



Spiritual Leadership: Moving People on to God's Agenda

By Henry & Richard Blackaby

Spiritual Leadership: Moving People on to God's Agenda by Henry and Richard Blackaby is about leading the way God intends—not by chasing personal success, but by helping others follow Him. **Spiritual leadership isn't about getting people to follow you—it's about helping them follow God.** The greatest leaders aren't the ones with the biggest platforms, but the ones who stay close to Christ, lead with integrity, and leave a legacy of discipleship. **Leadership isn't about pushing our plans forward; it's about prayerfully discerning where God is at work and joining Him. Spiritual Leadership is moving people on to God's agenda.**

"Spiritual leaders are not primarily driven by their effort to satisfy the goals and ambitions of the people they lead but those of the God they serve. Spiritual leaders must be spiritual statesmen and not merely politicians seeking to pacify their constituents." **This book will help you evaluate leadership through the lens of Scripture and aligning with God's goals.**



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Key Ideas from the book:

1. Leadership is a Calling, Not a Choice

- Leaders don't appoint themselves—God does.
- The best leaders aren't the ones who have all the answers, but those who are actively following God's direction and bringing others along.

2. God Sets the Agenda

- True success isn't measured by numbers or influence, but by faithfulness.
- Leaders who try to build their own kingdoms will burn out. Leaders who join God in His work will see lasting impact.

3. Spiritual Leadership Starts With Who You Are

- Leadership flows from character—integrity, humility, and obedience to Christ.
- You can't lead others spiritually if you aren't first being led by God.
- Private spiritual discipline (prayer, time in the Word) is non-negotiable for leaders.

4. The Five Steps of Spiritual Leadership

- **Follow God first**—if you aren't following Him, you can't lead others.
- **Help others follow Him**—move people toward God's agenda, not your own.

- **Embrace change**—God’s direction often means stepping into the unknown.
- **Expect opposition**—leading for God’s kingdom will bring challenges.
- **Stay faithful**—don’t give up when the road gets tough.

5. **Hearing From God is Essential**

- Prayer isn’t optional—it’s the foundation of leadership.
- The Holy Spirit will lead and empower—but we have to listen.
- Sometimes leadership means waiting—God’s timing is just as important as His direction.

6. **Raising Up the Next Generation**

- Good leaders don’t just lead; they multiply.
- Leadership isn’t about building a personal legacy, but equipping others to carry on the mission.
- A leader’s success is seen in the leaders they develop.

This summary below is comprised of quotes from the book.

Chapter One: The Leader's Challenge

Key issues society is experiencing that will affect leadership in the future:

Technology:

“Past leaders had certain times in their day when they were inaccessible. During such times they could reflect on their situation and make decisions about their next course of action. Technology makes today's leaders constantly and instantly accessible. It becomes almost impossible to reflect or to think deeply on a matter due to constant notifications of incoming messages. The pressure to make rapid decisions and maintain steady communication can intimidate even the most capable leader.”

Globalization:

“Because the world is more interconnected than before, those seeking to exert a global impact have unprecedented opportunities.”

Diversity:

Some people feel “that managing diversity will be the core of modern organizational leadership.”

Leadership in different arenas:

Leadership: In Politics

“Society longs for statesmen, but it generally receives politicians. Statesmen are leaders who uphold what is right regardless of the effect on their popularity. Statesmen speak out to achieve the greatest good for their people, not to identify with the shifting winds of popular opinion. Statesmen promote the general good rather than regional or personal self-interest. Statesmen can make unpopular decisions when they are called for, but in the long run they are widely respected for their integrity and for following their convictions.”

Leadership: In the Church

The church faces 3 key issues, lack of effective leadership, religious consumerism, and opposition.

Leadership: In the Home

“Tragically, many people who are great leaders in public for whatever reason leave their problem-solving ability, people skills, and team-building instincts at the front door when they return home to their families.”

Key Leadership Questions:

Leadership: Secular or Spiritual?

“A significant question for Christian leaders is: Do theories and practices found in secular writing and seminars equally apply to work done in God's kingdom?”

“The trend among many Christian leaders has been toward an almost indiscriminate and uncritical acceptance of secular leadership theory without measuring it against the timeless precepts of Scripture. When considering next steps, many church staffs are more likely to query, "Will it work?" than they are to ask, "Is it biblical?"”

Great Man or Group Theory

“organizations rarely rise above their leader. An ordinary leader will produce an ordinary team. Great leaders tend to develop great organizations...Leaders do not do all the work or even most of it. But effective leaders act as indispensable catalysts to ensure the right work is done. We contend that God designed humanity to accomplish his purposes with godly, effective leaders filling a crucial role. Could the Israelites have freed themselves from bondage apart from a God-called leader like Moses? Perhaps, but they had numerous years to do just that and did not succeed until God sent his servant to lead them. Could the Israelites have conquered Canaan apart from the steady leadership of Joshua? If we are to infer anything about God's chosen method of guiding his people, Scripture clearly points to his repeated enlistment and equipping of individuals to act in a leadership capacity.”

Ambition

“should Christians be ambitious? Clearly, if their goal is to achieve personal fame, recognition, or wealth, then it is selfish and unbecoming. But if their purpose is to invest their one life as wisely as possible for the advancement of God's purposes on earth, then ambition is a good and useful force in a leader's life.”

Great Leaders or History?

“The greater the crisis, the greater is the opportunity for leaders to make a difference. Those who complain about their difficulties or shrink from crises prove they are not leaders regardless of whether they hold such an office. But people who recognize the opportunity history affords them and boldly accept the invitation will change their world.”

Conclusion

“True spiritual leaders do not wring their hands and wistfully recount the better times of days gone by. Genuine leaders understand they have but one life to live and so they expend it with purpose and passion. God placed you on the earth at this particular crossroad in history. You live in a time of great challenges but enormous opportunity.”

Question to consider

“How would you describe the time of history you are living in? In what way is history currently presenting you an opportunity to make a significant contribution to your world?”

Chapter Two: The Leader's Role: What Leaders Do

What Is Leadership?

- "Leadership is influence, the ability of one person to influence others." Oswald Sanders, *Spiritual Leadership*.
- "A Christian leader is someone who is called by God to lead; leads with and through Christ-like character; and demonstrates the functional competencies that permit effective leadership to take place." George Barna, *Leaders on Leadership*.
- "The central task of leadership is influencing God's people toward God's purposes." Robert Clinton, *The Making of a Leader*.

"Spiritual leadership involves more than merely achieving objectives. People can accomplish all their goals and still miss God's will."

"spiritual leaders are not primarily driven by their effort to satisfy the goals and ambitions of the people they lead but those of the God they serve. Spiritual leaders must be spiritual statesmen and not merely politicians seeking to pacify their constituents."

"Leadership occurs when you move people from where they are to where they ought to be."

"Robert Clinton's definition encompasses the spiritual nature of leadership in that God's people are led toward God's purposes. Clinton wisely observes that God's purposes are the key to spiritual leadership. A leader's dreams and visions are not."

A New Definition

"we believe true spiritual leadership can be defined in one concise statement: Spiritual Leadership is moving people on to God's agenda."

THE SPIRITUAL LEADER'S TASK

1. "*The spiritual leader's task is to move people. This is influence.*"
2. "*Spiritual leaders use spiritual means...Spiritual leaders function within a paradox, for God calls them to do something that, in fact, only he can do.*"
3. "*Spiritual leaders are accountable to God...Leaders don't make excuses.*"
4. "*Spiritual leaders focus on people.*"
5. "*Spiritual leaders influence all people, not just God's people.*"
6. *Spiritual leaders work from God's agenda.*
7. *Spiritual leaders hear from God.*

Spiritual Leadership: Jesus as the Model

"The enormous success of Jesus' movement was not because he developed a plan or cast a vision. He did neither. Rather, Jesus sought his Father's will."

"The key to Jesus' leadership was his relationship with his Father."

"Jesus cultivated such a close relationship with his Father he could recognize his Father's activity even in the midst of a large crowd. Whenever and wherever he saw his Father at work, Jesus immediately joined him."

"Jesus understood he was to facilitate the relationship between his disciples and his Father. His task was to bring his disciples face-to-face with the Father so they, too, could develop an intimate relationship with him (John 14:8–11)."

"Jesus came to fulfill his Father's plan of salvation. He spent each day looking to see what the Father would reveal about his will. When he observed the Father at work, Jesus adjusted his life to join him."

Conclusion

"Jesus established the model for Christian leaders. It is not found in his "methodology." Rather, it is his absolute obedience to the Father's will."

"He asks leaders to walk with him so intimately that when he reveals his agenda they immediately adjust their lives and their organizations to his will and the results bring glory to God."

Questions to consider:

"Spiritual leaders use spiritual means. Could your leadership style truly be described as spiritual leadership?"

"Spiritual leaders work from God's agenda. Where do your goals come from? Can you confidently say they originated from God or from your own thinking? Do you sense there should be more to your leadership than what you are currently planning to do? Recall a time you adjusted your agenda to God's agenda."

Chapter Three: The Leader's Preparation: How God Develops Leaders

The greatness of an organization is directly proportional to the greatness of its leader. It is rare for organizations to rise above their leaders. Giant organizations do not emerge under pygmy leaders. Therefore, **the key to growing organizations is to develop their leaders. Leadership involves specific skills, but ultimately it is more about being than about doing. Leadership development is synonymous with personal development.** As leaders grow personally, they increase their ability to lead. As they increase their capability to lead, they enlarge the capacity of their organization to grow. Therefore, the most crucial objective for any leader is personal growth.

The Making of a Leader

INNATE QUALITIES

"Most of the outstanding leaders I have worked with are neither tall nor especially handsome; they are often mediocre public speakers; they do not stand out in a crowd; they do not mesmerize an attending audience with their brilliance or eloquence. Rather, what distinguishes them is their clarity and persuasiveness of their ideas, the depth of their commitment, and their openness to continually learning more."

LIFE EXPERIENCES

Home Life. "It has been said, "If knowledge is power, then self knowledge is superpower."³⁶ One of the greatest limitations for today's spiritual leaders is their inability to understand and acknowledge how their past cripples their current effectiveness. They minimize their emotional and spiritual need so they do not seek the healing available to them in Christ."

Failure. "Failure will not destroy true leaders but will further develop their character and leadership skills."

Crises. "Events beyond a person's control can produce the same effect as failures. They can either crush an aspiring leader or develop the character and resolve within emerging leaders that enables them to reach greater heights in the future."

Personal Struggles. "early disappointment gave the aspiring leaders both a sense of humble reality and a renewed zeal to achieve something significant in their lives."

Success through Hardship. "So many of history's famous leaders suffered major failures, crises, and disappointments that these traumas appear to be prerequisite for leadership success. If any conclusion can be drawn from the biographies of well-known leaders, it is that none enjoyed an easy path to greatness. It could in fact be argued that, had they avoided hardship, greatness would also have eluded them."

"The key to leadership development lies not in the experiences, whether good or bad, but in peoples' responses to those events. It has been said a tragedy is not an event but rather the interpretation of an event."

"Leaders are not people who escape failure but people who overcome adversity."

God's Work in Leaders' Lives

GOD GIVES HIS HOLY SPIRIT

“spiritual leaders require the Spirit to work in their lives even when it involves undertaking tasks that appear to be unspiritual. Erecting buildings, administering people, and raising money are all spiritual jobs when the Spirit is involved. Without the Spirit's presence, people may be leaders, but they are not spiritual leaders.”

GOD DEVELOPS REQUIRED SKILLS

“Moses would learn that with every divine assignment also comes God's equipping. God would enable his servant to accomplish everything he commanded him to do. The key was not Moses' skills but Moses' surrender. A servant, wholly submitted to God's will is an awesome instrument in God's hand. Spiritual leaders do not restrict their work to what they feel they are good at doing. Had Moses done that, he would never have returned to Egypt. By that stage in his life, Moses had no passion for a deliverance ministry, nor did he see himself as gifted for that kind of work. He only returned to Egypt because God clearly told him to do so. In the process Moses witnessed God's working through his ordinary life to do some of the greatest miracles ever recorded in history (Deut. 34:11–12).”

GOD DEVELOPS LEADERS THROUGH A PROCESS

“Robert Clinton wrote *The Making of a Leader* in which he put forth a six-stage model of how God develops leaders. Clinton believes God matures leaders over a lifetime. God uses relationships and events in peoples' lives as two primary means for growing them into leaders.”

- Phase One: Sovereign Foundations
- Phase Two: Inner Life Growth
- Phase Three: Ministry Maturing
- Phase Four: Life Maturing
- Phase Five: Convergence
- Phase Six: Afterglow or Celebration

GOD GIVES THE ASSIGNMENT

“Spiritual leadership, on the other hand, is not a position for which one applies. Rather, it is assigned by God. God determines each person's assignment. Historically, God has chosen ordinary people who were not looking for a divine assignment. Nevertheless, **God saw something in their hearts that led him to assign particular tasks.** While there is nothing wrong with wanting to experience God working powerfully in one's life, those wishing for God to use them mightily should not covet leadership positions in God's kingdom (1 Tim. 3:1). They should seek God with all their hearts and wait upon his will. **The greatest area of concern for spiritual leaders is their hearts.** When God sees people living righteously, he may exercise his prerogative to show himself strong in their lives to accomplish his purposes (2 Chron. 16:9).”

Biblical Example: Abraham

ABRAHAM WAS AN ORDINARY PERSON

"Jim Collins notes: 'Most 'overnight success' stories are about twenty years in the making.'”

“The larger God's assignment, the greater the character and the closer the relationship with God is required (Matt. 25:23).”

ABRAHAM BUILT ON HIS HERITAGE

ABRAHAM GREW THROUGH FAILURE

“Abraham's mistake makes it clear that adding to God's will is as dangerous as rejecting it.”

ABRAHAM BUILT SPIRITUAL LANDMARKS

ABRAHAM EXPERIENCED GOD'S REDEMPTION

“In Scripture, God seldom intervened when people were about to make mistakes. Rather, he allowed them to fail but stood ready to redeem them. Many individuals, through the process of failure and redemption, saw God's character revealed in a deeper dimension than if God had simply stepped in to prevent them from making a mistake. If there is anything leaders must carefully evaluate and process, it is their mistakes. Through systematically reviewing setbacks and making the necessary adjustments to ensure the same errors are not repeated, leaders can derive great benefit.”

ABRAHAM LEARNED BY EXPERIENCE

“Abraham's understanding of God was not theoretical.”

ABRAHAM WAS NOT ALLOWED TO TAKE SHORTCUTS

“Undoubtedly one of the most powerful instruments God uses in forging character is making people wait.”

ABRAHAM DEMONSTRATED HIS FAITH

“Most of the time the problem with Christian leaders is not that they don't know what God wants them to do. The issue is that they know only too well but they are unwilling to do it.”

ABRAHAM OBEYED GOD

“Through obedience people experience God working through their lives, and they learn more about God's character.”

ABRAHAM BECAME GOD'S FRIEND

“God didn't choose Abraham because of his leadership ability. He selected Abraham because of his heart.”

Conclusion

“God appoints leaders. People may apply for various leadership positions, but God is the one who ultimately determines which leadership roles they will have and which ones he will bless. Leadership development comes through character maturation because leadership is a character issue. Therefore, the first truth in leadership development is this: God's assignments are based on character—the greater the character, the larger the assignment (Luke 16:10). Before God will give leaders important assignments, he will build in them greater characters.”

Chapter Four: The Leader's Vision: Where Do Leaders Get It, and How Do They Communicate It?

Where Do Leaders Obtain Their Vision?

BECAUSE IT'S THERE

“The only vision some leaders have for their organizations is to do what they have always done or to address the obstacles immediately before them. They do not ponder why they are taking a particular action. They do not consider long-term ramifications. They hardly consider their alternatives. They value action over reflection—or more precisely, reaction over reflection.”

“Christians often call these "open doors." Because an opportunity presents itself, they assume it must be God's will to move forward. This is an undiscerning approach to leadership. There is much more to determining God's will than merely assuming every open door is a divine invitation.”

DUPLICATING SUCCESS

“Peter Drucker observed: "No one has much difficulty getting rid of the total failures. They liquidate themselves. Yesterday's successes, however, always linger on long beyond their productive life.”

VANITY

“Today many are called upon to give their best efforts on behalf of their organizations, but they do so with nagging doubts that their personal sacrifices are for no more noble purpose than furthering their leader's career.”

NEED

“Often need-based church visions cause Christians to neglect their relationship with the Head of the church as they focus their energies on tabulating surveys and responding to expressed needs.”

AVAILABLE RESOURCES

“Churches eagerly avail themselves of every opportunity presenting itself, but in time they find themselves burdened by the weight of trying to make use of all the available resources. Rather than the resources serving the churches, they begin to drive the church's programming.”

“Wise leaders do not allow the availability of resources to determine the direction of their organization... Resources should undergird vision, not steer it. Leaders must first decide the vision for their organization and then marshal the necessary materials to achieve it. Unwise leaders thoughtlessly accept resources and then try to piece together a vision that uses the various supplies they accumulated.”

LEADER DRIVEN

“Warren Bennis notes: ‘Just as no great painting has ever been created by a committee, no great vision has ever emerged from the herd.’”

“While George Barna believes God gives vision to leaders, he notes: ‘God never gave a vision to a committee.’”

VALUES/PURPOSES

“We often hear leadership consultants share how they helped an organization discover its core values in order to develop a plan for the future. However, this approach has two shortcomings. First, values tend to be more restrictive than prescriptive. Knowing your purpose helps you understand what you should not be doing, but it often gives only general directions for what you should be doing... This leads to a second problem. Values and purposes can become substitutes for God. It is fine to be values driven. It is better to be God driven.”

“One other related motivator for many leaders is their passion. Some leadership proponents suggest leaders should determine their talents and their passion, and in so doing they determine their calling. They argue if you understand the passion God has given you and you identify the gifts God placed in your life, then you can deduce the kinds of things God has prepared you to do... The problem with this line of thinking is the lack of biblical support. Consider Moses herding sheep in the wilderness. Had he discovered his gifts and passions, he would never have returned to Egypt to deliver the Hebrews. But that was God's agenda. Second, it is tempting to assume God wants us to do things we enjoy and are good at doing. However, for God to accomplish his purposes, he may ask us to do things we do not consider enjoyable (he asked his Son to die on a cross), but they are necessary tasks for God's will to be fulfilled. It's great to be passionate about the work you do. However, spiritual leaders are driven by God, not their passion and talents.”

GOD'S REVELATION

“The previous seven sources of vision have one thing in common—they are generated by human thinking. The world functions by vision because it does not know God. God's people live by revelation.”

“Vision is something people produce. Revelation is something people receive.”

“When Christian leaders adopt the world's approach to vision rather than seeking God's revelation, they inadvertently assume God's responsibility.”

“An examination of God's promises, as seen through the Scriptures, makes two things obvious: (1) God's plans are impossible to achieve apart from him, and (2) God's promises are absolute. He does what he says he will do exactly the way he says he will do it. Spiritual leaders must resist the temptation to alter God's plan with their own thinking. Attempting to hurry the process or to adjust God's plan to make it more achievable are both signs of immature spiritual leadership. Spiritual leaders must remember that what God has promised, God will accomplish in his time and in his way (Isa. 46:9–11). The leader's job is to communicate God's promise to the people, not create the vision and then strive to enlist followers to buy in to it.”

How Does Vision Inspire and Move People?

“If people are asked to give their best, they need and deserve a clear picture of the good that will result from their efforts. The benefit of imagery is that it helps people see the breadth of the vision.”

“One difference between worldly visions and God-given visions is that the latter are impossible to achieve apart from God.”

How Do Leaders Communicate Vision?

Spiritual leaders don't sell vision; they share what God has revealed to them and trust the Holy Spirit to confirm the vision in the hearts of their people.

The key to spiritual leadership is to encourage followers to grow in their relationship with the Lord. This cannot be done by talking about God or exhorting people to love God. It can only be achieved when leaders bring their people face-to-face with God and he communicates with them and convinces them he can be trusted.

For a vision to move people, the people must be convinced it is a promise from almighty God and not merely the dream of an ambitious leader. When people sense they are a part of something God is doing, there is no limit to what they will do or sacrifice.

COMMUNICATING VISION THROUGH SYMBOLS

COMMUNICATING VISION THROUGH STORIES

Often when leaders see God's activity in their midst, they neglect to share it with their people. This robs the people of an exciting opportunity to experience God's powerful activity. People need help making the connection between their efforts for the organization and God's activity. Leaders are wise to continually share stories—true stories of how God has worked in the past and how God is working at present.

Leadership Is Communication

“You cannot be a poor communicator and a good leader.

“Spiritual leaders don't merely tell stories for the sake of storytelling. They rehearse what God has done, they relate what God is doing, and they share what God has promised to do. If the story is about God's activity and promises, the Holy Spirit will affirm its authenticity in people's hearts. People don't have to buy into a vision; they simply have to see that God is involved in the current opportunity. Leaders cannot grow weary of bearing witness to God's activity.”

With Vision Comes Accountability

"When evaluating a vision, people watch the behavior of their leaders and quickly recognize if a leader lacks personal discipline and commitment."³⁴ If leaders are going to ask their people to sacrificially strive to achieve the organization's vision, they must model the behaviors they want evidenced in their people.”

“If a vision originates from God, it shouldn't be rescinded every time a new leader appears on the scene.”

Conclusion

"Vision is crucial for an organization. Its source is God's revelation...When leaders successfully communicate vision to their people, it will be God who sets the agenda for the organization, not the leader, and the people will experience what God can do.”

Question to consider

“Are your life and leadership presently driven by a clear sense of direction or vision? Or are you simply taking one day at a time?”

Chapter Five: The Leader's Goal: Moving People on to God's Agenda

Leaders acquiring a new position must ask, "Where should my organization go?" This question may seem simplistic, but it is amazing how many leaders become so enmeshed in the mundane aspects of the journey they lose sight of the destination. Or they have detailed plans of what they hope to achieve, but they fail to examine whether their objectives will lead them to where God wants them to be. If leaders do not clearly understand where their organization is and where it should be moving, they will be ineffective.

Unworthy Goals

ACHIEVING RESULTS

"This demand for measurable results puts pressure on leaders to focus on quick accomplishments. What better way to appear successful than to set a goal and then meet it?"

"great leaders do not establish goals and then mobilize their organizations to achieve them at all costs. Rather, they concentrate on building great organizations. Leaders can achieve their goals for a time but destroy their organizations in the process. However, **organizations that focus on being healthy will regularly achieve their goals.**"

"today's leaders must develop their personnel in order to build healthy organizations."

PERFECTIONISM

"Paul focused on developing people. He sought to take them from their spiritual immaturity and bring them to spiritual maturity. His joy came from seeing those he led blossom into the people God intended for them to become."

SIZE

"The misconception is based on peoples' assumption that God is as impressed with crowds as people are. He is not. The essence of Satan's temptations for Jesus was trying to convince him to draw a crowd rather than build a church (Matt. 4). When Jesus fed five thousand people, he became so popular the people wanted to forcibly make him their king. Jesus knew that, even though a multitude was following him, many of them did not believe. They were merely looking for a free lunch. So Jesus preached about the cost of discipleship. "From that moment many of His disciples turned back and no longer accompanied Him" (John 6:66)."

"leaders must never shift their trust from the Head of the church to the tools of the world. They should not assume that because attendance is increasing, their church is healthy and pleasing to God. Leaders must continuously measure their success by God's standards; not by the world's."

Worthy Goals

DEVELOPING PEOPLE

"The ultimate goal of spiritual leadership is not to achieve numerical results, to accomplish tasks with perfection, or to grow for growth's sake. It is to take their people from where they are to where God wants them to be. God's primary concern for people is not results but relationship."

“One of the issues regarding spiritual leadership is whether spiritual leaders can take people where they themselves have not been...if the goal of spiritual leadership is a more intimate relationship with God, then leaders will never move their people beyond where they have gone themselves.”

"Followers do not always understand the full implications of what their organization is experiencing. They may be so immersed in the minutia of their day-to-day routines they do not see the big picture. It is a spiritual leader's responsibility to keep the big picture in mind and to help their people understand God's activity in the midst of the daily challenges."

“Spiritual leaders must help their people see beyond God's acts to recognize the way God consistently works with his people, time and time again. To do this, spiritual leaders must develop their own understanding and recognition of God's activity in their midst.”

“Once the people learn to recognize God's voice and determine his leading, the organization will have enormous potential for serving God. Its effectiveness will not depend on one overworked leader always having to decide what God is guiding them to do. The group will all know how to hear from God and recognize his activity. When spiritual leaders have brought their people to this point, they have truly led.”

EQUIPPING OTHERS TO LEAD

“One of the worst mistakes leaders commit is making themselves indispensable. Insecurity can drive people to hoard all the leadership initiatives so no one else appears as capable or as successful. At times leaders become so immersed in their own work they fail to develop other leaders.”

"Many leaders work extremely hard at their jobs and enjoy remarkable success during their leadership tenure. But a test of great leaders is whether or not their organizations can function well upon their departure.”

1. *Leaders delegate.* “Leaders are, by nature, decision makers. However, it is unwise for leaders to make all the decisions. Doing so impedes the growth of emerging leaders.”
2. *Leaders give people freedom to fail.*
3. *Leaders recognize others' success.* "It is remarkable how much could be accomplished when you don't mind who receives the credit."
4. *Leaders provide encouragement and support.* “Weak leaders cast blame upon subordinates when things go wrong.”

GLORIFYING GOD

“Leaders' assignments and positions will change over time, but the objective of glorifying God must always be the driving force of their efforts.”

“True spiritual leaders value glorifying God more than personal or organizational success.”

Question to consider

“What adjustments could you make in your leadership that would better encourage your people? How could your organization glorify God to a greater degree?”

Chapter Six: The Leader's Character: A Life That Moves Others to Follow

“People without followers are not leaders.”

“While the most powerful temptation spiritual leaders face is substituting their agenda for God's, their greatest frustration may be their inability to move people on to God's agenda. In an attempt to enlist a following, many devote more energy to generating the appearance of a leader than developing the character required to lead.”

Illegitimate Sources of Influence

“Leaders move people in one direction or another. Spiritual leaders move people on to God's agenda.”

POSITION

“Oswald Sanders asked, ‘Should it not be the office that seeks the man, rather than the man the office?’”

“Spiritual leadership is based on character and the working of the Holy Spirit.”

POWER

“insecurity and a craving for affirmation drive some people to seek leadership positions. A telling sign of such leaders is their intolerance of those who challenge them. Insecure leaders find it much simpler to label their opponents as unspiritual or rebellious than to examine the truth of their critics' words.”

PERSONALITY

“As every child learns, there is usually more than one way to get what you want. If it doesn't come automatically (position) and if bullying doesn't work (power), you can always turn on the charm (personality).”

Legitimate Sources of Influence

GOD'S HAND

“Leaders who become preoccupied with defending themselves and their reputations display an acute lack of faith, for they do not trust God to vindicate them.”

“Joshua could lead the Hebrew nation with absolute confidence, not in his own leadership skills but in the assurance of the Lord's presence.”

“More than anything else, people are looking for spiritual leaders who clearly demonstrate God's presence in their lives. There is no greater source of influence for spiritual leaders than the manifest presence of God.”

“God reaffirmed his promise to Joshua: “Today I will begin to exalt you in the sight of all Israel, so they will know that I will be with you just as I was with Moses” (Josh. 3:7). Leaders do not have to prove God is guiding them. God's presence is unmistakable.”

“Joshua's role was to live in obedience to God.”

“when God affirms leaders, he vindicates their reputation over time. All leaders suffer criticism during the course of their work. Criticism is not necessarily a sign of poor leadership. It may stem from people resisting God rather than rejecting the leader. The way to tell the difference is that God will ultimately exculpate those who serve him.”

"Some spiritual leaders try to be more committed. What they need is to be more submitted.”

"Moody, the world has yet to see what God will do with a man fully consecrated to him.”

“The complete relinquishing of everything to Christ has been the turning point for many of history's greatest spiritual leaders.”

INTEGRITY/HONESTY

“Integrity demands consistency under every circumstance, including unguarded moments.”

A SUCCESSFUL TRACK RECORD

“too many people want to bypass the small assignments and get right to the big jobs—the ones with influence and prestige. But God doesn't work that way. He is sequential in developing leaders. When he believes you have been faithful in a little, he will entrust you with more...Leaders who are frustrated that God is not blessing their zeal to do great things for him should examine their track record. Have they been faithful in small assignments? They should also be sure they are measuring success the way God does. "More" in God's economy does not necessarily mean greater amounts of people, money, or prestige. It may mean God entrusts them with a more difficult assignment, or greater suffering. God's Son received the greatest assignment ever given, and it culminated in a cross. Spiritual leadership is a progressive endeavor that depends on obedience. As God's servants obey him in each stage of their lives, no matter how humble the task, they will come to know God more intimately, and their faith will increase, giving them, step by step, what they need for the next assignment.”

"If your place is not great enough to suit you, make it so. The minister who is unable to make a place great is too weak to hold a great one.”

“Eisenhower claimed: "My ambition in the Army was to make everybody I worked for regretful when I was ordered to other duty.”

PREPARATION

“Queen Elizabeth I habitually set aside three hours a day to read history books.”

“Leaders who make the effort to obtain proper training are not only better prepared for their leadership role; they also have greater credibility with those they lead.”

"The writer of Proverbs extolled: "Do you see a man skilled in his work? He will stand in the presence of kings. He will not stand in the presence of unknown men" (Prov. 22:29)."

“Daniel Goleman notes, "Attention is our greatest resource.”

"significant leadership does not come about primarily by doing but by thinking. Society-shaking, world-changing, history-making thought is not produced by lackadaisical, idle minds."

"The most effective leaders are those who prepare themselves physically, mentally, and spiritually for whatever God might assign them next."

HUMILITY

"Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It is not that Level 5 leaders have no ego or self-interest, indeed they are incredibly ambitious—but their ambition is first and foremost for the institution, not themselves."

COURAGE

"You will find as you grow older . . . that courage is the rarest of all qualities to be found in public men."

"Courage is not an absence of fear. Courage is being frightened and yet doing the right thing anyway."

"Seth Godin offers his own view of the famous Peter Principle. He claims, "In every organization everyone rises to the level at which they become paralyzed by fear."

"When leaders reach a point where fear prevents them from acting, they and their organization stagnate. Some pastors know they should confront sinful behavior in their congregation, but they dread the repercussions."

Conclusion

"Spiritual influence does not come automatically, haphazardly, or easily. It is not something upon which leaders can insist. It is something God must produce."

Questions to consider

What character qualities do you possess that attract people to follow you?

What character qualities do you have that hinders your leadership?

Chapter Seven: The Leader's Influence: How Leaders Lead

“The ability to influence others is an essential requirement for leadership. To quote Oswald Sanders: “Leadership is influence, the ability of one person to influence others.” The previous chapter outlined leadership qualities that generate respect from followers: God's hand upon leaders, integrity, a successful track record, preparation, humility, and courage. Leaders bring these qualities with them because of who they are. But what must leaders do to influence people? In other words, how do leaders lead?”

“Leadership begins with being but ultimately results in doing. While one's credentials, reputation, past success, and bearing may all gain peoples' attention and initial respect, performance is what ultimately confirms people as true leaders.”

“The following are some of the major tools of spiritual influence.”

Leaders Pray

1. “nothing of eternal significance happens apart from God. Jesus declared: “You can do nothing without Me” (John 15:5). Leaders who neglect a close relationship with Christ will not achieve God's will through their organizations. It's that simple.”

2. “prayer is fundamental because to be a spiritual leader, one must be filled with the Holy Spirit. Leaders cannot fill themselves with the divine presence. Only God can do that (Eph. 5:18). While all Christians have the Holy Spirit's presence in their lives, the condition of being filled by the Holy Spirit comes through concentrated, fervent, sanctified prayer. God's promise is: “You will seek Me and find Me when you search for Me with all your heart” (Jer. 29:13). Without the Spirit's activity, people may be leaders, but they are not spiritual leaders.”

3. “God’s wisdom is a...reward for dedicated praying.”

4. “leaders pray...because God is all-powerful. He can do far more than even the most resourceful leaders. God's promise is open-ended: “Keep asking, and it will be given to you. Keep searching, and you will find. Keep knocking, and the door will be opened to you” (Matt. 7:7).”

5. “prayer is the leader's foolproof remedy for stress. Leaders are intimately acquainted with pressure. Scripture encourages leaders to cast “all your care on Him, because He cares about you” (1 Pet. 5:7).”

6. “God reveals his agenda through prayer. Jesus modeled this truth (Mark 1:30–39). At the outset of his public ministry...Jesus sought his Father's will. As Jesus prayed that morning, the Father helped him understand what the crowd's agenda was, and he reaffirmed his will for his Son...When the disciples found Jesus and told him the entire town was looking for him, Jesus responded, “Let's go to the neighboring villages” (v. 38). Jesus was in regular communion with the Father in prayer, so he was not sidetracked from his assignment.”

“More than any other single thing leaders do, their prayer life determines their effectiveness. If leaders spend enough time communing with God, the people they encounter will notice the difference. When pastors preach sermons, their people can soon tell whether or not they are speaking out of the overflow of their relationship with God.”

“When leaders come to the end of their own resources, they will discern that they can do nothing more for their people...Some things can only be achieved through prayer (Ps. 50:15).”

“The executive office ought to be a prayer center from which fervent intercession emanates on behalf of those in the organization. As God in his grace responds to the leaders' prayers, things will occur that can only be attributed to God.”

Leaders Work Hard

“Astute leaders strive to model exemplary behavior before their people. This is not merely to impress people. It is because one of their greatest sources of influence is their example. Conscientious leaders ask themselves, ‘What do my people see when they watch me at work?’”

"Oswald Sanders observes, ‘If he is not willing to rise earlier and stay up later than others, to work harder and study more diligently than his contemporaries, he will not greatly impress his generation.’”

Leaders Communicate Effectively

"Abraham Lincoln's speaking went straight to the heart because it came from the heart...It is not enough to submit facts to people, however compelling they may be. Compelling leaders also touch peoples' hearts.”

“Winston Churchill that he 'mobilized the English language and sent it into battle.’”

“spiritual leaders should gain confidence from the fact that when God entrusts assignments to leaders, he also equips them to communicate his message (Exod. 3:10–12; Isa. 6:5–7; Jer. 1:9). The key to effective communication is the Holy Spirit working in the leader's life. This does not negate the leader's obligation to develop linguistic skills. Nonetheless, the Spirit guides leaders to the right words through which to convey truths about the organization...one of the most effective forms of communication...is the story. This is because stories speak to both the mind and the heart.”

“Leaders tell stories that address issues of value and meaning to help their people understand what is true, good, and important. Leaders also tell stories about culture, be it the culture of a church, a company, or a family. These stories identify the heroes and highlight what is considered valuable and noteworthy in that organization.”

Leaders Serve

“In leadership, how something is done is often as important as what is done.”

“Leaders who are unable to love their people and unwilling to consider their needs are insecure in their own identity.”

“Christlike servant leaders must understand whom they serve. On the topic of servant leadership, there is some confusion about who leaders are actually serving. Spiritual leaders are not their people's servants; they are God's. The account of Jesus washing his disciples' feet is often cited in discussions of servant leadership, and rightly so. But Scripture only records a solitary account of Jesus doing this. Had Jesus been his disciples' servant, he would have washed their feet every evening.”

Leaders Maintain Positive Attitudes

“Daniel Goleman suggests that leaders transmit their mood to those around them. Leaders confident of success imbue that attitude throughout their organization. Negative leaders breed pessimistic organizations. Leaders who doubt success is possible and who fear the worst should immediately change their attitude or

tender their resignation so a true leader can take their place. Some people in leadership positions assume they are simply being realistic when they expect the worst. The implication is positive leaders are being naive. However, true leaders understand that no matter how difficult the challenge before them, a group of people being led by the Holy Spirit can accomplish anything God asks them to (Rom. 8:31)."

"Leaders inspire confidence, not fear or pessimism."

"Everyone faces discouraging circumstances, but the Scriptures provide a vista for leaders to maintain or regain a positive attitude."

"Great leaders don't make excuses. They make things better. They are not unrealistic or blind to the difficulties. They simply are not discouraged by them. They never lose confidence that problems can be solved. They maintain a positive attitude. Great leaders don't blame their people for not being where they ought to be; they take them there. True leaders never lose faith that this is possible. Leaders should pay close attention to their attitudes, for these serve as barometers to the condition of their hearts. When leaders become pessimistic, cynical, or critical, they need to evaluate the cause. They obviously need a fresh encounter with God."

Leaders Encourage Others

Leaders do not become great by personally accomplishing impressive results but by motivating others to achieve notable victories. The world's finest leaders have known how to inspire their people to elevate their efforts to the highest levels. Leaders do this by encouraging their followers.

"There are at least three primary ways to encourage followers.":

1. Presence. "It can be demoralizing to serve on the front lines while the officers are safely ensconced at the rear, far from danger. The best leaders find ways to be present with their people."
2. Words. "People need to be recognized as individuals and commended for their contributions."
3. "Personal concern for their welfare."

Leaders Focus

"One of leaders' most valuable tools is their attention. Leaders who accomplish much must focus on the critical issues at hand until they grasp them fully and discern the solution."

"The fact is, followers will look where the leader is looking. If problem solving is the leader's concern, the organization will zero in on solving its problems. If the leader's gaze is fixed on the vision, then the people will follow suit. That is why leaders must discern what is most important in their organization and refuse to be sidetracked by secondary matters."

Leading a Movement

"The problem, as De Pree notes, is that "movements tend to deteriorate into mere organizations." ...Its life ebbs away into bureaucracy. Leaders by nature want to be in control. Most leaders think no further than administering an organization. Few think in terms of movements. The world is changed by movements, not incremental, planned growth. The world searches for the next movement in technology, philosophy, health, or entertainment. God is looking for someone through whom he can change the world (2 Chron. 16:9). Our

day desperately calls for a fresh movement of God. The question is: Who will God choose through whom to launch it?

Questions to consider

“Evaluate your prayer life. If God's blessing on your leadership were based solely on the quality of your prayer life, what results would you anticipate?”

“Evaluate your communication skills. How might you improve them? Could you enlist a leadership coach? Could you review a recording of one of your sermons or presentations? Could you take a class in communication or speech? Good leaders never stop learning, especially in areas as critical as communication.”

“What are some practical things you could do to encourage those you lead? Make a list of at least five specific actions you can take. Don't just think in terms of what would encourage you. Consider the unique personality qualities of those you lead.”

“Are you leading in a manner that could, by God's grace, expand into a movement? Have you set your sights high enough when considering what God might do through your life? Could it be God wants you to have an impact on his kingdom beyond the scope of what you have already considered?”

Chapter Eight: The Leader's Decision Making

“Decision making is a fundamental responsibility of leaders. People who are unwilling or unable to make decisions are incapable of leadership. Leaders may consult counselors, seek consensus, and gather information; but ultimately they make choices. Leaders who refuse to do so are abdicating their leadership responsibility. People rely upon leaders to make wise, timely decisions. The fear of making a wrong decision is the overriding impetus behind some people's leadership style. Such people become immobilized by fear of making a mistake. All decisions have ramifications, and leaders must have the fortitude to accept the consequences of their decisions.”

When Leaders Make a Decision (guidelines spiritual leaders should follow when making decisions):

LEADERS SEEK THE HOLY SPIRIT'S GUIDANCE

“The first choice leaders make in decision making is whether to rely on their own insights or on God's wisdom. People don't naturally do things God's way because they don't think like God does (Ps. 118:8). The world's method of decision making is to weigh the evidence, compare pros and cons, and then adopt the course of action that makes the most sense. When leaders make their choices in this manner, they can inadvertently lead their organization in the opposite direction of God's will (Prov. 14:12).”

“The Holy Spirit guides through prayer.”

“The Holy Spirit guides through God's Word.”

“The Holy Spirit guides through other believers.”

“The Holy Spirit guides through circumstances.”

LEADERS STRIVE TO BE TEACHABLE

“Another effective way to quench discussion is simply to do all the talking. When leaders spend all their time waxing eloquent about the virtues of their proposal, they are squelching any objections or divergent viewpoints. Leaders who want feedback will give ample opportunity for it. Leaders can also stifle feedback by a defensive posture. When someone raises a question or challenges an assumption, leaders must be careful not to immediately begin arguing their point or bristling into a stiff, angry posture. Defensive leaders learn nothing. Listening leaders constantly grow wiser.”

“Leaders learn nothing by vehemently arguing their case. They already know their position. By listening they can gain new insights they had not previously considered. Even if a leader claims to want feedback, a defensive posture will nullify that statement.”

“If leaders want their organization to benefit from the collective wisdom available to them, they must create a culture where people feel free to contribute.”

LEADERS MASTER THEIR HISTORY

“New leaders are often enlisted to bring about needed change in an organization. However, wise leaders will resist the urge to immediately move their organizations in radically new directions before they understand how the institution arrived where it is today.”

LEADERS PLAN

“The key for spiritual leaders is the role God plays in their long-range plans. Many planning exercises for Christian organizations typically begin with prayer. Then the participants brainstorm, often falsely encouraging participants that "there is no such thing as a bad idea." Once the ideas have been expressed, organized, categorized, and prioritized, a long-range plan is formalized. A closing prayer asking for divine blessing on the plan generally ensues. For the next five or ten years, the plan becomes the guiding document for the organization.

This approach has several problems. For one, with the rapidity of change, long-range planning is fraught with danger. The landscape can alter so dramatically that apart from regular amendments, plans soon become obsolete. Second, the process described above assumes (falsely) that because the meeting opened in prayer, whatever plan was developed thereafter originated from God. In reality, Christian organizations often follow the same planning procedure secular organizations use except for the symbolic bookend prayers. While planning is obviously a necessity for any organization, God only obligates himself to bless, sustain, and bring to completion that which he initiates (Isa. 46:9–11). Christian organizations must be highly wary of becoming long-range, plan driven rather than God directed.”

LEADERS GIVE AN ACCOUNT TO GOD

“Spiritual leaders will be held accountable for what they should have done (James 4:17). This knowledge makes decision making a much graver matter for spiritual leaders”

After Leaders Make a Decision

LEADERS ACCEPT THE CONSEQUENCES

“This is the juncture where true leaders separate themselves from mere officeholders. When there are negative repercussions to leaders' decisions, they refuse to blame others. They do not make their subordinates shoulder the weight of negative outcomes for their decisions. True leaders accept the ramifications of their choices.”

LEADERS ADMIT THEIR MISTAKES

“Because leaders make so many decisions, they are particularly vulnerable to making mistakes.”

“Honesty, not infallibility, has repeatedly been listed as the most important quality followers expect from leaders.”

“admitting a mistake to followers is an opportunity for leaders to demonstrate how failures will be handled in their organization. If leaders readily admit their own errors, learn from them, and perform their job more effectively thereafter, then followers are reassured they, too, can make honest mistakes without being condemned. It bears repeating that failure is an event, not a character trait. Covering up or refusing to accept responsibility for failure is a character issue; making a mistake is not.”

LEADERS STAND BY THEIR DECISIONS

“Leaders who vacillate every time they encounter someone holding a different view are agonizing to follow because people never know when they will abruptly change direction again.”

“More often, leaders who continually change their minds do so because they have no clear sense of direction or because they are seeking to please whomever they last spoke with. Such vacillations greatly damage organizations' morale and are often costly.”

“Indecisiveness may reflect a people-pleasing tendency. Spiritual leaders move people with them in their decisions, but ultimately leaders are concerned with pleasing God, not people. There may be spiritually immature people in the organization. While leaders need to help these people grow personally, they should not allow them to set the pace for everyone else. Good leaders do not abandon their weaker members, but neither do they allow them to determine the agenda.”

“We find ourselves back to the core principle of spiritual leadership: trusting God. Leaders who know what God has said and who have a clear sense of God's purpose for their organization can be steadfast in their leadership, regardless of whether everyone agrees with them. As long as God approves, they should proceed.”

“A time comes when leaders must decide to decide. After they have sought God's guidance and confirmed what God is saying through the Scriptures, through prayer, through the affirmation of other believers, and through an evaluation of their circumstances, after they have gathered all the pertinent information and consulted with trusted advisors, the time comes for leaders to make an informed, Spirit-led decision. Essential leadership skills include the ability to make a decision, to stick to it, to admit mistakes along the way, and finally to accept its consequences.”

Improving Decision Making

LEADERS EVALUATE THEIR DECISIONS

“One reason some leaders struggle is because they are bombarded by too many decisions. Leaders who are deluged with decisions are almost certainly taking responsibility for things they should be delegating. Effective leaders continually appraise the volume of their decisions and regularly give away routine work to others so they can concentrate on critical issues. Leaders should restrict themselves to making only the most important decisions.”

LEADERS WALK CLOSELY WITH GOD

“The most important thing leaders can do in such situations is to get alone with God in an unhurried, uninterrupted time until they clearly know God has spoken and what he wants them to do. Waiting on God is not a passive activity. It is one of the most strenuous, agonizing, faith-stretching times in a leader's life. Modern leaders have been socialized to think that unless they are constantly in motion they are unproductive. There is no reason to be embarrassed or apologetic about the need to retreat for an hour, a day, or longer to gain God's perspective on a matter. Seeking the mind of God at the front end of a decision can save leaders years of painful regret later (Ps. 19:13).”

“you can always qualify a "no" but not a “yes.”...if leaders feel pressured to decide before they are absolutely certain about the best policy, it is better to begin by saying "no" and then later to adjust their decision than to begin by saying "yes" and then try to add restrictions later.”

LEADERS SEEK GOD'S VISION

“Leaders may struggle to make decisions because they have no clear picture of where their organization is going. It's surprising how many leaders settle into managing the day-to-day operations of their organization with no comprehensible idea of where God is leading them. Every decision is a step toward a destination. It has been said that if you don't know where you are going, any path will take you there. A leader who is unable to identify the organization's purpose needs to stop and seek God's direction. There is no value in making great progress in the wrong direction.”

LEADERS SEEK GOD'S WISDOM

“Today's complex world is confusing enough to make anyone indecisive. Yet while the task of leadership has not become easier over time, God continues to provide the wisdom leaders need.”

Question to consider

“Evaluate the number of decisions you regularly make in your leadership role. Should you be making all of them? Which decisions could you delegate to someone else?”

Chapter Nine: The Leader's Schedule: Doing What's Important

“Spiritual leaders understand God has granted them adequate time to accomplish any assignment he gives them. The key to successful leadership is not creating more time in one's life or packing more activities into one's day but staying on God's agenda.”

“The term time management is misleading. Time will proceed second by second, minute by minute, hour by hour despite leaders' best efforts to administer it. What leaders can manage is themselves. Despite the pervasive and unrelenting pressures on their schedule, leaders ultimately choose what they will do with the time at their disposal.”

“The difference is wise leaders let God, not life's daily demands, determine their priorities.”

Taking Control of Time

“Peter Druker ...notes, ‘Effective executives, in my observation, do not start with their tasks. They start with their time.’”

“Simply squeezing more tasks into a day is not the answer to an effective schedule. The key is doing the right things. An effective schedule is preferable to an efficient schedule.”

LEADERS SUBJUGATE

“Why are Christian leaders burning out from overwork and exhaustion? Is God responsible? No. When people become overwhelmed by their commitments and responsibilities, they are operating on their own priorities. Ministers of religion are particularly susceptible to assuming responsibility for things they should not. They do this because the Lord's work seems never to be finished.”

“The key for overworked leaders is to examine each of their current responsibilities to determine whether they have inadvertently assumed responsibility for things God did not assign to them.”

“When people do not understand God's will, their schedules careen out of control. Then every opportunity to take on another project is hard to reject because harried leaders are unsure of their priorities.”

“Spiritual leaders ask questions such as: “What is God's will? In light of his will, what is important? What is he asking me to do?” Leaders should first direct their time to the most important matters. If anything must be neglected, it should always be less critical activities. If leaders never take time to determine their God-given priorities, however, they will invariably spend inordinate amounts of time on projects extraneous to their main purpose.”

LEADERS ELIMINATE

“The higher you ascend in leadership, the more often you must say no.”

“A wise practice is to “sleep on it” before committing themselves to new responsibilities.”

“Some leaders have difficulty saying no because their sense of self-worth compels them to be indispensable.”

“What items are currently on my calendar I should have declined or delegated?”

“Small, isolated responsibilities undertaken out of a desire to please others can demand ever-increasing amounts of time until they have crowded out the rightful priorities.”

“It is a wise practice for leaders to audit their commitments annually. They should ask, "Is it beneficial for me to serve on this committee for another year? Do I need to be responsible for this project again next year, or have I contributed all I can? What commitments did I fulfill last year that I do not need to assume this year?" By asking such questions, leaders prune their schedules of activities and responsibilities that are extrinsic to their primary purpose.”

LEADERS CULTIVATE

“John Jacob Astor, founder of the Astor fortune, counseled his son William: "The man who makes it the habit of his life to go to bed at nine o'clock usually gets rich. . . . It's all a matter of habit and good habits in America make any man rich."

Blackaby, Henry T.; Blackaby, Richard. *Spiritual Leadership: Moving People on to God's Agenda* (p. 249). (Function). Kindle Edition. routine "makes unskilled people without judgment capable of doing what it took near genius to do before."

"Effective executives do not race. They set an easy pace but keep going steadily.”

Many of history's greatest leaders were early risers. While others were still sleeping, they were previewing their day, reading reports, and plotting a course of action. This does not necessarily mean these leaders slept less than others. Rather, they arranged their schedule to be the most effective.”

“The Gospels never portray Jesus as being in a hurry or acting impatiently.”

"To fail to plan is to plan to fail."

LEADERS DELEGATE

“The quantity of work leaders can accomplish is in direct proportion to their ability to delegate work to others."

“Moses' mistake was assuming that because he could do something, he should do it.”

"As a rule, if others could do tasks the leader is presently doing, they should do them.”

LEADERS CONCENTRATE

“Leaders who cannot focus will be enslaved to interruptions and fruitless diversions. Peter Drucker warns against dividing a leader's time into small segments. Drucker suggests most leadership tasks that can be done within fifteen minutes could often be delegated.”

“Leaders must allow themselves significant blocks of time to think through crucial issues. Leaders should insert one- to two-hour time slots in their schedules to focus intently and deeply on the critical issues facing their organization. The issues of the future are not comprehended after only ten minutes of consideration. Because of this, it behooves leaders to provide their staff with regular times of extended planning. Many

organizations do not develop fresh, innovative, and revolutionary ideas because their leaders fail to budget sufficient time for their people to do so. Great insights don't come from rushed thinking.”

“The difference between managers and leaders can be seen here. Managers often become embroiled in the daily grind of keeping the organizational machinery functioning properly. Leaders must occasionally step back from the day-to-day operations to gain perspective on the broader issues such as the nature and future of their organizations.”

“Breakfast or lunch meetings are helpful in building relationships. Wise leaders divide their time into large enough segments that they can devote sufficient time to their tasks as well as to their people.”

“Drucker concludes: "If there is any 'secret' of effectiveness, it is concentration. Effective executives do first things first and they do one thing at a time.”

Leaders Make Time for What Is Important

“The question for most leaders is not whether they are busy but whether they are busy doing the right things.”

“It would be a stretch to say Jesus lived a balanced life. Yet he managed to accomplish everything his Father assigned (John 17:4). There were times Jesus was too busy to eat or sleep. Yet on other occasions he escaped to an isolated location to rest with his disciples (Matt. 14:13). The key for Jesus was his focus. In whatever activity his Father assigned him, Jesus was fully engaged and focused.

When leaders are at the office, they must turn their complete attention to the matters at hand. When meeting with a colleague for lunch, they must be wholly engaged in that meeting. When spending time with God in the morning, they must remove every distraction and give God their full and undivided attention. When going on vacation with their family or spending time with their spouse on their day off, leaders remain focused and guard themselves from business distractions.

Balance is difficult to achieve daily. It is better measured over a longer time period than a day or week. If you are focused on each task or encounter God gives you, God will ensure that your life and all of its commitments and relationships remain healthy.”

LEADERS SCHEDULE UNHURRIED TIME WITH GOD

“Few spiritual leaders would openly question their need to spend time in prayer, but their lifestyle reveals they resent that daily time commitment. God does not reveal his truth on people's terms. Spiritual leaders must remain in prayer as long as necessary until they are certain they have heard from God.”

“The key is not whether leaders spend some time with God but whether the time they spend is unhurried and allows time for all God wants to say (Isa. 64:4).”

LEADERS SCHEDULE REGULAR, QUALITY TIME WITH THEIR FAMILY

“Leaders often have more leeway in their schedules if they will use it. They must be creative. For example, pastors who are busy most evenings could arrange to be home some mornings to have breakfast with their families and take their children to school. They could arrange a special one-on-one lunch date with each child as well as with their spouse. The pressure on leaders often comes not from their organization but from themselves.”

“Many shrewd leaders have declined lucrative job offers that mandated increased travel because they knew their spouse and children needed their presence at home. Businesspeople have turned down promotions because they realized the increased responsibility would bring multiplied pressures that would erode their family life.”

LEADERS SCHEDULE TIME FOR THEIR HEALTH

“When people live their lives to the edge of their capacity—whether it is in finances, time, sleep, or emotional health—they run great risks.”

LEADERS SCHEDULE TIME FOR PEOPLE

“Those in prominent positions must remember that without followers they are not leaders.”

“To be a leader one must invest time in people.”

“The investment of a leader's time in certain people will produce far greater results than equivalent time invested in others. People who work hard for an organization and who are teachable deserve their leader's attention.”

“Leaders ought never to allow the least motivated members of an organization to set the pace for the others.”

“Every church has chronically needy people. Such people consume numerous hours of their ministers' time because they require extensive counseling and encouragement. Yet their unhealthy attitudes and behavior often remain unchanged. Meanwhile, church members wanting to grow in their faith receive scant attention from their pastor because they do not complain or draw attention to themselves. Leaders who allow this to happen find themselves channeling their energy into the least responsive people in their organization while neglecting those who would flourish with minimal investment. When leaders allow their time to be monopolized by the weaker members, they limit their organizations.”

“Leaders never give up on their people. They do, however, invest their time wisely between those who are growing and productive and those who are not.”

Leaders Avoid Timewasters

TECHNOLOGY

“Technology can enhance leaders' work exponentially and save hours of time. It can also be an insidious time stealer.”

“Incorporating new technology is essential for organizations, but it is imperative leaders monitor the amount of time they spend investigating and experimenting with new products against the potential gains in time and efficiency.”

LACK OF PERSONNEL

“For a variety of reasons, some leaders prefer to type their own letters, make their own appointments, or arrange their own travel, even though an assistant could do these more efficiently. Effective leaders view every task in light of the question, Is this something someone else could do?”

IDLE CONVERSATION

“Idle conversation is an insidious time waster. It is also one of the most difficult to avoid because leaders do not want to leave the impression they are too busy to visit with their colleagues.”

“Leaders must find the balance between touching base with people and becoming engaged in prolonged, frivolous discussions.”

EXCESSIVE HOBBIES

“Hobbies can do double duty for leaders. If they enjoy golfing or jogging, they can invite a client or colleague to accompany them. Activities such as skiing, hiking, or camping are conducive to family outings combining relaxation and exercise with quality family time. The key is ensuring that doing one important thing doesn't inadvertently lead to neglecting another. If leaders have no hobbies or recreational interests, this means they have probably been working too hard and may not know how to relax.”

Disorganization

“Being disorganized can be the undoing of even the best-intentioned leader.”

“An effective record-keeping system is a must so leaders don't waste time searching for information they have misplaced. Effective leaders provide an agenda in advance for those attending their meeting so participants arrive fully prepared to maximize the time. Skilled leaders deal with administrative matters only once. They read and respond to correspondence once, take action, and file it away.”

“Too often ministers grow needlessly weary and discouraged under an administrative load when help is just around the corner. Many qualified people would gladly assist them if only the leader would enlist them. Administration is a significant ministry (Rom. 12:8; 1 Cor. 12:28). Leaders who are not proficient administrators need to find a competent administrator or seek training in administration themselves.”

“If leaders will do what it takes to get organized, they can enjoy productive and rewarding leadership tenures. When people organize their overstuffed closets and get rid of clutter, they are usually amazed at how much space they have for their clothes. Getting organized holds a similar advantage for leaders. Once they arrange their time into manageable blocks and eliminate the superfluous, they find they have enough time in the day to accomplish all God is leading them to do.”

Leaders Invest Their Surplus Time Wisely

“Wise leaders seize unexpected free moments for reading.”

“Sometimes catching an in-flight nap is the wisest thing to do because the leader needs to be fresh for an important meeting that evening. There will also be times when God prompts leaders to put down their book to share their faith with the person in the next seat. The objective is not to work constantly but to be intentional about the way you spend your time.”

Question to consider

- “List the three biggest time wasters in your life. Jot down ways you can protect your time against them.”
- “What are three ways you could reclaim pockets of wasted time in your schedule?”
- “What are ways technology could help you save time?”
- “How might you make better use of personnel to save time?”

Chapter Ten: Leadership and Change

1. "People are reluctant to make personal changes."
2. "People find it difficult to keep pace with change."
3. "People prefer the status quo."
4. "People naively hope things will get better."
5. "People do not see the need for change."
6. "People believe it is too difficult to mobilize their organization to change."

Implement Organizational Change

SEEK GOD'S DIRECTION

"An equally illegitimate motive is trying to build a legacy through enlarging and changing one's organization. When initiatives are launched to enhance the leader's reputation, career, or profits, people feel no obligation to embrace and support the leader's change efforts. Truly spiritual leaders are driven by God's agenda."

DISCERN THE ORGANIZATIONAL CULTURE

"Corporate culture is "the way we do things around here."

PROVIDE A CLEAR PICTURE OF THE DESIRED DESTINATION

"Kotter further suggests leaders should be able to effectively share the vision within five minutes."

"Wise leaders help their people understand what it will look like after the changes have been made."

CULTIVATE A SENSE OF URGENCY

"Whereas managers seek to relieve distress and to keep the existing machinery running smoothly by making small, incremental changes, leaders see the big picture and initiate uncomfortable periods of major change to ensure their organization continues to thrive in the future."

ENLIST ADVOCATES

"if key influencers in the organization are opposed to the initiative, leaders must first work to get those people on board before attempting to win over the people en masse. Too many times impassioned leaders have brought their careers to an abrupt end because they pushed changes on people who were unprepared to accept them."

"It's fine to reveal, or even trumpet, your core values, but be careful about telling the world the exact location of the hill you're willing to die on."

"John Kotter recommends leaders develop a "sufficiently powerful guiding coalition." If key leaders cannot be convinced of the need for change, the rank and file is unlikely to embrace it. Leaders want to avoid being a lone voice crying in the wilderness. Their credibility is always enhanced when respected colleagues stand with them and affirm the recommended actions."

“One reason American presidents such as Abraham Lincoln and Franklin Roosevelt are rated highly as leaders is because they never advanced beyond where they knew the majority of people would follow.”

PROVIDE SUPPORT

“First, leaders provide ongoing encouragement for the change effort.”

“Second, leaders tell stories that undergird the change.”

“Third, leaders equip the change efforts.”

“Fourth, leaders must also address naysayers.”

“Fifth, leaders reward those who produce change. When leaders fail to support those making the changes or when they use them as scapegoats when criticisms come, it will not be long before leaders discover no one is willing to make sacrifices on their behalf.”

FOLLOW THROUGH TO THE FINISH

“Many a needed change effort has been scuttled because the leader did not follow through until the end.”

Question to consider

“How is your track record of staying with it until the change has been fully implemented? What might you do to improve in this area?”

Chapter Eleven: Building Effective Teams

Leaders Develop a Dynamic Culture

"People are not your most important asset. The right people are."

"successful companies "hired attitude and trained aptitude."

"Breakthrough companies strive first to hire people of character and the performance tends to take care of itself."

"The key to interviewing potential staff is not to ask them what they would do but what they have done. Anyone can proclaim what they would do in a hypothetical situation, but the most reliable way to predict future behavior is to discover what applicants did in previous situations."

"those enlisting staff must seek to determine the aspirant's honesty. One way to discern this is to ask candidates to describe a time when they failed and what they did in response. If applicants cannot recall a previous failure, they are not being honest! By sharing a misstep, interviewees are demonstrating both honesty and humility, two important traits in new hires."

"The greatest liability for many organizations is careless recruitment. Simply hiring the best person available is not always wise. It may be more prudent to delay filling a position until the right person is discovered. Many a chagrined leader has discovered it is better to endure a vacancy than to impatiently hire the wrong candidate."

Leaders Maximize Diversity

"Christian organizations often mistake unity as the highest virtue. Yet if this means people are reluctant to raise questions or to challenge unproven assumptions, then organizations may maintain unity all the way to their ruin. Christian ministries have made enormous mistakes because no one wanted to appear divisive or negative when doing "the Lord's work." Yet unity is most evident when diverse people honestly and fearlessly share their concerns yet remain committed to their fellow team members and to the organizational goals."

DIVERSITY OF PERSPECTIVE

DIVERSITY OF SKILLS

"A team of highly skilled personnel is a wasted resource if members are not called on to leverage their unique talents for the good of the organization."

DIVERSITY IN KNOWLEDGE

"Leaders should enlist people who have expertise they lack themselves. If team members cannot tell their leaders something the leader doesn't already know, they are redundant."

Leaders Love Their People

"The leader is responsible for fostering a sense of community. To this end, Bossidy and Charan suggest leaders should spend at least 40 percent of their time with their people."

Leaders Maintain Focus

"Pat MacMillan argues: "The single most important ingredient in team success is a clear, common, compelling task. The power of a team flows out of each team member's alignment to its purpose." Teams struggle when they lose sight of their goal. It is the leader's responsibility to keep the team centered on its mission."

Teams can become so enmeshed in doing good things they spend insufficient time on essential tasks."
"Organizations, no matter how dynamic they initially are, can easily lapse into bureaucracies in which policies, procedures, and meetings dominate people's efforts more than accomplishing their fundamental purpose."

Leaders Foster Healthy Communication

Leaders Help Their People Grow

"Jim Collins advises that leaders assign their best people to the biggest opportunities, not the biggest problems."

"Managing your problems can only make you good, whereas building your opportunities is the only way to become great."

Questions to consider

- "What are you doing to enlist the best possible people to work with you?"
- "How frequently do you lose people from your staff or team? Have you analyzed the reasons people choose to leave working with you? If so, what did you discover?"
- "List three specific things you could do to enhance the quality of your team process."
- "How are you treating your best people? Have you given them challenging work? Are you helping them to grow and to develop new skills and knowledge?"
- "How often are your best people being offered executive positions in other organizations? Are you known for developing people into leaders?"

Chapter Twelve: The Leader's Pitfalls: What Disqualifies Leaders?

Pride

“Pride may be leaders' worst enemy, and it has caused the downfall of many. Pride is dangerous to unwary leaders because of its subversive nature.”

PRIDE DISORIENTS LEADERS

“Leaders can be tempted to monopolize the credit for their organization's success as they seek the limelight. The writer of Proverbs urged: “Let another praise you, and not your own mouth—a stranger, and not your own lips” (Prov. 27:2).”

“Pride is an offensive trait in secular leaders, but it is even more repugnant in spiritual leaders. Pride causes Christian leaders to take the credit not only for what their people have done but also for what God has accomplished in their midst. God does not share his glory with anyone (Isa. 42:8).”

“When spiritual leaders' organizations grow, pride can tempt them to credit their dynamic personality or their compelling vision or their marketing savvy. Thus they direct attention to themselves rather than to God. Political leaders must understand that presuming upon God's glory and sovereignty invites disaster.”

“When leaders continually cloak the successes of their organization in terms of what they have done, they are inviting God to humble them (Prov. 16:18). Leaders who fail to acknowledge God as the source of victory are leading people away from God and wrongfully causing their followers to misdirect their praise. Such leadership is contrary to biblical principles and will prove disastrous to churches, businesses, and ultimately to nations.”

PRIDE MAKES LEADERS UNTEACHABLE

“Pride closes minds. When leaders erroneously assume no one else could run their organization as well as they can and their pride convinces them they alone possess the qualities necessary for success, they become impervious to wise counsel.”

“If there is any quality common to all effective spiritual leaders, it is a teachable spirit. The book of Proverbs assures us, “The fear of the Lord is the beginning of knowledge”

PRIDE CAUSES SELF-SUFFICIENCY

“Spiritual leaders must be especially careful not to presume upon God's blessings. A proud disposition is the counterpole of an intimate walk with God.”

PRIDE LEADS TO A LOSS OF COMPASSION

“True leaders never lose sight of their responsibility to care for their followers.”

PRIDE MAKES LEADERS VULNERABLE

“Leaders who allow pride to grow unchecked will eventually lose much—their relationships, their credibility, and ultimately their leadership position. The writer of Proverbs sagely warns: “Pride comes

before destruction, and an arrogant spirit before a fall" (Prov. 16:18). Likewise, Scripture reveals: "God resists the proud, but gives grace to the humble" (James 4:6). Jesus cautioned: "Everyone who exalts himself will be humbled, but the one who humbles himself will be exalted" (Luke 18:14). Proud people have God as their opponent."

Sexual Sin

SAFEGUARD 1: LEADERS MAKE THEMSELVES ACCOUNTABLE

"Time after time disgraced leaders admit that although they were surrounded by people, they had no close friends with whom they were transparent."

SAFEGUARD 2: LEADERS HEED THEIR OWN COUNSEL

SAFEGUARD 3: LEADERS CONSIDER THE CONSEQUENCES

"Leaders carefully and regularly contemplate the consequences of committing sexual sin. They guard themselves from the attitude that they are exempt from the dangers that have derailed others. They reflect on the ugly reality of what their sin would do to their spouses, children, organizations, and how it would tarnish God's name. They remind themselves that one careless, selfish decision could cost them their job, reputation, friendships, and family, as well as severely damaging their relationship with God."

SAFEGUARD 4: LEADERS DEVELOP HEALTHY HABITS

"Leaders who cultivate a healthy marriage are less vulnerable to temptations. Some leaders who travel set up pictures of their spouse and children in their hotel room as a reminder of the loved ones they have waiting for them at home."

"We know of many people who make it their habit never to turn on the television in hotel rooms so they are not tempted by the pornography the hotel makes available."

SAFEGUARD 5: LEADERS MAINTAIN A HEALTHY, GROWING WALK WITH GOD

"Ultimately leaders are not the victims of sexual sin. They do not "fall" into sin. Rather, they reap what they sow (Gal. 6:7). Temptations will come, and leaders who neglect their relationship with God and fail to build protective habits into their lives will be vulnerable."

Cynicism

"If leaders always focus on their organization's problems and weaknesses, then their peoples' attention will invariably be drawn there too. When people concentrate on the negative, they lose the zeal and optimism required to overcome difficult challenges."

Greed

"Wise leaders do not allow themselves to be enslaved to money but instead use their money to glorify God."

Mental Laziness

“Today's problems are not generally solved through brute strength or large amounts of money but by creative, inspired thinking. Problem solving is an essential function of leadership; therefore leaders cannot afford to become intellectually stagnant. Good leaders never stop learning. They seek the company of wise people. They read books and articles that stretch their thinking. They read the biographies of great leaders and thinkers and not merely the popular, predigested books flooding the market. They find authors who challenge their presuppositions and who bring fresh insights to their field. Ask effective leaders what they are currently reading, and they will readily cite something fresh off the shelf.”

“Leaders are not only readers; they are thinkers. True leaders take time to process the events around them.”

“Leaders don't jump to conclusions. They process the facts and seek to determine the truth of their situation. When mature leaders receive praise or criticism, they do not accept or reject it out of hand; they contemplate what has been said so they continue to mature as leaders.”

“Moody moved to Northfield and refused to accept major speaking engagements until he studied enough to gain fresh, new insights from God's Word to share with people. He set a rigid schedule that included six hours of study every morning. Even after he commenced traveling again, Moody carried a small library with him. He was determined that despite the press of people and responsibilities upon his time, he could not afford to stop learning if he was to be an effective spiritual leader.”

“Billy Graham noted as one of his regrets that he was too often improperly prepared for his speaking assignments. He confessed, ‘I have failed many times and I would do many things differently. For one thing, I would speak less and study more.’”

Oversensitivity

“it is impossible for leaders to avoid being censured. If leaders take decisive action, they are critiqued for being too reactionary. If they cautiously refrain from responding, they are chastised for indecisiveness. Faced with the prospect of criticism regardless of what they do, leaders must make a choice. Either they stop leading, or they do what they know is right and trust God to vindicate them.”

“Jonathan Edwards was one of the most brilliant thinkers of eighteenth-century America. As pastor of the prestigious Congregational church in Northampton, he was a leading figure during the First Great Awakening. Edwards' prolific writings were studied all over the Western world. Religious leaders such as George Whitefield, the most famous preacher of that era, traveled great distances to meet with Edwards and to discuss theological matters. Yet even a man of Edwards' impressive credentials was not exempt from censure. When Edwards sought assurance that his congregants experienced genuine conversion, a group of discontented church members took exception. They initiated a slanderous campaign against him that ultimately led to his dismissal from the church he made famous. Edwards assumed a modest pastorate in the small frontier town of Stockbridge. One of the greatest theological minds and most devout pastors in American history was forced out of his church by the vehement criticism of malicious detractors.”

“True spiritual leaders know it is ultimately God's approval and not people's that matters most. When leaders know they have obeyed God, they set aside the desire to defend themselves. They find their security in God's affirmation.”

“The wisdom of a right decision will prove itself over time. Wise leaders let God prove the purity of their motives and the wisdom of their actions. Eventually Jonathan Edwards was exonerated before his critics.”

"Oswald Sanders concluded: ‘Often the crowd does not recognize a leader until he has gone and then they build a monument for him with the stones they threw at him in life.’”

“The difference between statesmen and politicians is clearly seen here. Statesmen do what is right, regardless of the consequences. Politicians do what is popular. Spiritual leaders should strive to be statesmen who are more interested in doing the right thing than in attracting peoples' accolades. Often the right thing to do is not the most popular, but spiritual statesmen do not allow detractors to deter them from God's will. Criticism has its most devastating effect upon the immature and the unsure. Leaders who clearly understand God's will do not waver when misguided or virulent opponents attempt to discourage them. Politicians may do what appeals to the majority, regardless of their private convictions. Statesmen take a stand for what is right though it costs them friends, supporters, and even their jobs. While leaders are always attempting to build consensus among followers, true spiritual leaders do not ultimately lead by consensus. A leader's decisions are not always based on a majority vote. Spiritual statesmen are not driven by what the majority think but by what God has said. True spiritual leaders fear God far more than they fear people (Prov. 1:7). Those who are motivated by a desire to avoid criticism are clearly unsuited for leadership. True spiritual leaders seek God's will, and then follow it unwaveringly.”

“Criticism will come and it will hurt, but it must not be allowed to derail leaders from God's call on their lives. Before yielding to the temptation to quit, leaders should revisit what they know God asked them to do. No amount of opposition or hardship or sacrifice is sufficient to cancel God's call. We have heard pastors say, "My family shouldn't have to put up with this!" Leaders must protect their families. But receiving criticism does not mean leaders are out of God's will. It may indicate the opposite. Jesus said, "A slave is not greater than his master.' If they persecuted Me, they will also persecute you" (John 15:20). Leaders, and those they love, are much safer being criticized for remaining in God's will than when they receive praise while living outside it. Spiritual leaders would do well to help their families learn how to deal with opposition. Leaders who readily forfeit their calling in response to resistance do not clearly know God's will. When leaders know they are doing what God has asked, no amount of animosity will move them to do anything else.”

Spiritual Lethargy

“There is no substitute for an unhurried time with God.”

Domestic Neglect

“Leaders must balance the responsibilities of their leadership role with their commitment to their families. Those who sacrifice their families may achieve great public success but suffer abysmal domestic failure.”

“After Mellon became fabulously wealthy, he asked a university professor whose position at the University of Pittsburgh he had endowed: "Duncan . . . are you happy at home?" to which Duncan replied: "Yes, Mr. Mellon . . . most happy." "Then you are a far richer man than I am," Mellon replied.”

Administrative Carelessness

“Too often leaders discover the hard way that conflicts, left unattended, can fester or eventually erupt in their face.”

“Capable leaders are known for their aggressive problem solving. Leadership positions are not for those who seek to avoid conflict at all costs. Insuperb leaders will avoid people they know are unhappy or upset. Competent leaders will face problems head on. Few people enjoy addressing conflict, but experienced leaders know a seemingly minor snag neglected today can unravel the morale of the entire organization tomorrow. It is always better to address problems immediately and to resolve issues quickly. Spiritual leaders do not pursue "conflict management;" they strive for conflict resolution. While healthy organizations encourage a diversity of personalities and ideas, organizational vitality will wane in an atmosphere of constant discord. Alert leaders are quick to facilitate conflict resolution between personnel so valuable energy and time are not squandered on divisive and distracting issues.”

“Anyone who has led knows it does not take many negative or divisive people to poison an organization's morale. Combative or arrogant people generally have track records that reveal their attitudes. Leaders who hire or enlist these kinds of people eventually come to regret it.”

Prolonged Position Holding

"It is better to leave them longing than loathing." Good public speakers know and follow this maxim.”

“The problem is that many leaders gradually come to see their identity as intrinsically linked to their position. They enjoy the respect and influence that comes with their position in their organization so they hesitate to yield their office to younger leaders, even when it becomes apparent a change is needed. Such leaders can become blinded to the reality they are no longer valuable contributors as they once were.”

“How does a leader know when the time has come for a changing of the guard? God will guide leaders who seek his wisdom in this regard.”

“When you find someone who could easily do your job, you must go to God and inquire if it is time for you to move on to your next assignment. Life is most fulfilling not when you are doing what others are waiting in line to do but when you are engaged in making your own unique contribution to society and God's kingdom.”

“Many aging leaders have lost the opportunity to advise the next generation because their criticism alienated their successors.”

“Dwight Eisenhower chose to allow his performance and reputation to determine what positions he achieved. His biographer commented that in becoming president Eisenhower did not seek office, "but he so successfully managed his private life that, more so than any other candidate in American history, save only George Washington, the Presidency sought him.””

Conclusion

“the most effective, efficient thing they can do for their organization is to maintain a close, vibrant relationship with God.”

Questions to consider

1. “What are two ways pride could harm your life? How are you safeguarding against it?”
2. “List four things you do to protect yourself against even the appearance of sexual sin.”
3. “Do you tend toward optimism or cynicism? What are two things you could do to guard yourself against a negative spirit?”

4. "How are you vulnerable to greed? If you do not struggle with greed, what is the evidence? Are you overly concerned with pay and compensation? How easily can you give away money and possessions?"
5. "What are three things you are doing to remain mentally sharp? List the last three books you read. Evaluate them based on value, depth, and insight. Based on your intellectual appetite, what are you filling your mind with?"
6. "Are you overly sensitive to criticism and disagreement? Do you harbor grudges against those who oppose you? Do you allow critics to rob you of your joy? Is your leadership driven by avoiding criticism or by doing the right thing? What is the evidence?"
7. "List three things you are doing to keep your spiritual life vibrant and fresh. For example, do you use various Scripture translations? Devotional books? Devotional practices?"
8. "How are you guarding your domestic life? Does your family get the benefit of your best thinking, energy, and creativity? What are two or three things you could do that would enhance your family life?"
9. "On a scale of 1 to 10, rate your current administrative performance. Is your organization executing its goals into reality? What might you do to ensure your organization accomplishes what it sets out to do in a timely manner?"
10. "How long have you been in your current leadership position? Are there any signs it is time for you to move on to another assignment? What is the clear evidence God is continuing to use your life effectively where you are? Would you be able to leave if God told you to?"

Chapter Thirteen: The Leader's Rewards

“Positional influence, unlike character and spiritual influence, is transitory because when the position ends, so does the influence.”

The Reward of Heaven

“At the end of his life, the apostle Paul said, “I have fought the good fight, I have finished the race, I have kept the faith. Henceforth there is laid up for me the crown of righteousness, which the Lord, the righteous judge, will award to me on that day, and not only to me but also to all who have loved his appearing” (2 Tim. 4:7-8). Paul’s words epitomize the highest reward spiritual leaders can attain: to receive GOD’s affirmation and the satisfaction of fulfilling their high calling.”

GOD’S AFFIRMATION

FULFILLING YOUR DIVINE CALLING

“God calls some people to serve him in leadership roles (Eph. 4:11). For those people to do anything else would be to accept less than God's best for their life.”

The Rewards of Relationships

FAMILIES

“The arena of leaders' greatest accomplishments ought to be their homes. After they have resigned from their formal leadership position, their families will remain. They should therefore be as purposeful in leading their loved ones as they are diligent in guiding their staff. If they are zealous in solving problems at work, they are even more earnest in problem solving at home. If they are known for their courteous and upbeat attitude at work, they are even more thoughtful with their family. If they are respectful of their coworkers, they go to even greater lengths to honor their spouse and children. Leaders who are consistently loving, patient, and kind whether at home or at work prove they are genuine spiritual leaders. Leaders can accomplish marvelous feats in the public eye and be praised as heroes. But the real champions are those who go home at day's end to a family who loves and respects them.”

“Long after a task is done or a project is finished or even a career has ended, the leader's family will continue to provide a deep source of fulfillment.”

COLLEAGUES

"A managerial myth says we can't get too close to our associates. We can't be friends with people at work. Well, set this myth aside."

“When leaders invest themselves in the lives of those they work with, they leave a trail of grateful friends in their wake. Such leaders can return to former workplaces and find friends who still appreciate the contribution they made to their lives.”

“people remember you for what you did for them, not for yourself.”

FRIENDS

"Leaders inevitably make friends among their colleagues because that is who they spend the bulk of their time with. However, healthy leaders will also cultivate friendships outside their work life."

Legacy

FAMILY

LIFE WORK

"There is no greater experience for leaders than rejoicing with those who have matured in their faith as a result of their leader's faithfulness. Paul described the church he established in Philippi as his joy and his crown (Phil. 4:1)."

"Nothing is made without men; nothing lasts without institutions."

"Leaders may exhaust themselves seeking to make an impact on society. However, those who invest in institutions can exert a continuing impact that extends long past their lifetime."

CONTRIBUTIONS TO A SUCCESSOR

"It's no coincidence great spiritual leaders follow in the footsteps of outstanding spiritual leaders. Joshua succeeded the revered Moses and even surpassed his accomplishments. Elisha not only followed the mighty Elijah as prophet; he was given a double portion of Elijah's spirit (2 Kings 2:9–10). Jesus made this incredible statement to his disciples: "I assure you: The one who believes in Me will also do the works that I do. And he will do even greater works than these, because I am going to the Father" (John 14:12)."

KINGDOM OF GOD

Conclusion

"If you have grown discouraged in your leadership role, take heart! God sees your sacrifice. He knows your pain. Even though people may never know all you did on their behalf, God does, and his reward is with him (Isa. 40:10)."

Questions to consider

- List three relationships that have blessed your life as a leader. Have you viewed these as a "reward"?
- List three things your leadership has accomplished that may outlast your life. How does that make you feel?

