplication instead of simple addition. Every Christian was taught to make disciples. By the process of multiplication in which disciples make disciples, Christianity became a global movement.

The Process of Multiplication

Multiplication is a process involving three stages: discipling, coaching, and mentoring. The following diagram illustrates the entire process. The higher you take a person in the growth process, the greater the multiplication and the more people will be reached with the Gospel of Jesus Christ.



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Biblical Foundation

During the three years of His ministry on earth, Jesus modeled disciple-making in His relationship with His closest followers. Before ascending into Heaven, He gave specific commands to His disciples, and to all of us.

Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age. — Matthew 28:19–20

There are four verbs in the Great Commission. In the original Greek, the only imperative is to “make disciples” of all nations. The other verbs are the means by which we accomplish the task given by Jesus: going, baptizing, teaching.

Jesus and Disciple-Making—The Example

Jesus is the supreme example for how to make disciples. He selected key individuals and invested His life into them over a period of time. Jesus’ ministry can be illustrated by a series of circles. The outermost circle represents His ministry to the world. The innermost circle represents His ministry to Peter, James, and John.

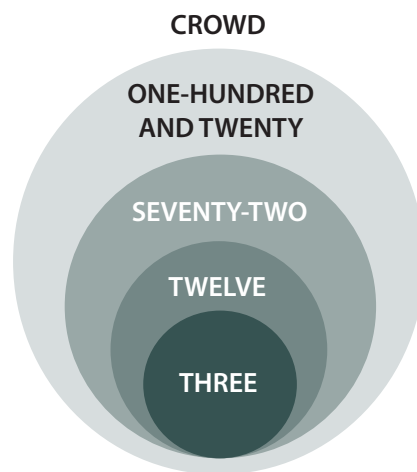
The Crowd—Large crowds followed Jesus. He preached and served them by healing the sick and miraculously feeding thousands of people. However, the large crowds were not the main focus of Jesus’ ministry (Matt. 4:25, Luke 9:11).

The One Hundred and Twenty—When the Holy Spirit came on the Day of Pentecost, there were 120 believers gathered in Jerusalem. They were faithful followers of Jesus Christ (Acts 1:15).

The Seventy-Two—Jesus entrusted seventy-two disciples with a special task of going in groups of two and ministering in the villages where He would preach (Luke 10:1–24).

The Twelve—Jesus invested personally for three years in twelve of His followers; they are known as the Apostles (Mark 3:14). The Church was founded upon the witness and leadership of the Apostles.

The Three—Jesus invested further in three of His closest disciples: Peter, John, and James. He took them with Him when He raised the daughter of Jairus from the dead (Mark 5:37), they were present when Jesus was transfigured (Matt. 17:1–9), and Jesus met privately with them in the garden of Gethsemane the night before He was killed (Matt. 26:37). These three became key persons in the early Church. They truly became leaders of leaders.



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Paul and Disciple-Making

Paul made disciples wherever he went on his missionary journeys. When writing to the Philippians he gives them the following instructions.

Keep putting into practice all you learned from me and heard from me and saw me doing... —Philippians 4:9 NLT

Discipleship is practical and focuses on real-life application of the biblical teaching. The examples of Jesus and Paul outline a process of multiplication by discipleship that guarantees the growth of the Church. You are a follower of Christ today because of this multiplication process that has been producing faithful disciples for more than two thousand years.

This process is represented by a continuous timeline beginning with Jesus and continuing through the centuries to our own generation.



Workshop — 7 Minutes

Take a moment to reflect. Who taught you the foundations of the Christian faith and helped you grow from a simple believer to a disciple of Christ? Write that person’s name in the empty arrow below. What does your timeline look like?



After filling in the empty arrow, share with one other participant about the experience of being discipled. What did that person teach you? How important was it for your spiritual growth?

Definition of a Disciple and Discipleship

A **disciple** is someone who is living out the decision to follow Christ in everyday life. He or she is a person who knows Christ inwardly and is committed to living outwardly in love and obedience to Him.

Discipleship is the relational process of helping someone grow spiritually from childhood to maturity. This is done by building the principles of God’s Word into that person’s life so he or she is equipped to understand and follow the prompting of the Holy Spirit in knowing how to respond to any situation with Christ-like attitudes and actions.

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Characteristics of a Disciple

The following are characteristics of a faithful disciple. In the beginning of the discipleship process, these characteristics are seeds that need to be cultivated, but as the disciple grows, these character traits become more evident in his or her attitudes and actions.

Heart for God

A true disciple of Jesus will hunger for God's presence. They will look for opportunities to experience God and be in fellowship with Him. David expressed his longing for God,

*As the deer pants for streams of water, so my soul pants for You, O God.
—Psalm 42:1*

Seekers and new believers often hunger for more of God in their lives. As understanding grows, the desire to continually experience God's presence and intimate fellowship with Him only increases in a true disciple's heart.

Available to God

God wants to bless and use those who are available to Him. From the early stages, disciples need to open their hearts to God's calling as described by the prophet Isaiah:

Then I heard the voice of the Lord saying, "Whom shall I send? And who will go for Us?" And I said, "Here am I. Send me!"—Isaiah 6:8

Availability requires faith and a willingness to go where God sends. It may be tentative at first, but in time the new disciple's faith will strengthen as he or she takes steps in the direction of God's purpose and will.

Faithful to God and Others

God is looking for those who will be faithful followers. Paul instructs Timothy to entrust the message to those who are reliable and faithful,

And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others. —2 Timothy 2:2

Faithfulness doesn't mean the disciple is absolutely perfect, but that he or she is willing to let God lead his or her life. A faithful disciple desires to walk sincerely with God in the discipleship process.

Teachable Spirit

Invest in those willing to learn. In Matthew 13, Jesus compares those who hear God's Word to different types of soil. The teachable person is compared to fertile soil where the seed of God's Word grows and bears fruit.

"But the seed falling on good soil refers to someone who hears the word and understands it. This is the one who produces a crop, yielding a hundred, sixty or thirty times what was sown." —Matthew 13:23

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God is looking for seeds of these qualities—humility, eager acceptance of God’s word, a teachable spirit—in the lives of the people whom you disciple. If these seeds are present and increasing in the life of the new believer, then he or she will be on the path toward spiritual maturity.

God’s Tool for Discipleship—Spiritual Disciplines

Spiritual disciplines are tools God uses in our lives to help us grow deeper in our intimate relationship with Him. The word “discipline” is defined as, “training that is expected to produce a specified character or pattern of behavior.”¹



Spiritual disciplines are a primary path God uses to build godliness in our lives. There are many spiritual disciplines including worship, meditation, fasting, and tithing. Three primary spiritual disciplines for the new disciple are prayer, Scripture, and obedience.

A disciple is one who longs to follow Christ and grow in these areas. The clothes hanger is a good illustration of an intimate life with God and how these disciplines are essential for the development of a disciple. If any of them is missing, the hanger will be off balance and will not be useful. Likewise, a Christian who isn’t growing in all three disciplines will have an unbalanced life and will not be fit for God’s service.

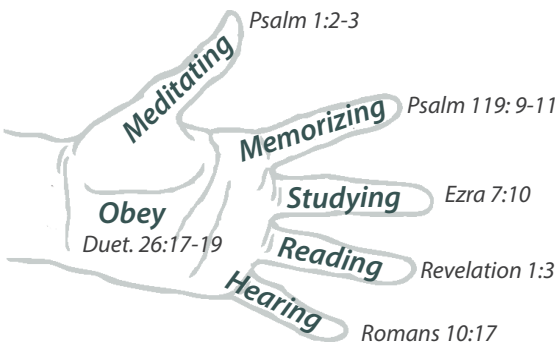
Prayer

Our depth of intimacy with God is directly related to the time we spend with Him in the discipline of prayer. In Psalm 27, God tells us to seek His face. As we disciple others, it is important to emphasize the practice of all aspects of prayer, which we have discussed in the intimacy session. The prayer relationship is that of communion with the Father and growing deeper in our communication with Him. Our disciples will be amazed at God’s faithfulness as we are faithful to pray.

Scripture

Growing deeper in God’s Word is the mark of a disciple. In his letter to Timothy, Paul advises his disciple with the following words,

Do your best to present yourself to God as one approved, a worker who does not need to be ashamed and who correctly handles the word of truth.
—2 Timothy 2:15



Paul’s advice is a good illustration of the need to deepen our knowledge of God’s Word. The human hand has five fingers. To properly handle an object, every finger is required and they all work together. The picture on the left shows five specific disciplines we need to develop in order to properly handle the Word of God. God’s Word is a key resource for understanding His purpose and plans.

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Obedience

God's Word tells us that if we obey His voice that we will be blessed and anointed:

"Lord, give us spiritual children (those we have disciplined) who walk in Your truth!"

"You have declared today that the LORD is your God. And you have promised to walk in His ways, and to obey His decrees, commands, and regulations, and to do everything He tells you. The LORD has declared today that you are His people, His own special treasure, just as He promised, and that you must obey all his commands. And if you do, He will set you high above all the other nations He has made. Then you will receive praise, honor, and renown. You will be a nation that is holy to the LORD your God, just as He promised." —Deuteronomy 26:17–19, NLT

Obedience is putting our faith to work in the practical day-to-day of our lives. Through obedience, our faith is really proven; without practical obedience, our faith is dead (James 2:17).

Christian to the Core

ILI has developed a discipleship tool based on the Eight Core Values that can help you disciple other Christians. Christian to the Core comes in general versions for adults and special versions for youth (teenagers) and children. An electronic copy will be included in your conference CD. For more information, ask the organizers of your conference.



Workshop — 10 Minutes

Reflect on the discipleship timeline from the beginning of this session. We have added an arrow after your name.

Rewrite the name of the person who disciplined you and then add the name of one person whom you are discipling or planning to disciple.



If you are discipling someone, share the experience with a colleague. If you have not disciplined someone yet, discuss the obstacles that keep you from doing so.

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What decisions do you need to make in order to make discipling others a higher priority in your life?

Conclusion: Life-to-Life Investment Is the Bottom Line

To apply the principle of multiplication by discipleship, you will have to commit (set a SMART goal) to intentionally invest in discipling one or more new believers this year. It will require a personal investment in time, prayer, and patience to see the disciple grow. Furthermore, it will take a consistency in your Christian life that will inspire another person to want to mature in his or her own spiritual life. The result will be that God will be glorified and we will produce much fruit. John wrote the following words that relate to discipleship,

I have no greater joy than to know that my [spiritual] children are walking in the truth. —3 John 4

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MULTIPLICATION BY COACHING

ESSENTIAL SKILLS FOR EFFECTIVE LEADERS //

Core Value

God looks for men and women who disciple, coach, and mentor other leaders, who in turn become leaders of leaders that effectively train others.

Teaching Objectives

- To look at Jesus' model of equipping and empowering the early disciples in order to understand how leaders can coach people and develop them into leaders.
- To develop strategic plans that will result in a new generation of leaders who continue to mature as disciples and are capable of effective leadership.

Overview

Three primary steps will help multiply the number of leaders: Discipleship, Coaching, and Mentoring. Each of these steps has unique features that contribute to the development of leaders who are mature in Christ and effective in service.

Each step is progressive as a person moves from being a disciple to a leader of leaders. The leader who is developing other leaders works with fewer people and takes each of them deeper in their spiritual life and leadership potential at each progressive level. For example, you can disciple more people than you can coach, and you will probably coach more people than you can mentor.

This session will focus on the development of a leader through coaching: a defined process of equipping men and women for leadership through continued spiritual growth, skill development, and empowerment.

Why Coaching Is Necessary

Leadership works best when disciples are formed into teams that use the gifts and skills of each team member to accomplish a shared, God-inspired vision. Coaching is a tool that effective team leaders use to empower, release, and serve God's people to bring the Kingdom of God on earth.

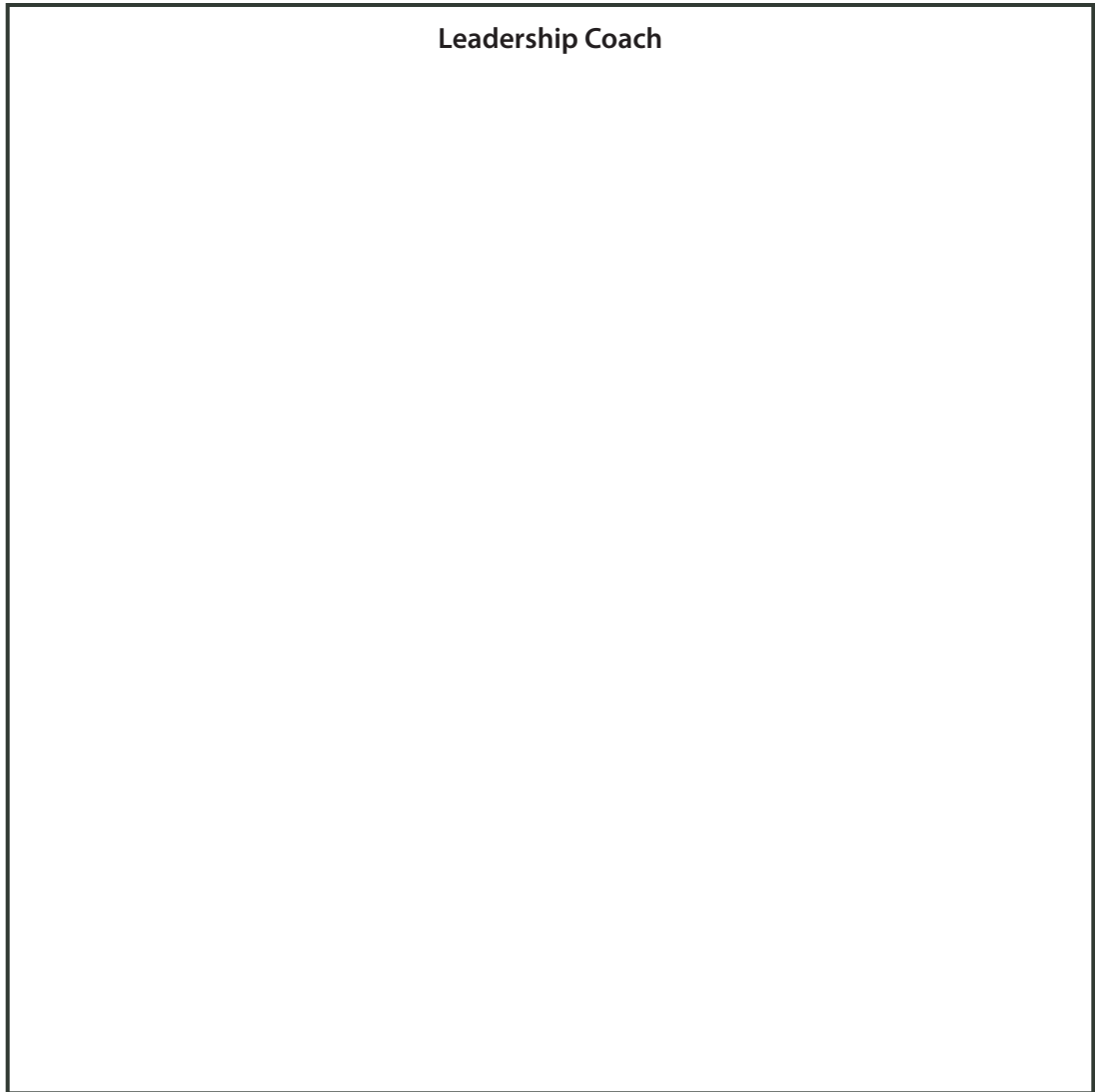
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Workshop — 12 Minutes

Below, draw a picture of a “leadership coach.” Use your imagination and make the picture as descriptive as possible. At least six people will be invited to describe their pictures briefly to the larger group.

Leadership Coach



A Coach and Coaching Defined

Coaching is a relational process in which a leader (a coach) who knows how to do something well imparts those skills to a disciple who wants to learn and motivates and empowers him or her to stretch beyond what they have already achieved.¹

Multiplying Leaders Are Effective Coaches

When effective leaders coach team members and equip them to perform their tasks to the best of their abilities, they are empowering, releasing, and serving their subordinates.²

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Effective Coaches EMPOWER people by:

- Giving them clear responsibilities and the freedom to make decisions within the boundaries of their responsibilities.
- Communicating the significance of the job. People are highly motivated to perform when they understand the bigger purpose of their jobs, even if the task is menial and appears insignificant.
- Recognizing the value and importance of each team member. Effective coaches encourage people by valuing them in public, encouraging them to excel, and recognizing a job well done.

Effective Coaches create environments that RELEASE people to:

- Utilize their strengths and spiritual gifts. Effective leaders build on each team member's strength and match team members with tasks that allow them to deploy their spiritual gifts.
- Acquire new skills. The personal growth and development of a team member raises the quality of the team as a whole.
- Express new ideas and insights. Every team member can make significant contributions to the development of the team and organization.
- Develop creative problem-solving.

Effective Coaches SERVE people by:

- Contributing to their personal growth and development. Effective leaders invest time in developing individual members of their teams.
- Showing care for their personal needs. Genuine concern is an expression of God's love and effective leadership.
- Being available for them. Team members need to know their leader is available to solve difficult problems and help them in difficult times. Effective coaches pray for team members' success and celebrate their achievements.

Workshop — 20 Minutes

In several instances, Jesus' relationship with the disciples provides an excellent coaching model. Two such occasions include when Jesus sent the Twelve apostles and later a group of seventy-two to preach in teams of two. We will study these passages together.

Break into small groups. Half of the groups will study the Luke 9 passage and the other half of the groups will study the Luke 10 passage. Each group will present the results of their study separately.

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Study Luke 9:1–10 (the sending of the twelve) or Luke 10:1–24 (the sending of the seventy-two). Read the texts carefully, observing Jesus’ words to the disciples. Each group will select a spokesperson to present their insights to the whole group (5 minutes for each group). List the main principles on a white board or flip chart.

Make a list of the coaching practices that Jesus modeled in these passages (15 minutes).

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For Your Personal Notes

Make a list of the best insights from the groups for your future reference.

Luke 9:1–10 The Twelve	Luke 10:1–24 The Seventy-Two

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Conclusion

In order to accelerate the spread of the Gospel, we must develop more qualified men and women to lead God's people. Coaching disciples with the skills necessary for effective leadership is critical to the process.

As you consider your leadership, the men and women whom God wants to use to help you lead His people effectively are probably already part of your life. Think about your team, whether in your local church, ministry, or even your business or company. Consider each disciple under your care and reflect on the following questions:

Among the "disciples" in my team, who are showing the greatest leadership potential?

What can I do to create coaching opportunities for these outstanding people?

For Personal Reflection and Strategic Planning

Develop and write your personal coaching plan for your "team" and for each team member (use SMART goals). State whom you are going to coach and what action steps you plan to take in the process. Remember the multiplication process is about developing team members who will also become great coaches.

Also, are there areas in your life and leadership where you need coaching? Evaluate yourself and find coaches who will help you move to the next level in your personal leadership.

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MULTIPLICATION BY MENTORING

DEVELOPING THE NEXT GENERATION OF LEADERS //

Core Value

God looks for men and women who disciple, coach, and mentor other leaders, who in turn become leaders of leaders that effectively train others.

Teaching Objective

- Each participant will understand the process of mentoring and will make mentoring a priority in their life and leadership.¹

Overview

Three key steps to multiply the number of leaders are discipleship, coaching, and mentoring. Each part of this process is essential for developing a leader of leaders who is mature in Christ and effective in service.

Defining Mentoring

Mentoring is a mutual relationship in which one person who has more experience in an area of life or leadership comes alongside a less experienced person to help that individual achieve his or her priorities (vision).

- Mentoring is a relationship in which a mentor helps a mentee reach his or her God-given potential.
- Mentoring is a relational experience in which one person empowers another person by sharing God-given resources.
- Mentoring is a relational process in which a mentor, who knows or has experienced something, transfers that knowledge or experience to a mentee, at the appropriate time and manner, so it facilitates development or empowerment. Examples include resources of wisdom, information, confidence, insight, and relationships.
- Mentoring moves the mentee from “trial and error” (learning by mistakes) to a proven record (learning by example).

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Two Key Questions a Mentor Asks

Mentoring is simpler than many people think. A good mentoring relationship is about helping the mentee reach his or her potential. In order to accomplish that, the mentor asks two questions of the mentee:

1. What are your priorities (vision)?
2. How can I help you achieve them?

Workshop — 5 Minutes

Go back in your memory to when you were 25 years old. Imagine someone older and wiser coming to you and asking, "What are your priorities, and how can I help you achieve them?" Share with other participants near you the answer to the following question.

Did anything like this happen to you? How would your life be different today if someone had done this for you when you were a younger leader?

Biblical Foundation

The Bible contains many examples of leaders who mentored other leaders to help them reach their full potential. Each case below exemplifies one attribute or quality transferred from mentor to mentee.

Moses to Joshua

So the LORD said to Moses, "Take Joshua son of Nun, a man in whom is the spirit of leadership, and lay your hand on him. . . . Give him some of your authority..."—Numbers 27:18–20

The symbolic act of laying hands on Joshua exemplified the transfer of the authority (spiritual and political) that God had bestowed on Moses.

Elijah to Elisha

When they had crossed, Elijah said to Elisha, "Tell me, what can I do for you before I am taken from you?"

"Let me inherit a double portion of your spirit," Elisha replied.

—2 Kings 2:9

Elisha walked with Elijah and was mentored by him to be a prophet of God. Before Elijah was taken from earth, Elisha asked for and received a double portion of prophetic anointing.

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Jesus to the Disciples

Then He appointed twelve of them and called them His apostles. They were to accompany Him, and He would send them out to preach.
—Mark 3:14, NLT

After spending time with the disciples, Jesus sent them to do the same work He was doing. Jesus transfers His calling to preach the Kingdom of God to the disciples. At the end of the Gospel of John, Jesus transfers the calling in an even more definitive way: “Again Jesus said, ‘Peace be with you! As the Father has sent Me, I am sending you’” (John 20:21).

Barnabas to Paul

When he came to Jerusalem, he tried to join the disciples, but they were all afraid of him, not believing that he really was a disciple. But Barnabas took him and brought him to the apostles. He told them how Saul on his journey had seen the Lord and that the Lord had spoken to him, and how in Damascus he had preached fearlessly in the name of Jesus. —Acts 9:26–27

Barnabas was Saul’s discipler and mentor during the first years of his ministry. After spending time with Saul in Damascus, Barnabas presented him to the Apostles in Jerusalem, thus transferring some of his credibility to Paul. Later he spent time and served with Paul in Antioch.

Paul to Timothy and Others

And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others. —2 Timothy 2:2

Paul’s two letters to Timothy are filled with wise counsel for the young leader who was perhaps his favorite mentee. In this particular case, Paul transferred knowledge (teachings) to Timothy and encourages him to do the same for others.

Mentoring at Different Levels

Mentoring is a relationship between mature leaders. There can be several levels of involvement and intensity in mentoring relationships.

Intensive	A concentrated mentor who may sometimes act as a disciple-maker, spiritual guide, and coach.
Occasional	A mentor who provides timely advice and correct perspectives on viewing self, others, and ministry.
Passive	A mentor can be a past or present life that the mentee can learn from through reading, studying or observing, such as the author of a book or historical figure.

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Workshop — 7 Minutes

In groups of three or four, talk about one key person who is a mentor to you now. If you do not have a mentor, then discuss a special person in your life. How is this person helping you achieve your priorities (vision)?

There aren't enough ideal mentors who can do it all. But lots of people can fulfill one or more of the mentoring functions. All you need to do is identify the specific area of mentoring you need.²

Comparing Discipleship, Coaching, and Mentoring

The three levels of multiplication are not like grades in a school in which a student passes from one level to another. They are rather continuous activities that build upon and relate to one another. There will be elements of discipleship in coaching, and there will be activities that are considered discipleship and coaching in a mentoring relationship.

- All new Christians must be discipled in order to establish the basic fundamentals of the faith. Yet, all Christians also need a mentor to help them continue to mature in their faith and life.
- All mature Christians can be mentors of another person. Life experiences qualify each of us to become a mentor. It is not a complex subject, but it is one of the most important elements in the advancement of Christian leadership for the twenty-first century.
- Mentoring can impact the next generation significantly because it ties together needs, dreams, and resources in a relational way.

Discipleship, Coaching, and Mentoring: A Comparison

Discipling	Coaching	Mentoring
Discipler Mature Believer	Coach Accomplished Leader	Mentor Wise, Experienced Guide
Agenda: Disciple	Agenda: Specific Needs	Agenda: Mentee
Focus: Content	Focus: Skills	Focus: Supportive Relationship
Purpose: Develop Spiritual Disciplines	Purpose: Goal Accomplishment	Purpose: Wise Counsel for Life and Leadership
Resource: Spiritual Formation	Resource: Practical Skills	Resource: Life Experience
Requirement: Positive Personal Relationship	Requirement: Positive Personal Relationship	Requirement: Positive Personal Relationship

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Common Characteristics of a Mentor

- Ability to see potential in a person.
- Tolerance with mistakes and brashness in order to develop a person's potential.
- Flexibility in responding to people and circumstances.
- Patience to know how much time and experience are needed for development.
- Perspective to have vision and the ability to see the future to make helpful suggestions.
- Gifts and abilities that build up and encourage others.

When you are mentoring, you are significantly strengthening the next generation of Christian leadership worldwide by combining your experience today with their potential tomorrow.

Launching a Mentoring Relationship: The Mentor

Both the mentor and the mentee can initiate a mentoring relationship. Three easy steps can begin a productive mentorship.

1. Pray

- Ask God to lead you to the person with the right qualities and character. You are praying for the kind of person who you believe your experience and maturity could be used to enable them to fulfill their God-given potential.

2. Ask a Potential Mentee Two Simple and Important Questions:

1. What are your priorities?
2. How can I help you?

3. Begin to Meet

- Establish a time in which you will meet.
- Establish a simple agenda that begins with, "How can I help you reach your priorities and goals, or how can I help you with the challenges you face today?"
- The mentor is not the one who resolves the issues; rather, the mentor gives perspective, ideas, information, praise, general support, and prayer.
- The number of times to meet is determined by the one who will bring his or her agenda and the mentor asks the same question, "How can I help you reach your priorities today?"

Workshop — 7 Minutes

Who are three persons whom you could help to fulfill their God-given potential?

Pray for all of them but plan to start mentoring just one in the near future. Share briefly with another conference participant about one of the people from your list of potential mentees.

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Launching a Mentoring Relationship: The Mentee

Mentoring is a relationship between two mature leaders. The person who wants a mentor can take the initiative with the following four steps to begin a mentoring relationship.

1. *Pray*

Ask God to lead you to a qualified person who would be willing to mentor you. You are praying for the kind of person that you respect and also someone you like who already exhibits the qualities and values you want to have in your life and ministry.

2. *Approach the Mentor*

Formally or informally speak to your potential mentor and tell him or her what you have been praying about. Ask if he or she would be willing to meet with you to discuss a mentoring relationship.

3. *Plan to Meet*

Establish a time when you are going to meet and be prepared to bring to the meeting your priorities and ask for his or her counsel concerning these issues.

4. *Seek Confirmation*

After several meetings, God should affirm in each of your hearts whether this is a relationship that will be beneficial to both of you. If so, you will only meet as you choose to, but seldom weekly. Talking on the phone is often all you need. If not confirmed to both of you, then thank the leader for his or her time and begin praying for another mentor.

Personal Reflection

If you could have any mentor(s), which person(s) would you ask? Share your list with another participant and commit to approaching one person on your list in the next month. Pray for each other that you will initiate a fruitful mentoring relationship. Note that you may have more than one mentor at a time, each helping you be successful in different areas of your life (spiritual, professional, and social).

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Conclusion

All leaders need one or more mentors to help them reach their full potential for the Kingdom of God. Further, every leader needs to mentor other believers, especially emerging leaders. If you are like the vast majority of leaders, no one asked you the two key questions when you were a young, emerging leader:

- **What are your priorities (vision)?**
- **How can I help you achieve them?**

Commit yourself today (set SMART goals) to find the mentors you need in your life and to mentor this present generation of emerging leaders so they may gain from your wisdom, encouragement, and support.

The leaders who will reach the next generation of lost people for the Kingdom of God are already living. Some are not even believers yet, while others are walking with Christ or even beginning to lead God's people. We have the potential to influence and the responsibility to disciple, coach, and mentor the next generation of leaders, who will reach a new generation of lost people for Christ.

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MULTIPLICATION WORKSHOP

EQUIPPING LEADERS. SPREADING THE GOSPEL. //

Core Value

God looks for men and women who disciple, coach, and mentor other leaders, who in turn become leaders of leaders that effectively train others.

Teaching Objectives

- To understand the power of multiplication and how to multiply the ILI training and the Eight Core Values to other lives.
- To mobilize conference participants to plan Christian to the Core discipleship and Regional/National Conference training for Christians in their area of influence.

Introduction

In a few days, you will receive a certificate and will be counted as an ILI National Conference alumnus or “graduate.” However, your training with ILI will not be finished when this conference is over. Your training will only be complete after you have invested this training in others, sharing what you learned and multiplying your training in other people’s lives. You will be given the tools to multiply yourself through leadership training and discipleship tools.

Leadership Training Tools

Thousands of leaders like you are part of ILI teams around the world. Each is challenged to multiply their training by sharing the teaching materials with as many as they can. There are many ways to do it. One of them is by organizing, conducting and teaching at National and Regional conferences. Let’s review the types of conferences that are being conducted around the world under the banner of ILI.

National Conference

- Format: Twenty-eight teaching sessions in a retreat setting. Five days duration.
- Group Size: Conference size is limited to 30–40 participants to maximize learning.
- Funding: The cost of the conference is covered by participant’s fees and national office. Limited grants from the international office may be made available upon request to reduce the cost of participation or to provide scholarships for underprivileged leaders.
- Faculty: National and international alumni serve as facilitators. International office may send international faculty upon request from national ILI team.

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Regional Conference

- Format: Fifteen teaching sessions. Flexibility of location, programs, and formats to maximize results and keep the costs low. These are some of the various formats used by ILI teams.
 - *Retreat*. Similar to a national conference, the content is covered during a three-day retreat with participants staying together and benefiting from the community that is built in a retreat setting.
 - *Day Conference*. A local church hosts the conference. Participants go home at the end of the day. “Out-of-town” participants are guests of the host church members and/or local participants. Meals are served at the church or participants go to local restaurants.
 - *Weekly Seminars*. Three weekly one-day long gatherings are held at a central location. One or two meals may be provided for participants.
 - *Classroom Format*. Participants meet at a central location for weekly classes in the evenings or weekends. Sessions last two or three hours. No meals are offered.
 - *Other*: ILI leaders have the freedom to develop new models, as long as the ILI quality standards are maintained and the fifteen sessions of the Regional Conference are covered.
- Group Size: Limit to 30–60 participants whenever possible.
- Funding: Conferences are funded locally or nationally. The international office does not offer financial support for regional conferences.
- Faculty: National and regional alumni serve as facilitators.

Introductory Seminar

- Format: Three- to five-hour seminar with flexible format. The purpose is to introduce ILI and mobilize leaders for a future regional or national conference. Snack or coffee break may be provided depending on local resources.
- Group Size: No limit in number of participants.
- Funding: Seminars are funded locally or nationally.
- Faculty: National and Regional Conference alumni serve as facilitators.

History Makers: Leadership Tools for Emerging Leaders

- In addition to the National and Regional Conferences, ILI has developed leadership training curriculum based on the Eight Core Values, designed specifically for young, emerging leaders called History Makers.
- Format: Six-day or two-day training events with similar characteristics to the National and Regional Conferences.

Discipleship Resources

Another method of helping believers grow deeper in their faith is through ILI’s discipleship tools. The ILI Global Team has developed curriculum for discipleship. Leadership language has been substituted for life counsel in *Christian to the Core*, designed for use in local church.

Christian to The Core: Eight Core Values for Christian Living

Christian to the Core is a small group experience developed for Christians, including new believers. The resource is designed to help believers grow deeper in their relationships with God, discover God's greater purposes for their lives, and lay a stronger foundation to live the rest of their lives.

- Format: Twelve small group sessions. Each session lasts approximately 90 minutes. Church-wide involvement with simultaneous sermon series on the Eight Core Values is encouraged.
- Group Size: Small groups of 6–12 believers.
- Funding: The only cost is the printing of the manuals.
- Faculty: ILI or History Makers graduates of all levels are qualified to organize and lead small groups. Modified Regional Conferences can be used to prepare local leaders to implement.

The ILI Standards

Every National, Regional, and/or History Makers alumnus is authorized by ILI to multiply the material by teaching it to others. At the end of every National Conference or History Makers, participants receive all materials in digital format necessary to conduct ILI conferences. In addition, updated ILI materials and other resources are available for download on MyILITeam. Although the ILI material is copyright protected, National, Regional, and History Makers alumni are authorized to print and/or photocopy notebooks and copy the media presentations as many times as necessary to train others, as long as they follow the ILI standards and guidelines.

- Alumni are authorized to teach parts of the training curriculum in any setting. Individual sessions can be preached as sermons or taught as small group lessons, etc. No special permission is required from the ILI leadership to do so.
- Alumni are authorized to organize and lead "official" National and Regional Conferences. Alumni must conform to the format described above and modeled during this conference. Every Regional Conference must include all of the Eight Core Values and the 15 subjects contained in the notebook. Alumni who lead conferences at every level are asked to communicate place and date prior to the event and report results to the national ILI team or international ILI office (e-mail to Report@ILITeam.org). A simple conference report form in digital format is provided, or can be downloaded at MyILITeam.org
- Alumni are authorized to charge participants enough to cover the cost of the conferences and/or materials, but are not permitted to obtain financial profit from training leaders or disciples with the ILI materials.
- Alumni are encouraged to contextualize the training by adding their own illustrations and applications, as long as it does not change the content of the teaching lessons.
- Alumni are required to acknowledge the authorship of the materials they reproduce on paper, digital media, or any other medium currently available or to be developed. The ILI logo must appear on the cover page of every conference notebook or *Christian to the Core* workbook. ILI's copyright of the contents must be acknowledged in every publication containing the materials.

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The Multiplication Plan

The most important strategy to accelerate the spread of the Gospel is to effectively multiply the training you have received by developing other leaders who will in turn train others. Multiplication may be executed in three distinct ways:

- *Use Existing Structures:* By utilizing ILI leadership material through existing structures in your network of ministries or denomination, you can train leaders in your personal network.
- *Start Discipleship Groups:* You have the tools to begin one or more discipleship groups in your church using *Christian to the Core*, or online using GROW.
- *Organize Training Conferences:* Conference participants team up to organize and hold training conferences in their area according to the ILI training standards outlined above. The international office and national ILI Team will assist anyone who commits to organizing conferences under the banner of ILI.

Where Do You Start?

- Pray for leadership training and effective evangelism in your nation.
- Join together with other leaders who are committed to the ILI vision in your nation. Organize a national ILI Team.
- Develop strategies for your region and activate your plans.
- Raise the prayer, people, and financial resources that are necessary.
- Start using ILI and *Christian to the Core* materials locally, sign up to become a GROW e-coach on GROWJesus.net.

Workshop — 45 Minutes

Participants will be divided into groups according to geographical proximity, denominational or ministerial affinity. Each group is to develop a multiplication plan according to the two questions below. Be as specific and practical as possible.

- What can we do together to multiply the ministry of ILI in our area of the country? Some suggested action points can be:
 - Raising awareness about the ILI vision within our area or denomination
 - Mobilizing financial resources for ongoing leadership training
 - Identifying key leaders in the region and getting them involved with ILI
 - Planning one or more Regional Conferences
- What steps can we take to introduce *Christian to the Core* and GROW in our churches and community? Some suggested action points can be:
 - Introducing *Christian to the Core* to the leadership in my church and other congregations in our region.
 - Starting our own *Christian to the Core* small groups.

Each group should prepare a report with their (SMART) goals for the multiplication of disciples and leaders.

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Conclusion: The “90 Day Challenge”

The ministry of ILI would have been a failure if our leaders around the world didn’t “catch the vision” and then “ran with it.” Today, training conferences are held almost every week around the world. Thousands of men and women are trained every year. Each graduate is equipped to be a more effective biblical leader. They are also taught and mobilized to train others, multiplying themselves in other leaders. Our sincere prayer is that you will join this global team and help accelerate the spread of the Gospel through leaders of leaders empowered by the Holy Spirit.

This challenge was originally issued in 2005, during an ILI conference in Nigeria. Participants were students in a masters degree program who were challenged to multiply their training as a required assignment to complete the class. The response was overwhelming and now it has become the standard challenge to alumni worldwide. Those who accept it and engage in training others right away are enriched and mobilized to do much more than they thought was possible. This has resulted in a movement of the Holy Spirit that is transforming lives almost every day.

Would you prayerfully consider organizing and leading an ILI training event and/or starting a discipleship small group in the next 90 days?

You could organize a Regional Conference for the leadership of your local church, for leaders of your denomination, colleagues in the ministry, or some other group. Invite fellow participants to join you as facilitators and make an investment in approximately 30 leaders from your city in the next three months.

Application — My Goal (SMART) for Training Leaders

In the next 90 days I will...

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FAMILY PRIORITY

GOD'S BUILDING BLOCK FOR YOUR LEADERSHIP //

Core Value

God looks for men and women who are convinced that the family is God's building block for society and make their family a priority in developing leaders.

Teaching Objectives

- To understand the importance of family priority for successful leadership.
- To identify and apply principles for developing strong family relationships.
- A challenge to prioritize family in a leader's life and to model a healthy family life for other Christians.

Introduction: The Challenge of Family Priority

The family unit is the foundation for all cultures. It constitutes the root of every human society. In fact, the family is God's idea. From Genesis to Malachi, from Matthew to Revelation, God consistently uses family illustrations to describe His relationship with the human race.

The reality, however, is that this unique institution is not without challenges. Negative forces threaten to weaken and destroy family structures in every human society. In modern societies, the divorce rate is high and growing. Broken family relationships lead to troubled and struggling children. Christian leaders are not spared the effects of this changing scene in family life. Christian homes are often havens of blessing, but they can also be places of struggle and pain.

Workshop — 12 Minutes

Discuss with your colleagues, in a small group, the current situation of the family in your nation. Use the following questions as a guide:

What are some of the positive and negative forces impacting the family today?

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As a Christian leader, how do those forces affect your family?

God's Perspective on the Family

Each Christian leader needs to feel God's heartbeat for the family. A key New Testament text is Matthew 22:36–40.

"Teacher, which is the greatest commandment in the Law?" Jesus replied: "Love the Lord your God with all your heart and with all your soul and with all your mind.' This is the first and greatest commandment. And the second is like it: 'Love your neighbor as yourself.' All the Law and the Prophets hang on these two commandments."

Your first neighbor is your own family—from there your ministry extends to the ends of the earth. To fulfill your leadership calling, your family must be seen as your first place to serve.

Circle the appropriate response for your situation. My family is:

- (A) A gift from God.
- (B) A ministry from God.
- (C) A responsibility from God.
- (D) All of the above.

The answer is (D). Scripture states that your family is a gift from God. At the same time, it is your first place of ministry and a responsibility that God has entrusted to you.

Biblical Leadership and Family Priority

In 1 Timothy 3:1–13, Paul gives Timothy two lists of prerequisites for church leadership. Paul is more interested in character traits and personal qualities than in skills. Several of these requirements are related to family life; they qualify a man or woman of God to lead in the Church.

Character Traits Related to the Family	Good Caregiver and Family Manager The leader must care for his or her family properly and provide good leadership in the home (1 Tim. 3:4,12).
	Loving and Gentle The leader must care for his or her family with love, respect, and self control so the home is peaceful (1 Tim. 3:2–3).

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Character Traits Related to Marital Life	Monogamous The Christian leader (bishop or deacon/deaconess) should be married to only one spouse (1 Tim. 3:2,12). This was important because in New Testament times, polygamy was socially accepted. Today, monogamy speaks of faithfulness to the spouse and a stable marriage relationship.
	Godly Spouse In verse 11, Paul makes the difficult requirement that the leader's spouse must also have some key qualities. Without them, the leader's leadership would be seriously jeopardized. <ul style="list-style-type: none"> • Not slanderers (Greek <i>diabolos</i>) who falsely accuse others • Temperate or self-controlled • Faithful and trustworthy <p><i>The responsibility of having a godly spouse is on the shoulders of the leader (male or female). He or she is responsible for creating a family environment in which that can happen naturally.</i></p>
Character Traits Related to the Children	Leadership in the Home It is clear by Paul's words that the Christian leader must be a leader with his or her children, fully committed to their development. <ul style="list-style-type: none"> • Obedient children (1 Tim. 3:4,12)—Obedience is the acknowledgment of the parents' God-given authority in the home. This can't be <i>enforced</i>, but is the result of sincere love and parental leadership by example. • Respectful children (1 Tim. 3:4)—Obedience should flow out of respect for the parent.

Workshop — 7 Minutes

Reflect on Paul's standards for church leadership and share your impressions with a group of three or four participants around you.

How would you evaluate yourself against the standards for leadership in Paul's letter to Timothy?

What are some areas where you see the need for personal growth?

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Six Characteristics of Strong Families

Researchers in more than 30 countries have found remarkable similarities among families of different cultures. Families that describe themselves as strong commonly share a number of broad qualities or traits. In studying families around the world, it is significant to note that strong families in the global community are more similar to each other than they are different. The qualities they share in common far outstrip cultural distinctions. In short, God creates people for relationships, and we learn about relationships best within families in common ways. The researchers identified the following six important characteristics of strong families.¹

Strong Commitment

Spending Time Together

Good Communication

Appreciation and Affection

Ability to Solve Problems

Shared Spiritual Life

Strong Commitment—Strong families believe in the value of the family and consider family a priority in their lives. They are dedicated to one another’s well-being, and they invest time and energy in family activities. They recognize that sacrifices must be made for the sake of family togetherness, and family members make those sacrifices willingly.

Spending Enjoyable Time Together—Strong families spend time together doing meaningful things. One study of 1,500 school children asked, “What do you think makes a happy family?” Few children replied that money, cars, fancy homes, television sets, or trips to Disney World made a happy family. Most children thought of a happy family as one that is active together and that genuinely enjoys time spent with other family members.

Good Communication—Strong families communicate. In addition to commonplace exchanges, family members encourage one another to express their feelings and convictions, knowing that they will be received with respect and understanding.

Appreciation and Affection for Each Other—Strong families express appreciation for each other; they are intentional about encouragement and support. Family members seek to express their love in ways that others will receive as authentic. Families share a rich and genuine emotional life.

Ability to Solve Problems and React in Crisis—Strong families deal well with conflict. They have learned the value of using “win-win” strategies to solve disagreements. They face crisis situations with good communication and a sense of security. Family members are quick to be patient and readily forgive.

Shared Spiritual Life—Strong families have a shared spiritual life where, in the case of Christian families, the Bible, prayer, and worship are central. Such families experience faith as individuals and as a community. The family understands the importance of the spiritual well-being of each family member. This understanding is manifested in love, compassion, accountability, and celebration.

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Workshop — 10 Minutes

From the six characteristics of strong families, identify your strengths and weaknesses in the following two areas:

	Strongest	Weakest
1. Immediate Household		
2. Extended Family Unit		

What elements, personalities, and practices contribute to your strengths?

Identify one characteristic from the list of family strengths that needs to be improved in your family. What can you do today to begin to work on that family characteristic?

Conclusion

God created the family as the building block for every human life. As with all creation, it was originally created perfect. In our different cultures, the external “look” of the family may be different; however, the core of every family should be our relationship with God (as individuals and as a family group), and our commitment to God’s standards for the family. In the next session, we will look into God’s plan for our relationship with our spouse and our children.

Our actions speak louder than our words. Your family needs to see that you consider them a gift from God, as well as a ministry and a responsibility from God. **Can you commit to one or more specific actions (SMART goals) to demonstrate to your immediate family that you consider them a priority in your life and ministry?**

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GROWING A GODLY FAMILY

BUILD YOUR FAMILY ON GOD'S PLAN //

Core Value

God looks for men and women who are convinced that the family is God's building block for society and make their family a priority in developing leaders.

Teaching Objectives

- To understand biblical principles for growing a family according to God's purposes and a fresh commitment to pronounce biblical blessing over our children.

Introduction

We all know certain families where "living for God" seems to run in their genes. Generation after generation, men and women grow up serving God and leading others. However, other leaders are heavily involved in various ministries, often with great success, but at the cost of neglecting their children, who grow up seeing the church, and perhaps even God, as competing with them for the attention of their parents. In this session, we will look at biblical principles and life examples that can help us raise godly children who will be our joy and a positive testimony to others.

Workshop — 12 Minutes

In your small group, discuss the following questions:

How successful are the leaders you know, including yourself, in growing a godly family?

What are your biggest obstacles to making your family a priority?

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God's Promise to Parents

Psalms 127 is a beautiful song written by Solomon about a godly family. It has tremendous promises for godly parents. It begins, however, by saying that God is the one who builds our house. This image illustrates how God wants to build a strong family.

If GOD doesn't build the house, the builders only build shacks.
— Psalm 127:1 MSG

For our reflection on the biblical principles for growing a godly family, consider the Psalmist's image of building a house. Consider that a simple house is made up of a foundation that keeps the building standing, four walls, and a roof to protect it. We will use those images to illustrate biblical principles for building a strong family.

We Build on God's Foundation

The foundation God wants to build upon is Himself. A building's foundation provides strength, stability, and security. We will be able to build a strong family "house" if we observe three aspects of God's foundation for the family.

The Word of God—In Matthew 7:24, Jesus compares anyone who hears and practices His words to a man who built his house on the rock so the storm could not destroy it.

God's Covenant—Genesis 17:4 is one of the many examples of God's covenant with a biblical character. God's covenant with Abraham was passed on to his descendants even to this day.

Your Intimate Relationship with God—It is through your relationship with God that His blessings flow through you to children.

Four Walls of a Strong Family

Once the foundation of a house is laid, we can build the walls with confidence. The four walls of a strong household are:

Wall Number 1—Leadership by Example

The most important way to teach your children is by example. Children often imitate their parents and other significant adults. Jesus taught by example, and He told His disciples to do the same.

Workshop — 7 Minutes

Share with two or three other participants some of the positive characteristics in your life that you received from your parents. **How did you "become like" your father or your mother?**

Wall Number 2—Solid Teaching

Teach Children the Word of God. As parents, it is your responsibility to teach your children so they will grow to be followers of the Word of God (Prov. 22:6).

Teach Children to Worship God. Family worship can be valuable for teaching children how to approach and worship God.

Teach Children Life Skills. You must prepare your children to face the world of adulthood by teaching them practical life skills.

Workshop — 7 Minutes

Share a special teaching you received from your parents or another significant adult that you would like to pass on to your children.

Wall Number 3—Responsibility and Discipline

Clear Responsibilities. Children must learn to share the responsibilities of the house.

Loving Discipline. Adequate, loving discipline is essential for growing godly children. According to Proverbs, discipline has three functions:

- Helping the child grow to a wise adult (Prov. 22:15).
- Protecting the life of the child (Prov. 23:13).
- Keeping the parents from embarrassment (Prov. 29:15).

Wall Number 4—Affirmation and Blessing

In the biblical sense, a blessing is a word of affirmation spoken to or about someone, which is expected to come to pass.

Affirmation. Our children need to be affirmed in their qualities.

Impartation. We have dreams for our children; we have been given authority by God to speak these dreams into reality.



A Strong Roof of Prayer Coverage

Finally, for our children to grow to the stature of Christ, we as parents must constantly cover them with our prayers.

- Pray for their personal salvation
- Pray for their protection
- Pray for their future mates
- Pray for their callings

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Workshop — 10 Minutes

Write a one-paragraph blessing for your children, or save it to share in the future, when you have children who are old enough to understand. If you do not have children and are not planning to have them in the future, write a blessing to a member of your family with whom you have a special relationship.

You may want to write one blessing for all of them, or one blessing for each child or family member. Read your blessing to other participants. Later, share the blessing with your children or family member. Make sure the blessing includes:

- **Something about how important your child or family member is to you.**
- **What you feel may be God's dream for your child or family member.**

Conclusion

Growing a godly family is an awesome responsibility. All parents realize that the first time they hold their newborn children in their hands. Christian parents feel a heavy burden because the responsibility for their child's eternal destiny is in their hands (though the final decision depends on the child). God provides clear guidelines in His Word, including blessings, designed to empower parents to raise godly children.

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FAITHFUL STEWARDSHIP

MANAGING GOD'S RESOURCES //

Core Value

God looks for men and women who are faithful stewards of finances, time, and spiritual gifts in their personal lives and leadership with the result that people are reached with the Gospel.

Teaching Objectives

- To understand the biblical principles of stewardship of money and resources, and to commit to being faithful stewards of material resources entrusted to us.

Introduction

Jesus is Lord! That was the first creed of the early Church. More than a statement of your belief, this simple phrase is an affirmation of His position with serious implications for your daily life as a Christian and as a leader. If He is Lord, you are a servant, living under His authority. The biblical word that encompasses the dynamic way of living under the Lordship of Jesus Christ in the world is "stewardship." The Merriam-Webster English dictionary defines a steward as:

One employed in a large household or estate to manage domestic concerns (as the supervision of servants, collection of rents, and keeping of accounts).¹

The steward is not the master of the great family, but the master entrusts his wealth and resources to his care. The steward manages resources of the master on behalf of his master. For your life, stewardship applies to everything you are and everything you will be. It applies to your material possessions, your time, your spiritual gifts, your body, and even your leadership. If Jesus is Lord of your life, He is master and you are steward of everything entrusted to you.

Biblical Foundation

God Owns Everything

The natural way to look at material possessions (our own lives) and our time is to think these things belong to us. The first biblical truth about stewardship stands in contrast with this human notion—God is the owner of everything. Consider these words,

Who is like you, LORD God Almighty? You, LORD, are mighty, and Your faithfulness surrounds you. You rule over the surging sea; when its waves mount up, You still them... The heavens are Yours, and Yours also the earth; you founded the world and all that is in it. You created the north and the south;... Your arm is endowed with power; Your hand is strong, Your right hand exalted. —Psalm 89:8–13

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The author of this beautiful biblical poem speaks directly to God affirming that He is the owner of the heavens and the earth. God's ownership is established by the following truths about God:

- He created the world and everything in it. (v. 11).
- He is powerful and exalted (v. 13).
- He is in control of the entire universe and the very forces of nature (v. 9).

We Are Managers (Stewards) of God's Resources

In the very first chapter of the Bible, immediately after the creation of the human race, the Bible affirms that human beings were created to manage earth's resources. Here are the words of God to the first humans:

God blessed them and said to them, "Be fruitful and increase in number; fill the earth and subdue it. Rule over the fish of the sea and the birds of the air and over every living creature that moves on the ground."
—Genesis 1:28

God is the owner of all He created, as we saw in the previous section. Human beings are the administrators or stewards of God's creation. This includes our money, material properties, family, time, and even our own bodies.

We Are Accountable to God

In the parable of the talents (Matt. 25:14–30), the owner of the "talents" called each of his servants, the stewards, to give an account of what they had done with the resources entrusted to them during the time the master had been traveling. In another occasion, Jesus said,

"Whoever can be trusted with very little can also be trusted with much."
—Luke 16:10

God will entrust more resources to us if we show ourselves faithful with the small amounts He gives us now. Although God doesn't physically "come back" to require an account of how we are using His resources, we are accountable to Him for the wise and effective use of our material resources and the time we live on this earth. The simple awareness of this accountability should move us to rethink our use of these resources in our daily lives.

Effective Stewardship Is a Learned Skill

We do not automatically know how to manage God's resources. Scriptures, as well as more mature Christians, can teach us essential principles, so we will be faithful stewards of what God entrusted to us. Paul instructs his mentee Timothy to teach about faithful stewardship of material resources:

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Command those who are rich in this present world not to be arrogant nor to put their hope in wealth, which is so uncertain, but to put their hope in God, who richly provides us with everything for our enjoyment. Command them to do good, to be rich in good deeds, and to be generous and willing to share. In this way they will lay up treasure for themselves as a firm foundation for the coming age, so that they may take hold of the life that is truly life. —1 Timothy 6:17–19

Financial Stewardship—Four Principles

The Scripture presents us with four material stewardship principles that can help us manage God's resources wisely, adequately providing for our needs and becoming a blessing to others and the Kingdom of God.

The Principle of Faithful Tithing

The Scripture commands God's people to tithe, or return 10 percent of their income or the product of their work, to God for use in worship and service. The command from God is present in the Law of Moses. It is important to notice the Scripture affirms the tithe is **holy** and **belongs to the Lord**.

"A tithe of everything from the land, whether grain from the soil or fruit from the trees, belongs to the LORD; it is holy to the LORD."
—Leviticus 27:30

Malachi 3:8–12 is a well known text about tithing. This verse labels those who fail to tithe as robbers. Many highlight this negative aspect, but look closely at the benefits of tithing to God that begin in verse 10:

"Bring the whole tithe into the storehouse, that there may be food in My house. Test Me in this," says the LORD Almighty, "and see if I will not throw open the floodgates of heaven and pour out so much blessing that there will not be room enough to store it. I will prevent pests from devouring your crops, and the vines in your fields will not drop their fruit before it is ripe," says the LORD Almighty. "Then all the nations will call you blessed, for yours will be a delightful land," says the LORD Almighty.

God authorizes you to test His faithfulness by bringing your tithes, and He makes three powerful promises to those who are faithful.

- Blessings will overflow to those who tithe (verse 10b).
- Protection from anything that can corrode resources (verse 11).
- A reputation for success to those who are faithful (verse 12).

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The Principle of Sound Management

Tithing is the first step, but there is more to faithful stewardship. The Bible says God owns the other 90% as well; our responsibility is to manage it wisely. Jesus taught a lesson on planning and management with the following words:

"Suppose one of you wants to build a tower. Won't you first sit down and estimate the cost to see if you have enough money to complete it?"
—Luke 14:28

This text has been given spiritual application, but it certainly encourages us to count the cost and plan the use of our material resources.

Preparing a Budget

Many Christians don't practice the discipline of budgeting (planning the use of money) ahead of every month and allocating existing resources (income) to the expected expenses according to priorities.

Workshop — 7 Minutes

Discuss with the entire group the best way to prepare a monthly family budget. Those who practice a disciplined system of family budgeting should share their experiences. At the end, make a list of priorities for the allocation of material resources (your salary, the profits from your business, the product of your labor, and so forth).

The Principle of Generous Giving

Giving is as great a blessing to the giver as it is to the receiver. The Bible often affirms the blessing of giving. One of the often preached subjects in the Church today is giving and the promise of prosperity. Here is a biblical perspective on the issue:

"Give, and it will be given to you. A good measure, pressed down, shaken together and running over, will be poured into your lap. For with the measure you use, it will be measured to you." —Luke 6:38

There is a clear promise of prosperity in Jesus' words; however, this must be balanced with other Scriptural text to help us put the issue in a healthy perspective.

When you ask, you do not receive, because you ask with wrong motives, that you may spend what you get on your pleasures. —James 4:3



God does not promise prosperity for its own sake. According to James, it is possible to get a negative answer to our prayers based on our intentions. In other words, prosperity is not granted as an end in itself, but as a means to something greater.

"I will make you into a great nation and I will bless you; I will make your name great, and you will be a blessing." —Genesis 12:2

God promises to prosper Abraham so he may become a blessing to others. Likewise, God’s promise of material blessings is always with the goal of blessing others with the resources God gives His children.

The Principle of Effective Fundraising

Every Christian leader should mobilize resources for the execution of his or her vision. If you are a leader following God’s vision, you will always feel the need for three key things:

- **Financial Resources (money)**
- **Human Resources (people)**
- **Time (only 24 hours a day)**

Because you will always need more financial resources, visionary leaders need to be involved in effective fundraising. The book of Exodus shows God and Moses’ plan for raising the necessary resources to build the tabernacle. There are important lessons for leaders in that fundraising campaign.

Moses Challenges the People

Moses said to the whole Israelite community, “This is what the LORD has commanded: From what you have, take an offering for the LORD. Everyone who is willing is to bring to the LORD an offering of gold, silver and bronze; blue, purple and scarlet yarn and fine linen; goat hair; ram skins dyed red and another type of durable leather; acacia wood; olive oil for the light; spices for the anointing oil and for the fragrant incense; and onyx stones and other gems to be mounted on the ephod and breastpiece. All who are skilled among you are to come and make everything the LORD has commanded.” —Exodus 35:4–10

Three important issues need to be made clear in every fundraising effort.

WHO	Who will give? (Verse 5b) Moses was very clear that everyone willing to contribute should do so.
WHAT	What will be required? (Verses 5–10) Some were asked to give material items; others contributed specific skills for the construction.
WHY	(Purpose) Why will they give? (Verses 5–10) Each item asked for has a purpose and the overall purpose of the campaign is to build the tabernacle for God.

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The People Respond with Joy

"...The people are bringing more than enough for doing the work the LORD commanded to be done." Then Moses gave an order and they sent this word throughout the camp: "No man or woman is to make anything else as an offering for the sanctuary." —Exodus 36:5–6

The response of the people to the challenge is overwhelming to the point that Moses has to ask them to stop giving. This shows that people will give if:

The vision is from God	The vision is clear	The vision is well presented
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Practical Guidelines for Fundraising

The Importance of Accountability and Transparency. Faithful stewardship requires that every small amount given be used responsibly and donors have access to transparent information about the use of the resources.

The Importance of Sharing with the Right People. Fundraising is not about finding people with a lot of money and asking them, but rather finding those with an open heart towards God and giving them the privilege of doing what God is calling them to do.

The Importance of Communication. Ministry partners need to be informed clearly of how their resources are being used. This encourages them and may open the doors for future partnerships. It is important to:

- Tell partners (specifically) what you will do with the resources you are asking them to contribute.
- Tell partners (clearly) what you did with the resources that were contributed.

The Importance of Gratitude. Often, ministry partners give sacrificially. It is important to express gratitude to them for their generosity and vision to see lives transformed by the power of God.

Workshop — 7 Minutes

As a good steward, commit to manage your resources according to God's purposes and priorities. And finally, love in such a way that you are always ready to give a good account of how you managed that which God entrusted to you.

Stewardship Covenant Prayer

LORD, I recognize that You are the owner of all that I have. I am only the administrator of the material resources that You have entrusted to me and the time I have to live. I commit to managing Your resources wisely and ask Your guidance to do so. Teach me to be a better steward of what I have, so I can be entrusted with more. In Jesus' name, Amen.



Today, I have sincerely prayed this prayer and made a stewardship covenant with God to faithfully manage His resources.

_____'_____'_____
Day Month Year

Signature

Conclusion

We live in a selfish materialistic world. Unfortunately, the Church has been so influenced by the world that in many places it has taken its shape. Money and material goods have become the end in life, rather than the means for God to bless others. His children need to learn to be faithful stewards of God’s gifts and not users of God’s grace. As leaders, our responsibility is to:

- **Live** as faithful stewards, setting the example for the next generation.
- **Teach** stewardship and help others to be faithful administrators of God’s manifold grace to us.
- **Mobilize** financial resources so the Kingdom of God can come on earth.

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STEWARDSHIP OF TIME

MANAGING A HIGHLY VALUABLE RESOURCE //

Core Value

God looks for men and women who are faithful stewards of finances, time, and spiritual gifts in their personal lives and leadership with the result that people are reached with the Gospel.

Teaching Objective

- Participants will examine how to utilize their time in a more productive and effective way in order to reach their God-given goals.¹

Introduction

God gives each leader various gifts for ministry. God also provides financial resources and opportunities to serve. All of God's provisions are connected to the reality that God is the source of all we have, and we will be held accountable for each aspect of our lives.

Of everything God has given to us, time is perhaps the most perishable and wasted. It is completely spent every day, and once it is spent, it cannot be recovered. Therefore, the commitment to being a good steward of time is a necessity for every leader.

What Is Time?

It is the passing of life. Do you remember what you did yesterday between 10:00 and 12:00? Whatever your answer is, those events are part of your past and cannot be lived again. They are gone forever.

It is your most valuable resource. It is unique, because unlike other resources, time cannot be saved or recovered.

It is the same for everyone. Time does not discriminate. Leaders and followers, organized or haphazard, lazy or hard-working, each has 24 hours a day.

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What Robs Our Time?

Thirty leaders identified their biggest time robbers. The most frequently mentioned were:

Procrastination. “The greatest time wasted is the time getting started,” observed Dawson Trotman.² Leaders often put off starting something until it is too late to finish.

Poor Personal Planning and Scheduling. A reactive lifestyle that doesn’t plan ahead for the future will rob us of valuable time.

Interruptions by People without Appointments. Some people interpret visibility as availability resulting in interruptions.

Poor Delegation. Leaders are often a “one-man-band” and can end up overwhelmed.

Poor Use of the Telephone. Leaders should ask, “Can this call wait until later, and what do I want to accomplish by taking this call?” Cell phones have made it even more difficult today.

Lack of Concern for Good Time Management. If a leader is consistently late, that will be what is expected from him or her.

Lack of Clear Priorities. Haphazardly running after different tasks without a clear priority and plan to achieve goals will result in a burned-out and ineffective leader.

Workshop — 10 Minutes

Which of the time robbers above apply to you? Are there additional time robbers particular to your culture? What are the time robbers that affect you and other leaders around you?

Discuss these questions with a small group of participants and contribute one to three additional time robbers to the list above. Finally, grade yourself from one to ten in how you manage each of the time robbers identified in the survey. Where are you strongest? Where do you need to grow?

Time Robbers	My Grade	Additional Time Robbers	My Grade
Procrastination			
Poor Scheduling			
Interruptions			
Poor Delegation			
Telephone			
Lack of Time Management			
Priorities			

The Christian leader must be time-conscious. The leader must realize that time is his/her most valuable resource.

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Biblical Foundation—Jesus, the Model

1	<p>Jesus knew that His time was limited.</p> <p>In John 9:4, Jesus makes this clear by saying, “As long as it is day, we must do the works of Him who sent me. Night is coming, when no one can work.”</p>
2	<p>Jesus never lost sight of His purpose.</p> <p>In John 17:4, Jesus prays, “[Father] I have brought You glory on earth by completing the work You gave me to do.”</p>
3	<p>Jesus understood that there is a right time to do the important things.</p> <p>In John 4:35, Jesus says, “Don’t you have a saying, ‘It’s still four months until harvest’? I tell you, open your eyes and look at the fields! They are ripe for harvest.”</p>

The Time Management Matrix

The essence of effective time management is to organize our time and execute our work around balanced priorities. In the everyday practice of leadership, it is a matter of tracking common activities we perform and organizing them in order of priority. Stephen Covey developed a simple and practical model for accomplishing more by determining the level of priority of our activities.³ The key is to understand two words or factors that define any activity we do:

Urgency. Our activities can be divided into urgent and non-urgent. An urgent activity usually means it requires immediate attention; it is now. It is usually visible. Urgent issues press on us, and often they are popular with others. They might even be fun to do. On the other side of the spectrum are activities that do not demand our immediate attention.

Importance. Activities can be important or not. If something is important, it contributes to your mission, values, and high priority goals. It has to do with results. Unimportant activities are those that do not necessarily contribute to our vision.

The two variables above are placed in a diagram (a matrix with four quadrants). Activities are divided into high or low urgency and high and low importance.

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Leadership Activities

The following matrix shows common leadership activities according to urgency and importance.

	URGENT	NOT URGENT
IMPORTANT	1 Crises Pressing Problems Deadline-driven Projects	2 Prevention Relationship Building Recognizing New Opportunities Empowerment Planning
NOT IMPORTANT	3 Interruptions Some Calls Some Mail Some Reports Some Meetings Pressing Matters Popular Activities	4 Trivia Busy Work Some Mail Some Phone Calls Time Wasters

Effective Use of Time

Our natural tendency is to spend most of our time on urgent issues because they demand immediate action. The problem is that those are not necessarily important (quadrant 1). Research shows most managers spend the majority of their time in quadrants 1 and 3. Leaders who are effective stewards of time spend most of their time and energy in quadrant 2.

The Result of Leadership Practices

Every action has consequences. The matrix below shows the results of concentrating efforts in each quadrant of the matrix.

	URGENT	NOT URGENT
IMPORTANT	1 Stress Burnout Crisis Management Always Putting out Fires	2 Vision Perspective Balance Discipline Control Few Crises
NOT IMPORTANT	3 Short-Term Focus Crisis Management Chameleon Character Sees Planning as Worthless Feels Victimized Feels Out of Control Shallow Relationships	4 Total Irresponsibility Fired from Jobs Dependent on Others Dependent on Institutions

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Workshop — 12 Minutes

Make a list of ten things you need to do when you return home after this conference, and place them in the matrix below. Share your results with another participant, and discuss possible strategies to help you invest more time in quadrant two.

	URGENT	NOT URGENT
IMPORTANT		
NOT IMPORTANT		

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Conclusion

Of all that God has given you, time is probably the most perishable and wasted. It is completely spent every day and can never be recovered; therefore, making a commitment to being a good steward of time is a necessity for every leader.

Different cultures see and deal with time differently. As a Christian leader, you must carefully examine your use time and how you follow the example of Jesus.

The essence of effective time management is to organize and execute around balanced priorities.

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INTEGRITY

A LIFE THAT IS WHOLE//

Core Value

God looks for men and women of integrity who live holy lives that are accountable to God and to the Body of Christ. Integrity glorifies God, protects leaders from stumbling, and encourages growth.

Teaching Objective

- The purpose of this session is to seal in the heart of a Christian leader a commitment to integrity in all circumstances.

Introduction

The greatest challenge of leadership is to maintain integrity. Even in the world of business, education, and politics, character is recognized as major issue for leaders. Christians are called to be holy and live a life of purity. When leaders fail to maintain integrity, their families and ministries, and even the work of the Church, suffer the consequences.

Workshop — 12 Minutes

Discuss the following questions in small groups, and then share insights with the entire group.

What are the greatest challenges to integrity in your nation?

Where in your life do you find the greatest challenges to maintaining integrity?

*“An essential goal for any spiritual leader is to gain people’s trust through genuine integrity. Trust is hard to earn and easy to lose.”
—Al VomSteeg*

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The word “sincere” comes from the Latin word for “without wax.” In the ancient world, dishonest potters would disguise cracks in low quality clay pots by covering them with wax. The pots looked perfect, but when exposed to heat, the wax would melt, exposing the cracks (and the potter’s dishonesty), rendering the pots useless.

Biblical Foundation

In the Scripture below, the Psalmist shows us that integrity has inward and outward aspects.

Who may ascend the mountain of the LORD? Who may stand in His holy place? The one who has clean hands and a pure heart, who does not trust in an idol or swear by a false god. They will receive blessing from the LORD and vindication from God their Savior. —Psalm 24:3–5

Inward. Integrity begins from within and is based on holiness and sincerity (a pure heart).

Outward. Integrity includes our behavior, which is to be blameless. We should do nothing to cause others to stumble (clean hands and a truthful mouth).

What Is Integrity?

Put in simple terms, integrity is being the same in heart, mind, and actions. Integrity is about who you are as a person, the commitments that you stand on, and the actions consistent with the first two elements.

What I Am: Whole

God desires that you be whole or complete in Christ. Integrity means beliefs, attitudes, words, and actions that are consistent with God’s nature. Jesus models integrity by living a whole and integrated life in which His inner life (intimate relationship with the Father) and outer life (the life the world saw) were consistent.

“Teacher, we know You are a man of integrity. You aren’t swayed by others because You pay no attention to who they are; but You teach the way of God in accordance with the truth.” —Mark 12:14

Integrity is the quality or condition of being whole or undivided; completeness. Integrity comes from the word “integer,” which means “whole or complete.” It is the opposite of hypocrisy. —John MacArthur¹

What I Stand On: A Commitment to My Promises

Integrity means you are faithful to the words you speak and the promises you make.

"All you need to say is simply 'Yes' or 'No'; anything beyond this comes from the evil one." —Matthew 5:37

Integrity in its simplest terms is keeping promises. The person of integrity is one who when he or she says something, can be trusted. When he or she gives their word, you can count on it. —Bill McCartney²

What I Do: Actions Consistent with My Promises

Our beliefs must be reflected in our words and actions. It is critical that our actions be consistent with God's command for integrity.

*"Not everyone who says to Me, 'Lord, Lord' will enter the kingdom of heaven, but only the one who does the will of My Father who is in heaven."
—Matthew 7:21*

The Christian life is to be an uninterrupted continuity between all beliefs and practices and relationships. It is to be an integrated life as opposed to a segregated life. —Leith Anderson³

Accountability—Encouragement to Live a Life of Integrity

A personal commitment to integrity is a good start, but it is not enough. The secret to living a life of integrity is to live in active fellowship, receiving the encouragement and accountability that you need from others who are running the same race and share the same goal. God is aware of the challenges and struggles you encounter as you seek to grow from the desire to live in integrity to the reality of being a person of integrity. Paul's words are as true for us as they were for the Romans he addressed in his letter.

Don't let the world around you squeeze you into its own mould, but let God re-mould your minds from within, so that you may prove in practice that the plan of God for you is good, meets all His demands and moves toward the goal of true maturity. —Romans 12:2 PHILLIPS

True maturity reflects a life of integrity. God wants to mold us to His standards. Accountability is the bridge that spans the gap between wanting to live with integrity and being a person of integrity. There are four levels of accountability.

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1. Accountability to God

Our most intimate fellowship will always be with the Lord through His Spirit. He meets with us in the intimate and secret places of our hearts. For that reason, it is no surprise that Romans 14:12 states, "It is to God alone that we have to answer for our actions."

Do you have a personal retreat time at least once a year, in which you focus on God's kindness to you and your faithfulness to Him?

2. Accountability to Ourselves

We can be our own worst critics, but as we respond to God's grace, He restores our conscience and allows us to look at ourselves through His loving eyes. In 1 Timothy 4:16, Paul writes to Timothy, "Watch your life and doctrine closely."

Go back to the sessions on multiplication by discipleship, particularly the "hanger" graphic and the three basic spiritual disciplines illustrated there.

Are you consistent in your personal prayer, study of the Bible, and obedience?

3. Accountability to an Intimate Few

The "intimate few" are our closest friends, the trusted few who know our story and share our dreams. These intimate few grow with us. We willingly submit ourselves to them and trust their advice because they have our best interests at heart.

Proverbs 27:17 states, "As iron sharpens iron, so one person sharpens another." Accountability to an intimate few sharpens our integrity and protects us from falling.

Are you part of a small covenant group made up of people who are growing spiritually, who have your best interests at heart, and who are committed to mutual accountability?

NOTES



4. Accountability to the Community of Faith

We are part of the community of faith that is the Church, the Body of Christ (1 Cor. 12:27). In the midst of this broader fellowship, we give and receive spiritual nurture and guidance. In the Church, God makes accountability possible through an environment of grace, a place to find wise men and women willing to give their counsel and encouragement.

When they came to Jerusalem, they were welcomed by the church and the apostles and elders, to whom they reported everything God had done through them. —Acts 15:4

Can you recall the vows you made when you became a Christian, joined the church you are in, or when you were consecrated to the ministry or leadership position that you currently hold?

Reflection

How can you create an environment of grace and facilitate the practice of accountability in your life?

Workshop—Examples of Integrity

Daniel and his companions provide an excellent example of authentic integrity. This workshop dramatizes some of their great qualities that reflect integrity.

Read the following instructions two or three days before the actual session in order to allow ample time for preparation.

Three groups of participants are to prepare skits based on the narratives below. Each skit should last five minutes and should creatively emphasize the way in which the biblical characters upheld their integrity.

Daniel 1:3-20	Integrity in the Kitchen
Daniel 3:13-19	Integrity in the Heat
Daniel 6:1-13	Integrity in the Den of Lions

Here are a few suggestions for the groups, based on past experiences:

- Do not read the biblical text, but have “actors” enact the narrative with words or pantomime.
- Use humor and improvise, while staying faithful to the message of the text. Do not be afraid to be a little silly.
- Some groups adapt the story to a contemporary scenario, while others do a literal interpretation of the events.
- Make sure to emphasize the integrity aspect of each story.

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After the presentations, discuss with the entire conference the practical lessons from each of the stories from Daniel. Discussion should last five to seven minutes.

For your Notes:

The main lesson from "Integrity in the Kitchen" is:

The main lesson from "Integrity in the Heat" is:

The main lesson from "Integrity in the Den of Lions" is:

Conclusion

Daniel's life story demonstrates that he established his convictions before the circumstances of life determined his decisions. As leaders in a fallen world, with circumstances challenging our integrity daily, we have the opportunity to make a strong and lasting impact if we seal in our hearts a commitment to integrity.

The challenge of integrity is great for all of us. Let us seek God together and take the necessary actions to remain faithful leaders.

For Personal Reflection

What personal goals (SMART) do I need to set in order to preserve my integrity?

FINISHING WELL

THE FINISH LINE //

Core Value

God looks for men and women of integrity who live holy lives that are accountable to God and to the Body of Christ. Integrity glorifies God, protects leaders from stumbling, and encourages growth.

Teaching Objective

- The purpose of this session is for each leader to evaluate God's call on his or her life and to commit to finishing well in life and leadership.

Introduction

John Stephen Akhwari is an Olympic legend. Representing his country, Tanzania, he was a favorite to win the marathon at the 1968 Olympics in Mexico City. In the middle of the race he suffered a fall, slicing open his knee and dislocating the joint.

He finally entered the stadium to complete the race, one hour after the winner crossed the finish line and the medalists received their awards. The last few spectators who were preparing to leave the stadium were witnesses to the historic event. Bloodied and bandaged, Akhwari hobbled around the stadium track and finished the race. When asked why he continued to race when he had no chance of a medal, his answer was:

*"My country did not send me 5,000 miles to start the race;
they sent me 5,000 miles to finish the race."*

God's Plan and the Reality of Life

There is no question in our minds that God's plan for us is that we finish well. Paul is our example.



God's purpose for us has never been that we quit or give up. Solomon is the example of a leader who did not finish well.



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YET, the FACT IS...

70% of all leaders will not finish well.
— J. Robert Clinton

*Do you believe this is
the will of God?*

Scholar and writer J. Robert Clinton researched Christian leaders and affirms that seven out of ten leaders will not finish well. Clinton's conclusion was gleaned from leaders' personal assessment, peer and follower evaluation, or the teaching of their professed religion.¹

Where Did They Go?

- **Dropped Out.** 2 Timothy 4:10—"Demas... has deserted me."
- **Plateau.** Philippians 3:19b—"Their mind is on earthly things."
- **Disqualified.** 2 Corinthians 7:10—Worldly sorrow with no repentance.

How Did This Happen? ... Ask King Solomon

King Solomon is a tragic, biblical example of someone who started right but did not finish well. He began as a "man of wisdom" who wrote,

The fear of the LORD is the beginning of knowledge, but fools despise wisdom and discipline. —Proverbs 1:7

Later in his life, Solomon became a cynic and a fool who wrote,

"Meaningless! Meaningless!" says the Teacher. "Utterly meaningless! Everything is meaningless." —Ecclesiastes 1:2

How Do We Lose Integrity?—One Step at a Time

Seldom does just one factor or influence cause one to not finish well; rather, it is often just one step that starts us in a direction that, if not checked, would cause us not to finish well in life.

The Big Four—Money, Sex, Power, and Pride

These first four factors are the most obvious and common reasons so many Christian leaders do not finish well. They are described in 1 John 2:15–16,

Do not love the world or anything in the world. If anyone loves the world, love for the Father is not in them. For everything in the world—the lust of the flesh, the lust of the eyes and the pride of life—comes not from the Father but from the world.

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The Big Four—Money

Money is not inherently evil. It can be a blessing, but it is also a great source of temptation.

- 1 Timothy 6:10—“For the love of money is a root of all kinds of evil.”
- 2 Timothy 3:2—“Lovers of money, boastful, proud...”

God’s Answer:

**Seek first the Kingdom of God.
(See Matthew 6:33)**

Practical Application: If possible, do not handle your church, organization, or ministry’s money. If you have to do this, make sure to always have three witnesses present and take every precaution to avoid even the appearance of evil.

The Big Four—Sex

Sex is a precious gift from God to be enjoyed in marriage. Deviation from God’s purpose results in disaster.

- Proverbs 2:18—“Surely her house [adulterous woman] leads down to death.”
- Ephesians 5:3—“But among you; there must not be even a hint of sexual immorality.”

God’s Answer:

**Approach the throne of grace and find help.
(See Hebrews 4:14–16)**

Practical Application: Take proactive steps to prevent the risk of temptation. Avoid being alone with persons to whom you might become physically attracted.

The Big Four—Power

Power can be a great temptation for the leader. Leadership is influence and with it comes power. However, the abuse of power has serious consequences for the leader.

- Acts 8:9–23—Simon, the Sorcerer, tried to use God’s power for personal benefit.

God’s Answer:

**Jesus never used power for His own benefit.
(See Matthew 26:53)**

Practical Application: Be a Christ-centered servant leader who focuses on building God’s Kingdom by helping others achieve their potential in Christ.

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The Big Four—Pride

Pride can be the result of success. Leaders who enjoy great success in ministry are prone to temptation in this area. However, the warning is clear.

- Proverbs 16:18—Pride goes before a fall. Never say, what “I” have done.

God’s Answer:

**Do nothing out of selfish ambition or vain conceit.
Rather, in humility value others above yourselves.
(Phil. 2:3)**

Practical Application: Recognize often and publicly acknowledge the source of your success. Follow a servant leadership model.

Four More

The four sins above are fairly obvious, although very dangerous. However, there are “four more.” These additional sins of the leader are like cancer and can be just as dangerous as the first four. These can be slow growing in influence in your life until it is almost too late to change. This condition is described in Mark 4:13–19:

“Still others, like seed sown among thorns, hear the word; but the worries of this life, the deceitfulness of wealth and the desires for other things come in and choke the word, making it unfruitful.”

Four More—Mental Stagnation

Solomon stopped listening to God and learning from God. Because of Solomon’s sin, he came to the point that he wrote the following words,

What has been will be again, what has been done will be done again; there is nothing new under the sun. —Ecclesiastes 1:9

God’s Answer:

Keep learning

- Luke 2:52—Jesus grew in wisdom, stature, and grace.
- Matthew 11:29—Jesus said, “Learn from Me”.
- Proverbs 1:5; 9:9—Let the wise listen and add to their learning.

Do you have plans for personal, intellectual growth?

*“If you stop learning today, you’ll stop growing tomorrow”
— Bob Buford²*

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Four More—Character and Conviction Weakening

As his kingdom prospered and Solomon made alliances with other nations, he began to put aside his convictions and his character faded. In the end he was counted with the kings who did wrong in the eyes of the Lord.

*As Solomon grew old...his heart was not fully devoted to the LORD...
So Solomon did evil in the eyes of the LORD; he did not follow the LORD
completely. —1 Kings 11:4–6*

God's Answer: **Affirm your convictions and examine your character**

- Psalm 139:23–24—"Search me, O God, and know my heart."
- Acts 4:20—"We cannot help speaking about what we have seen and heard."
- Daniel 3:16–18—"We [three Hebrew young men] will not serve your gods or worship the image of gold you have set up."

Do you interact with at least one person who will confront you about your life and witness?

Four More—Influence and Legacy Neglect

Later in his life, Solomon wrote Ecclesiastes, which is rather pessimistic about human life lived "under the sun." In that book, Solomon cynically penned the following words:

*No one remembers the former generations, and even those yet to come
will not be remembered by those who follow them. —Ecclesiastes 1:11*

Solomon actually neglected his legacy and his negative influence extended to his descendants. After his death, the kingdom was divided. His son and grandson who reigned after him were corrupt.

God's Answer: **Renew your commitments**

- John 17:19—"For them I sanctify myself, that they too may be truly sanctified."
- Make God's ultimate your ultimate—Transformed people who reliably reproduce the Christian life (2 Tim. 2:1–2).

Are you investing your time in a "Timothy" to help that person become a faithful disciple capable of reproducing him or herself in others?

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Four More—Loss of Intimacy

Although he had powerful personal experiences with God in the beginning of his reign, towards the end of his life, Solomon abandoned Jehovah and followed other gods.

The LORD became angry with Solomon because his heart had turned away from the LORD, the God of Israel, who had appeared to him twice.
—1 Kings 11:9

God's Answer:

Become more intentional about your personal and intimate relationship with God

- Psalm 27:4—"One thing I ask of the LORD, this is what I seek."
- Psalm 51:12—"Restore to me the joy of Your salvation."

Do you have a consistent devotional and intercessory prayer time?

Your Goal is the Finish Line

Paul and many others have crossed it, and we can too. At the end of his life, Paul wrote the following powerful words to Timothy:

I have fought the good fight. I have finished the race. I have kept the faith. —2 Timothy 4:7

How Do We Finish Well? One Step at a Time

We shall finish well—like Paul and many others—if we make the following three simple commitments in our lives:

Integrity

The first step to finishing well is an awareness of the absolute necessity of integrity in our lives and a personal commitment to live it. Integrity is as simple as keeping your promises and being a person who can be trusted. It means to be whole, complete, integrated.

Practical Application: Make a commitment today to live the values of Christianity with consistency in every area of your life, regardless of the circumstances.

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Accountability

To be held accountable means to be responsible for our attitudes, decisions, and actions (1 Tim. 4:16). Accountability is the practical weapon in the integrity war.

As iron sharpens iron, so one person sharpens another. —Proverbs 27:7

Practical Application: Watch your life and doctrine closely. Select two or three persons whom you trust and who love and respect you, and share your commitment to integrity with them. Allow them to hold you accountable for your goal of finishing well, and have them help you honor that commitment.

Focus

Those who finish well like Paul have one focus in life, as the writer of Hebrews states,

Let us throw off everything that hinders and the sin that so easily entangles. And let us run with perseverance the race marked out for us, fixing our eyes on Jesus, the pioneer and perfecter of faith. For the joy set before Him He endured the cross, scorning its shame, and sat down at the right hand of the throne of God. —Hebrews 12:1–2

Practical Application: Imagine the end of your life years from now. Set the goal of finishing with more passion for God and His Kingdom than you have today. You may want to write down that goal and post it in a visible place.

Workshop — 10 Minutes

This is to be a time of personal reflection and self-examination. Prayerfully answer the questions below. You may want to set a personal (SMART) goal for your integrity.

**Is there an area of the “big four” that you need to deal with before God?
Is any of the “four more” a danger in your life and leadership?**

Conclusion: The Prayer of the Finisher

In Acts 20, the apostle Paul addressed the elders of the Church at Ephesus that being “compelled by the Spirit,” he was on his way to Jerusalem. He confessed he did not know what his future would hold for him, except that “the Holy Spirit warns me that prison and hardships are facing me” in every city (verse 23). Paul then makes a profound statement that is also the prayer of every Christian who desires to finish well the race of the Christian life.

“I consider my life worth nothing to me; my only aim is to finish the race and complete the task the Lord Jesus has given me—the task of testifying to the good news of God’s grace.” —Acts 20:24

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