

# **SUCCESSFUL LEADERSHIP & MANAGEMENT**

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Leadership 4-12.doc

This is a revision of the previous 5-01 version. Other than the “introduction” almost all of the revision was to put the material in a better outline format.

A sample test was added to the end of the material on 7-10. No other changes were made.

In April of 2012 the sample test was removed and incorporated into the sample test file for all subjects. **No changes were made to the actual material.**

**I. INTRODUCTION:** This is a class that deals more with the responsibilities of management than that of leadership. However, as these talents and gifts often overlap we will take a brief look at the difference between leadership and management.

## **II. WHAT IS LEADERSHIP?**

### **A. LEADERSHIP INVOLVES VISION AND PLANNING FOR THE FUTURE:**

Leaders possess the ability to communicate a vision for the future. Additionally, leaders involve themselves in the planning process that establishes the steps necessary to bring the vision into reality. To begin developing a plan we must have a vision or picture of the end goal.

The Bible begins with the book of Genesis, which means “beginnings,” and ends with the book of Revelation, which is a picture of God’s ultimate goal for His children. In between these two books are the steps and details of the plan of God as it leads us to His ultimate goal.

A wise leader will begin with a vision or picture of the goal or end result in mind. Doing so enables him to maintain his course without being sidetracked by fruitless distractions.

Once we have a beginning and ending point we can set a course to the achievement of our goal. Later in our course, we will look at the planning process. Having a plan helps us to measure our progress, and determine if we are on course. Taking time to examine where we are in our process helps us to make sure we are expending our effort where it will have a positive result. People who fail to do this may find themselves expending great effort that is totally unproductive to the achievement of their goal. It would be like climbing a tall ladder only to find out it is leaning against the wrong wall. Good leaders will be able to see the road that leads to our goal, and how that goal fits into the overall scheme. In other words, leaders generally are focused on the “big picture” more than the fine details that are the focus of management.

## **B. GODLY LEADERS SEEK GOD’S GUIDANCE & DIRECTION**

The Bible gives many examples of men who followed their own desires, leading ultimately to their destruction. However, it also records the lives of men who did not rely on their own wisdom, but prayerfully sought God’s purpose and plan for their lives. Such men often dreamed dreams, had visions, heard God speak to them, or followed the leading of His Spirit. Those who sensed and followed God’s leading became the heroes of our faith. God is still speaking to those who have ears to hear. A Godly leader will not rely on his own wisdom, but will continually seek God’s guidance and direction.

To look at this in another light, consider the man who spends his whole life pursuing his own desire, and then upon his death finds himself giving account of his life before our Heavenly Father, only to find out that he wasted his life pursuing a goal that was never God’s will for his life. The lesson is that a wise man will seek God’s will for his life, and apply his effort toward those things that have eternal value.

**C. HOW DOES A LEADER BRING HIS VISION INTO REALITY?**

**1. THE TWO-STAGE PROCESS OF BRINGING VISION INTO REALITY**

Bringing vision into reality is a two-stage process.

**a. The first stage is communicating the “vision”**

(1) Later in our study we will examine the fundamentals of effective communication. A leader must be able to communicate his vision in such a manner that it is understandable to those who will eventually be responsible for the details that bring that vision into reality.

(2) “Vision” as it relates to leadership, involves seeing what others may not be able to see, at least in the beginning. Thus in communicating the vision the leader must be able to break the vision down into parts that are easily defined so that others can grasp how to bring the vision into reality.

**b. The second stage involves the work of “bringing vision into physical reality.”**

(1) In this stage a leader must identify individuals with management and skills that are required to fulfill the vision.

(2) Generally, leaders want to oversee and bring direction to the overall process—therefore, they need qualified individuals who will focus on the individual objectives, and details that will bring the vision into reality.

### **III. HOW DO THE DIFFERING GIFTS AND TALENTS OF LEADERSHIP, MANAGEMENT, AND HELPS FIT TOGETHER TO MAKE THE WHOLE?**

It is interesting to realize that God has placed people with different gifts and talents in the “body of Christ”:

- A. Some individuals are gifted with “vision” (a leadership quality—the ability to see beyond the present),**
- B. Others are gifted with “administrative talents” (a management quality—those who are able to bring together the parts that make the vision of others a reality),**
- C. There are those who have the gift of “helps” (those to whom God has given special talents enabling them to accomplish the work that is needed).**
- D. One gift is not superior to another.**
  - 1. Just as every member of our physical body fits together to make the whole, God made each of us to fit into His body on earth. As a Christian I am a “member of the body of Christ,” and as part of His body I have a responsibility to fulfill.** Like our human body there are many parts, with various gifts and functions, but each part is important to the whole. Each of us must seek to understand our special gifts and talents, and how they relate or function as a member of the body of Christ.

**1 Cor 12:14-27 For the body is not one member, but many. 12:15 If the foot shall say, Because I am not the hand, I am not of the body; is it therefore not of the body? 12:16 And if the ear shall say, Because I am not the eye, I am not of the body; is it therefore not of the body? 12:17 If the whole body were an eye, where were the hearing? If the whole were hearing, where were the smelling? 12:18 But now hath God set the members every one of them in the body, as it hath pleased him. 12:19 And if they were all one member, where were the body? 12:20 But now are they many members, yet but one body. 12:21 And the eye cannot say unto the hand, I have no need of thee: nor again the head to**

**the feet, I have no need of you. 12:22 Nay, much more those members of the body, which seem to be more feeble, are necessary: 12:23 And those members of the body, which we think to be less honourable, upon these we bestow more abundant honour; and our uncomely parts have more abundant comeliness. 12:24 For our comely parts have no need: but God hath tempered the body together, having given more abundant honour to that part which lacked: 12:25 That there should be no schism in the body; but that the members should have the same care one for another. 12:26 And whether one member suffer, all the members suffer with it; or one member be honoured, all the members rejoice with it. 12:27 Now ye are the body of Christ, and members in particular.**

2. If we are not aware of our own strengths and weaknesses, our gifts and talents, we may be relying on or empowering others to determine our place in life. Instead of personally determining the direction God has for me, I may by my inaction give others the authority to direct my life. However, when I understand how my gifts and talents were meant to function in the body of Christ, then I am better able to determine those things which I should be involved in if I am to fulfill God's purpose for my life.
3. We should also realize that with understanding comes responsibility. Thus it is important for each of us to accept responsibility for our own lives, instead of blaming others when things don't go as we wish. Whether we are gifted visionaries or the hands that do the work, we can seek God's will in our lives, and gain an understanding of His purpose and plan for our lives. By doing so we are empowered to lead a responsible and productive life as a part of God's eternal plan.

#### **IV. HOW DO LEADERSHIP, MANAGEMENT, AND HELPS REALTE TO EACH OTHER?**

- A. These offices are quite different in their function. As I have already stated leaders are generally those with vision, and the

ability to communicate their vision for the future. They are concerned with where we should be headed, and making sure we are **doing the right things** to get there.

- B. Those with administrative or management gifts are more concerned with the steps that are required to get us to where we are headed, and making sure we **do things in the right way**.
- C. Before the administrator, manager, or helper can implement the steps needed to accomplish the goal, they must know what the goal is. Thus **leadership is primary, it must come first**. If there is no sense of direction it will not matter how much effort we put forth. Effort that has no understanding of the greater vision is often wasted.
- D. **Leadership, management, and helps** must work together to accomplish the goal. It is important for each to realize their strengths and limitations. Each gift has its place, but if we try to be what we are not, it will only lead to confusion, frustration, and defeat. Thus each person needs to realize and accept his gifts, and work in cooperation not competition with others.

**I Cor. 12:17-18 If the whole body were an eye, where were the hearing? If the whole were hearing, where were the smelling? 12:18 But now hath God set the members every one of them in the body, as it hath pleased him.**

**V. HOW DO “PERSONALITY” AND “PAST INFLUENCES” AFFECT THE ABILITY TO WORK TOGETHER TO ACCOMPLISH THE GOAL?**

- A. **OUR PAST MAY BE REFLECTED IN HOW WE RELATE TO ONE ANOTHER AND THE WORLD AROUND US.**

Whether we are a leader, manager, or helper in the body of Christ we can help ourselves by developing an understanding of the attitudes, values, priorities, and thinking that have shaped our lives to this date.

The environment in which we are raised and the influences in our lives have helped to shape or color the way we see the world around us. Therefore, it is important for us to understand that when we share our views on a subject our comments will to some degree be colored by those past influences and experiences that have shaped the way we see our world.

**[To illustrate this point** take a plain white sheet of paper and in the middle of the sheet draw a small round dot about the size of a small coin. Then hold the sheet up and ask the audience to share what they see. Some responses may be:

- A black dot
- A round circle
- A piece of paper with a dot
- A piece of white paper with a blue dot
- A man holding a piece of paper with a dot in the middle

The idea is that different people will see different things though they are all looking at exactly the same object. Truth is not always defined in common terms. When I describe something that I see, in one sense I am describing myself. I am explaining the world as I see it, from my subjective (personal) point of view. That does not necessarily make my description wrong, but it may be different from another's perception.

- B.** Though our past is important to our understanding of the attitudes and values that help to shape my behavior, it is also important to realize that we are not determined by our past. As we shall discuss later, we have the ability to change and choose different ways of behaving. Having some understanding of the environment that has helped to shape the thinking of others is a valuable tool for both leadership and management as they work together. Such understanding can

help anyone to present their thoughts in a way that is more easily understood by those with whom they are seeking to communicate.

## **VI. HOW DO WE DEFINE SUCCESSFUL LEADERSHIP? LIVING BY AN ETHICAL VALUE SYSTEM**

- A. How we define success may be the result of the ethical value system that under-girds our way of thinking.** That value system is reflected in how we view the world in which we live. It also shapes our view of success and how it is achieved. Therefore, if I am to be a successful leader, I need a clear understanding of the biblical concept of success and how it is achieved.
- B. One measure of a successful leader can be determined by the values that are expressed in his leadership.** Biblical values such as humility, honesty, bravery, and diligence in work, modesty, fidelity, honoring the Ten Commandments, and following the Golden Rule define what has been called the **“Character Ethic.”**
- C. In his book, “The 7 Habits of Highly Effective People”** published by Simon & Schuster, copyright 1989, Dr. Stephen Covey states that some people define success in terms of “... public image, of attitudes and behaviors, skills and techniques, which enhance human interaction,” referred to as the **“Personality Ethic.”** In other words those who follow the “Personality Ethic” style of leadership are more concerned with surface relationships, and employing methods of manipulation and influence over others to achieve their goals.



- D. Many of concepts and techniques promoted within the “Personality Ethic” are seemingly effective, and may lead to a form of success in the eyes of some people.** However, there is no lasting strength within the Personality Ethic to maintain success. One cannot continue to be successful by the manipulation and miss-use of others when the very foundation of his character is flawed by a corrupt value system.
- E. Those who have a strong Character Ethic know the value of building relationships instead of exploiting them.** There is strength within the Character Ethic that encourages strong values and partnership, rather than self-centeredness and exploitation.
- F. Each of us has a value system through which we interpret everything we experience.** We seldom take time to question its accuracy or even to realize that our value system may be very different than that of others. As Dr. Covey points out, “We simply assume that the way we see things is the way they really are or the way they should be. Our attitudes and behaviors grow out of those assumptions. The way we see things is the source of the way we think and the way we act.”
- G. As leaders within the Body of Christ, we want to build relationships not exploit them.** Success, for the Christian leader, must be found in the expression of those values that are part of the “Character Ethic” taught in God’s word. If we find ourselves clinging to the unhealthy values of the Personality Ethic, we must be willing to seek God’s help in changing our value system.
- H. Changing outward behavior does very little good in the long run if we fail to change the attitudes and thinking from which those behaviors flow.** In other words, no amount of cover-up on the outside will keep the weaknesses of the inside from eventually showing through. If we want to change the value system which influences how we see and interact with the world around us, it must come as a result of a change within the inner man. In other words, **lasting change comes**

**from the inside out.** Our understanding and way of thinking must change if our behavior is to have lasting change.

[**To illustrate:** Have you ever considered how the huge circus elephant remains secured in his place when he is only attached to a small stake in the ground by a short rope that he could easily pull out of the ground, if he only made the slightest effort? This is the result of conditioning when he was but a baby elephant. As a baby he was attached to a secure stake and heavy rope that he could not remove no matter how hard he tried. After a time of being conditioned to believe that he would never be able to free himself he resigned himself to the security of the rope and stake. Now as a grown elephant he could easily remove the stake from the ground, but his past as fooled him into believing it is impossible. Thus he never tries what he has come to believe is impossible.]

- I. **We can see how wrong thinking from our past can destroy our ability to be good leaders.** As we examine and seek change in our way of thinking, our inner being will change. As our inner man changes those values through which we see the world, so will our outward response to the situations and circumstances in life. In other words, as we instill the Christ-like values and principles of the “Character Ethic” into our lives we will become successful Christians, leaders, managers, and helpers.

## **VII. SUCCESSFUL LEADERSHIP REST ON PRINCIPLES THAT HAVE OBJECTIVE REALITY**

Truth (as seen in the story of the elephant) is not always contained in our subjective way of seeing things though it may seem so to us at the time. We must remember that our view is “**Subjective Reality**” based on personal perception, feelings, and limited understanding of the situation. Realizing then our frailty as humans, can we find a way to make sure our perception is more “**objective (based on absolute truth)?**” Here “**Objective Reality**” refers to seeing our world as it truly is?

- A. **We need the ability to measure our subjective perception against truth that is unchanging.** When we choose to live by

the Principles of God's Word we can examine our subjective thinking against God's unchanging truth. These principles are inherent within the values of the "Character Ethic", and the Word of God. They are like the laws of nature that cannot be broken.

1. For example the "law of gravity" says that whatever goes up must come down. This is due to the constant pull of the earth's gravitational core. Though man may alter this principle for a brief period, gravity will eventually have its way. Man is foolish to come against this law or disregard it, as doing so will only work against him.
2. Principles are like this. If we determine to live by sound biblical principles, they can bring strength to our daily lives. We must choose to be guided by those principles that are unchanging, and of eternal consequence. Such is the nature of God's word. It contains absolute principles that we can choose to live by.
3. Keep in mind that the extent to which our "subjective reality" accurately describes a situation in life does not change its reality. In other words, "principles" are not changed by my subjective way of looking at life. Principles have "objective reality" in that they are constant, unchanging, and are not altered in any way by our perception. They are absolute! That is why they are so important to leadership and management. They can point the way for us when our individual perception is unclear.
4. Another important understanding is that "**fact**" and "**truth**" are **NOT ALWAYS THE SAME**. God's truth will over ride fact. For example, the **fact** of the death of Christ on the cross would seem to indicate that His life was over. When He stopped breathing, and His body

stopped functioning, the facts said that He was dead and would live no more. When He was placed in the tomb and the bolder rolled over the opening, and the seal placed on the stone, the facts said He was never going to be seen again. But the truth of God said He would rise again from that very tomb, which He did. God's truth overcame the facts as man had believed them to be. Truth from God's perspective is not subject to facts as man believes them.

**B. How do we achieve a life lived by principle?**

1. To live a life based on principle requires that we examine ourselves to see what values, attitudes, and ways of thinking are presently defining our behavior and definition of success.
2. Secondly, we must determine to cooperate with the working of the Holy Spirit within to correct the flaws within our value system. This will lead to new principles, and a new perspective of what is of real value in life. True change comes only by the work of the Holy Spirit within us as we cooperate with Him. We are incapable of making lasting character change by ourselves.

**Matt.6:27 Which of you by taking thought can add one cubit unto his stature?**

True character change takes place within the inner person as we invite the Holy Spirit to conform us into the image of Christ. Only when the inner person has been transformed can there be lasting outward character change. Character is not built or changed overnight. Character development is a process.

3. Thirdly, we must begin to act on the principles of the "Character Ethic" revealed in God's word. Taking a proactive approach to life means **we respond** to the

leading of the Holy Spirit in our lives. We take action determining, with God's guidance, the course of our lives, rather than allowing outside influences to determine our future for us.

## VIII. SUCCESSFUL LEADERSHIP INVOLVES ACCEPTING RESPONSIBILITY

- A. **We have discussed the role our past plays in shaping how we view the world around us.** Though our environment plays an important role in our lives, to say that we are determined by it, that we have no control over those influences makes us slaves to our past. Such thinking places the nature of man in the same category of Pavlov's experiments with dogs. His basic premise was that we are conditioned to respond in a particular way to a particular stimulus. In his experiments he rang a bell every time it was time to feed the dogs. After a time of conditioning, he could ring the bell without presenting food and the dogs would salivate as if they were eating. This conditioning is much like the example of the elephant we discussed earlier.
- B. **However, one of the facts that separate the nature of man from that of animals is our freedom to choose.** As Dr. Covey states, **"Between stimulus and response, man has the freedom to choose."** In other words, when faced with a situation or stimulus we have the ability to choose a course of action. A proactive person will take action and accept responsibility for his actions. We have **RESPONSE ABILITY**, the ability to choose a response. How we conduct our lives is therefore a result of the decisions we choose to make based on the principles we have determined to guide our lives, and not a result of our past conditioning. Once we embrace this understanding, we can begin to effect change in our lives by making decisions that are in response to the guidance of the Holy Spirit and truth of God's Word.

**The decisions we make today will effect who we are in the future. This principle can be seen in the teaching of Christ concerning what we treasure today.**

**Mat. 6: 21 For where your treasure is, there will your heart be also.**

For where our treasure is (present tense), is where our heart will be (future tense). **In other words, what we practice today will affect our future.** If today, we choose to begin making decisions based on what God's word instructs, before long our heart will be inclined to do exactly that.

**It is important for us to realize as Dr. Covey states, "It is not what happens to us, but our response to what happens to us that can hurt us.** Of course, things can hurt us physically, or economically, and cause sorrow. But our character, our basic identity, does not have to be hurt." This understanding must have been realized by the biblical character of **Joseph** who was wise in his response to obstacles in his life. No matter what obstacle came against him, **he chose his response based on those Godly principles,** which guided his life.

- C. Remember, the proactive approach (taking responsible action) involves our cooperation with the Holy Spirit to change the inner man.** When the inner man is changed what comes out of the man will change.

Joseph concentrated on what he should be, instead of how others were. Within a short period of time he was running Potiphar's house. Even when Potiphar's wife presented Joseph with a difficult situation he continued to accept personal responsibility for his actions, and chose the Godly response to his situation. Before long he was in charge of the prison, and then the nation of Egypt being second only to Pharaoh, and over both Potiphar and his wife.

- D. Proactive people must realize that, being free to choose our course of action also determines a consequence of that choice.** Sometimes the consequence is not what we desire or expect, as was frequently the case with Joseph (even though his choices were correct). Remember, the world will not always respond with gratitude even if we do the right thing. In those instances we must stand in our conviction that we have done the will of God, and commit the result to Him.
- E. As we are human there will be times when we make a wrong choice,** and are likely to face a negative consequence. In such times, a proactive person will take responsibility for his mistake, ask forgiveness, submit to the leading of the Holy Spirit, and learn from our mistake.

## **IX. SUCCESSFUL LEADERS PLAN FOR THE FUTURE—A PERSONAL LIFE PLAN**

We have discussed the necessity to take responsibility for ourselves before God, and to seek the working of the Holy Spirit in bringing lasting change into our lives. We have also examined the importance of taking ownership (responsibility) for our situation in life instead of passing that responsibility onto our past or some other person or entity. We began our study with understanding the importance of vision and planning. With this in mind, I want to encourage you to develop a personal life plan or life mission statement. This will serve as a measuring point from which you can evaluate the use of your talents, energy, finances, and actions.

In your personal life plan you're striving to develop a statement of principle from which you can make sound responsible decisions in the midst of the circumstances and emotions that affect our everyday lives. These principles should reflect the character ethic you wish to reflect in your testimony before God and your fellowman. This core belief system that you are about to outline can be an anchor that holds you in place when facing the storms of life.

## **A. AT THE CORE:**

At the very core of who we are lies our frame of reference, the lens through which we view the world around us. This frame of reference or value system affects every aspect of our life, and is the core of our belief system. As you can see in the following examples (paraphrased here) from Dr. Covey's book, our core value system will impact our behavior. If our values are centered or focused on the wrong things, it will hinder us from achieving a well-balanced and productive life.

In the following examples, we examine some possible core values we may have chosen to guide our lives, and the problems associated with each one:

- 1. A FOCUS ON MARRIAGE RELATIONSHIP:** A spouse-centered relationship will eventually yield a strong emotional dependency. That dependency will translate into a vulnerability to anything that infringes on that relationship---a new child, in-laws, job change, and so on. Conflict results when the person on whom we are dependent does not respond to us, as we want. When we are in conflict with the person upon whom we depend, both our sense of need and the level of conflict are compounded. Thus our vulnerability leads us to protect ourselves looking for our spouse to initiate love, and when that does not happen, it confirms our negative thinking about them.

In other words, under this scenario when our spouse does not respond as we wish, we feel validated in our accusations toward them. This devaluation of our spouse may wrongly lead to a sense of superiority within us.



Thus if our core value system is focused on our marriage relationship it will soon become flawed and unstable.

2. **A FOCUS ON WORK:** When a person's core value is focused on his work he sees himself as his work describes him. I'm a lawyer or a teacher for example. Such people pour themselves into their work becoming what is commonly referred to as "workaholics" leaving little time for relationships or involvements outside the work place. Their life is their work. This is a flawed system as there is no room for interpersonal relationships or value outside of our work relationship. If my position is not esteemed as high then my personal value may be thought as of little importance.
  
3. **A FOCUS ON POSSESSIONS:** When a person's life is focused on their possessions they will expend great amounts of energy protecting what they possess, worrying about its potential loss, and whether or not the acquisition of more possessions is necessary to maintain or improve their standing in society. They are constantly measuring their sense of self-worth in light of their possessions. When in the presence of someone with greater possessions they feel inferior, and they will feel superior when in the presence of someone with lesser possessions. This is not the way we should measure the value of ourselves. Our sense of self-worth is not dependent on anything this life on earth has to offer.

Other centers of focus might include: Money, Pleasure, or Self.

- B. **THE GOAL:** Our goal in this exercise should be to establish a core belief system, which is focused on those principles we believe, would encourage the character of Christ-likeness. Remember these principles don't change. Principles are bigger than people or circumstances and are not subject to

either. They allow us to stand outside of a possible misguided emotional response to a situation and circumstance. They enable us to choose a responsible course of action based on the principles within the belief system we have chosen.

- C. Composing a “personal life plan”** is one way to help keep us in line with the principles of the belief system we have chosen. It can be a valuable tool in measuring whether our daily actions are in accord with our ethical value system. Our life plan is our expression of what we want to be, the testimony we wish to leave behind.

One method for writing a personal life plan is to do so in terms of roles and goals. In this form one begins by identifying various roles you play, and then thinking the long-term goals you want to accomplish in each of those roles. Your goals should reflect those unchanging principles you wish to live by. Some possible roles you may wish to include might be:

- 1. As a servant of God and others**
- 2. As a husband or wife**
- 3. As a father, brother, or son**
- 4. As a fellow worker**
- 5. As a neighbor**
- 6. As a friend**
- 7. As a responsible citizen**
- 8. In the area of financial dealings**
- 9. There are many others you may wish to include**

Once you have decided on each role (knowing you can add future roles when they become apparent to you), begin to establish the core principles you wish to base your actions on in each area. Ask the Holy Spirit to help you set some short and long-term goals in each area. I would encourage you to take as long as is needed to prayerfully think through this process writing your thoughts as you go. A little extra effort here may provide a valuable harvest in the future.

Finally, you should establish regular times to review and update your life plan. New areas of responsibility may emerge that involve our need to examine how they fit into God's plan for our lives, and those principles that form our core values.

**Successful leadership is not an accident; it involves reliance on God, an understanding of who we are, vision, wise planning, and implementation of a course of action.**

The remaining material in this class is from “**Management : A Biblical Approach,**” by Myron Rush copyright 1983, and published by Victor Books a part of Cook Communications Ministries.

## **X. A BIBLICAL APPROACH TO MANAGEMENT**

### **D. A definition of Management**

- 1.** Most pastors feel equipped for spiritual leadership, but not as prepared for the needs of organizational management.
  
- 2.** Christian organizations must begin giving more attention to management and leadership training because without effective management, no organization can carry on its

most productive work.

3. Most Christian organizations received their management philosophy from the secular business world; principles that are both humanistic and materialistic.
4. **Management is usually defined as: GETTING WORK DONE THROUGH OTHERS.** This appeals to the natural man as it gives managers the “right” to control and exploit those under them.
5. Note the sharp contrast between the philosophy of the world and that of the “Character Ethic” which does not exploit others but rather serves others thus empowering them to succeed. We see this contrast illustrated in Jesus’ dealing with the wife of Zebedee and her sons, James and John.

**Matthew 20:20-28** Then came to him the mother of Zebedee’s children with her sons, worshipping him, and desiring a certain thing of him. 20:21 and he said unto her, What wilt thou? She saith unto him, Grant that these my two sons may sit the one on thy right hand, and the other on the left, in thy kingdom. 20:22 But Jesus answered and said, Ye know not what ye ask. Are ye able to drink of the cup that I shall drink of, and to be baptized with the baptism that I am baptized with? They say unto him, We are able. 20:23 And he saith unto them, Ye shall drink indeed of my cup, and be baptized with the baptism that I am baptized with: but to sit on my right hand, and on my left, is not mine to give, but it shall be given to them for whom it is prepared of my Father. 20:24 And when the ten heard it, they were moved with indignation against the two brethren. 20:25 But Jesus called them unto him, and said, **Ye know that the princes of the Gentiles exercise dominion over them, and they that are great**

**exercise authority upon them. 20:26 But it shall not be so among you: but whosoever will be great among you, let him be your minister; 20:27 And whosoever will be chief among you, let him be your servant: 20:28** Even as the Son of man came not to be ministered unto, but to minister, and to give his life a ransom for many.

6. We can see from the preceding example that a secular system of management would most often use its authority and power to **“lord it over”** those under them. However, a better approach as a Christian manager is to serve those under him by helping them to reach their maximum effectiveness. In fact the higher up in the organization a person goes the greater is his responsibility to serve those under him (like a slave to a master).

King Rehoboam, who ignored God’s approach to management once asked an elder statesman how he should lead the nation. The elder’s response was:

**1 Kings 12:7 And they spake unto him, saying, If thou wilt be a servant unto this people this day, and wilt serve them, and answer them, and speak good words to them, then they will be thy servants for ever.**

7. The world’s approach to management creates relationship problems, poor productivity, dis-contentment, frustration, and negative attitudes toward management. A better approach is to use authority to serve people not to control them.

- E. The biblical approach to management can be defined as:  
**MEETING THE NEEDS OF PEOPLE AS THEY WORK AT ACCOMPLISHING THEIR TASKS.**

**Philippians 2:5-7** Let this mind be in you, which was also in Christ Jesus: 2:6 Who, being in the form of God, thought it not robbery to be equal with God: 2:7 But **made himself of no reputation, and took upon him the form of a servant, and was made in the likeness of men:**

- F. A good manager will do several things well. Four key things are:**
1. He will identify the concerns of his superiors and find a way to put them to rest.
  2. He will find a way to accomplish what needs to be done despite the obstacles.
  3. He will see that those working under his supervision have what they need to accomplish their task.
  4. He will delegate both defined responsibility and authority with accountability.
- G.** Instead of having the attitude that says, “since I have worked myself to the top of the organization, I am the one to be served;” we must understand that we have only earned the responsibility and opportunity to be of greater service to more people.

## **X. KEY INGREDIENTS OF A SUCCESSFUL ORGANIZATION**

- A. The account of the Tower of Babel yields four key ingredients needed to develop a successful Christian organization:**
1. Commitment to work on a goal (vs.3-4)
  2. Unity among the people (vs. 6)
  3. An effective communication system (vs. 1 & 6)
  4. Doing the will of God (vs. 7-9 show they were not)

**Genesis 11:1-9 and the whole earth was of one language, and of one speech. 11:2 and it came to**

pass, as they journeyed from the east, that they found a plain in the land of Shinar; and they dwelt there. 11:3 And they said one to another, Go to, let us make brick, and burn them thoroughly. And they had brick for stone, and slime had they for mortar. 11:4 And they said, Go to, let us build us a city and a tower, whose top may reach unto heaven; and let us make us a name, lest we be scattered abroad upon the face of the whole earth. 11:5 And the LORD came down to see the city and the tower, which the children of men builded. 11:6 And the LORD said, Behold, the people are one, and they have all one language; and this they begin to do: and now nothing will be restrained from them, which they have imagined to do. 11:7 Go to, let us go down, and there confound their language, that they may not understand one another's speech. 11:8 So the LORD scattered them abroad from thence upon the face of all the earth: and they left off to build the city. 11:9 Therefore is the name of it called Babel; because the LORD did there confound the language of all the earth: and from thence did the LORD scatter them abroad upon the face of all the earth.

- B.** The lesson of this story shows the power that was generated when the people were committed to work together on a goal, where there was tremendous unity, and effective communication.

Note that the way God shut down their project was to confuse their communication. Once their communication broke down, their commitment to the project and group unity was destroyed and the project failed.

## **XI. YOUR MOST VALUABLE RESOURCE**

**A. “People” are an organization’s most valuable resource.**  
Yet in most organizations their value is frequently overlooked.

1. Most managers spend the bulk of their time managing “things” and frequently ignore the existence of “ideas”. What most managers fail to realize is that most every “thing” began as an “idea” in someone’s mind. In fact what an organization will be often depends on how well we manage people’s ideas today.
2. When a manager only views people as “things” used to get work done he is neglecting one of his most valuable “idea” resources. Management need not be the only source of ideas.
3. Over 4000 years ago God recognized the creative potential in man.

**Genesis 11:6 And the LORD said, Behold, the people are one, and they have all one language; and this they begin to do: and now nothing will be restrained from them, which they have imagined to do.**

4. As we learned from the story, when we learn to function in unity, where communication is effective, nothing will be withheld from us that we imagine to do. The key here is open communication between management and those working under management. We can see from the parable of the talents that God expects us to be creative and use our talents wisely. Secondly, we can see that when an individual makes a contribution, his effort should be recognized and rewarded.

**B. A good manager will provide opportunities for people to use their creativity to improve on the present situation**



**within an organization.** Remember that much of a person's sense of self-worth comes from his need to feel he has made a significant contribution. If we fail to use the creativity of our people we will not only lose that creativity, but most likely will eventually lose the people.

## **XII. A PRODUCTIVE WORK ENVIRONMENT**

### **A. The manager creates the work environment**

As it says in James we must be doers of the word not just hearers. **James 1:22 But be ye doers of the word, and not hearers only, deceiving your own selves.** There is very little value in the development of a biblical philosophy of management if it is never put into action.

1. One responsibility of a manager is the condition of the work environment. That environment is often determined by the manager's:
  - ◆ Response to the group's needs
  - ◆ Attitude toward people and work
  - ◆ Use of authority
  - ◆ Response to mistakes and failures
  - ◆ Willingness to give people proper credit for their accomplishments.
  
2. If a manager wants to tap the creative capacity of people he must:
  - ♥ Create a trust relationship between himself and his group
  - ♥ Give decision-making power to all individuals within the group.
  - ♥ Turn failures and mistakes into positive learning experiences for the group.

- ♥ Constantly give proper recognition to the group and its individuals for their accomplishments

## **B. Demonstrating Trust**

One way a manager can demonstrate his trust in his staff is to give them decision-making authority. In doing so he must accept the likelihood of mistakes being made and show a willingness to turn mistakes into positive learning experiences. If he doesn't, his people will be reluctant to make decisions. The atmosphere of trust will build confidence and stimulate production.

## **C. Giving decision making authority**

Decision-making power provides freedom to apply one's creativity and innovative ideas. Decision-making power can be defined as the right to determine what action will be taken. Jesus said to His disciples, **“Go into all the world and preach the Gospel to all creation” Mark 16:15**. Here Jesus stated the goal, but gave the disciples decision-making power concerning how the goal was to be accomplished. As a result, they used their creativity and ingenuity to formulate plans for accomplishing the goal. This gives them ownership of the task, and the opportunity to gain pride in its accomplishment.

## **D. Turning failures into positive learning experiences**

We must accept a certain amount of failure, if we are to achieve a productive group effort. How we deal with failures is very important because:

1. The fear of failure stifles creativity and reduces productivity. Fear will keep even those who have the necessary talents or gifts from reaching their productive potential. Thus a manager needs to take away the fear of

failure if he is to maintain a productive and creative work force.

**Matt. 25:24-25 Then he which had received the one talent came and said, Lord, I knew thee that thou art an hard man, reaping where thou hast not sown, and gathering where thou hast not strowed: 25:25 And I was afraid, and went and hid thy talent in the earth: lo, there thou hast that is thine.**

The servant's fear caused him to do nothing with the talent he had been given, and as a result he produced nothing.

2. Fear of failure reduces the willingness to risk. Risk is exposing oneself to the possibility of loss or harm. The manager wishing to develop a highly productive work environment must promote innovation and change plus be willing to live with the risk involved.
3. Failures can become positive learning experiences. Effective managers work with people to turn their mistakes and failures into positive learning experiences. Any manager can discipline a subordinate for his shortcomings, but it takes considerable management skill to help a person recognize his error, learn from it, and still be motivated to try again.
4. When a serious mistake or failure takes place, the leader should:
  - a. Meet with those involved in the mistake and determine the cause. The first question should be whether any aspect of the failure was the result of work-related needs not being met. Thus the manager demonstrates the willingness to accept part of the blame.

- b. Work with those involved determining what should have been done and what needs to be done to correct the situation and to keep it from happening again. Here the manager makes use of the creativity of those involved to correct the problem. In doing so he does not undermine their self-confidence.
  - c. Let the person who failed do the project or activity again in order to make proper corrections. The manager may be tempted to correct the problem himself or assign the situation to someone else. Neither of these solutions is acceptable. If this is to be a positive learning experience the individuals involved need to be a part of the solution and carrying it out.
5. If handled correctly failures can be one of life's best teachers, on the other hand, if handled improperly, failure can completely destroy an individual's self-image, motivation, and productivity. Failure can turn a courageous, insightful person into a fearful and defeated one.

#### E. Provide proper recognition

1. Provb. 3:27 says, **“Withhold not good from them to whom it is due, when it is in the power of thine hand to do it.”**

Recognition of those who have done well can be done in many forms. Doing so will encourage not only the recipient, but others.

Scripture mandates that we provide proper recognition.

Throughout the Bible, God emphasizes the importance of giving recognition to those who deserve it. Jesus in the

Parable of the Talents indicated that the master said to each of the productive servants:

**Matthew 25:21, 23 His lord said unto him, Well done, thou good and faithful servant: thou hast been faithful over a few things, I will make thee ruler over many things: enter thou into the joy of thy lord.**

**25:23 His lord said unto him, Well done, good and faithful servant; thou hast been faithful over a few things, I will make thee ruler over many things: enter thou into the joy of thy lord.**

**Romans 13:7 Render therefore to all their dues: tribute to whom tribute is due; custom to whom custom; fear to whom fear; honour to whom honour.**

2. Recognition demonstrates that you need and appreciate people's contributions.
3. Recognition motivates people to be more productive in their service.

### **XIII. THE TEAM SPIRIT**

#### **A. Three elements are necessary for a team to exist:**

1. A team consists of two or more people
2. The group is interacting and communicating
3. The team has a common goal

#### **B. A team helps people accomplish more than they could working individually.**

The scripture says: (see also **Mark 6:7-13** where Jesus divides the disciples into groups)

**Ecclesiastes 4:9-13 Two are better than one; because they have a good reward for their labour. 4:10 For if they fall, the one will lift up his fellow: but woe to him that is alone when he falleth; for he hath not another to help him up. 4:11 Again, if two lie together, then they have heat: but how can one be warm alone? 4:12 And if one prevails against him, two shall withstand him; and a threefold cord is not quickly broken. 4:13 Better is a poor and a wise child than an old and foolish king, who will no more be admonished.**

**C. A team allows people to use their gifts, skills, and talents more effectively.**

1. The manager who is interested in using people's gifts, skills, and creativity to increase productivity should allow them to work in their area of strength.
2. As every person also has weaknesses; the manager should organize people into teams in which one person's strengths compensate for another's weakness.
3. People are always happier and more productive when they can work at something they are good at and enjoy.
4. If managers spent more time making sure people were working in their areas of strengths and interests, and less time focusing on the weaknesses of the individual, they would discover everyone concerned would be happier and more productive--including themselves.

**D. Needs that members bring to the team environment**

There are four critical needs that all team members have in common:

1. **The need to use one's skills and gifts to assist the team's effort.** Man's self-image is directly tied to his perception of the value and importance of his contribution to a meaningful job. Therefore the manager needs to make sure each team member realizes the value of their contribution to the team effort.
2. **The need to be accepted by the other team members.** When someone does not feel acceptance by the other team members he is usually reluctant to contribute to the team's goals. Therefore it is very important that each team member demonstrates acceptance of the others on the team. We may not always agree but we should never ignore the value others bring to the accomplishing of the goal.
3. **The need to pursue team goals compatible with personal goals.** This is the most important need a member brings to his team. Therefore the manager must do his best to place people on the team who will receive personal satisfaction and fulfillment by helping the team achieve its goal. Often the manager makes the mistake of looking at a person's skills or abilities without considering their personal goals. Talent alone should not determine a person's involvement on a team.
4. **The need to represent people and groups outside the team.** Each person is consciously or subconsciously representing friends, peers, special interest groups, and value systems as he contributes to the team. For example if you bring together a treasurer, missions director, Sunday school teacher, and a layman to work on a team you will find each feeling the need to represent their special interest as decisions are made which may in some way impact their group.

## **E. The key to building productive teams**

The manager interested in developing a productive team should involve the team members in developing or refining the team goal. Such participation gives the team ownership of the goal and motivates commitment to its accomplishment. A team will work harder to achieve a goal it helped design than one developed solely outside the team.

## **XIV. GOOD WORKING RELATIONSHIPS**

Good working relationships are the foundation on which all other management skills are built.

Throughout the Bible we see two central themes:

- \* Man's relationship with God (first 4 of the Ten Commandments)
- \* Man's relationship with man (last 6 of the Ten Commandments)

Both old and new testaments support our need to be in right relationship with our fellow man:

**Psalms 133:1 A Song of degrees of David.  
Behold, how good and how pleasant it is for  
brethren to dwell together in unity!**

**1 Corinthians 1:10 Now I beseech you,  
brethren, by the name of our Lord Jesus Christ,  
that ye all speak the same thing, and that there  
be no divisions among you; but that ye be  
perfectly joined together in the same mind and  
in the same judgment.**

A manager's number one need is to learn how to relate to his subordinates, peers, and supervisors.

### **A. Principles of human relationships**



The world system tells us to promote “self” in relationships. The modern focus is on being assertive in relationships in order to get people to meet your needs. By contrast, the biblical approach is to meet the needs of others.

1. **All relationships revolve around personal needs.** The leader must keep in mind that people need other people and that the function of the relationship is to insure that all needs within the relationship are met.
2. **Meeting needs builds relationships.** The biblical approach to leadership and management focuses on meeting the needs of people as they work at accomplishing their jobs.
3. **Unmet needs erode relationships.** You won’t find people on their way to divorce court because a spouse is meeting too many of their needs. The same is true in organizations. Unmet needs always produce frustration and resentment. Met needs produce satisfaction and contentment.

## **B. Types of relationships found in organizations**

There are four basic styles of relationships:

- Cooperation
- Retaliation
- Domination
- Isolation

Normally all relationships begin in the cooperative style and remain there as long as needs are being met. When unmet needs emerge, the relationship digresses to the retaliation style with one person trying to gain control to get his or her needs met. This leads to the domination style once someone has gained control, but as they realize unmet needs continue they move into the isolation style prior to terminating the relationship.

## 1. Conditions in a Cooperation Style Relationship

- a. Mutual commitment to meet the other person's need. This style of relationship is typified by the biblical attitude that says, "I esteem others as better than myself, and I will not be more concerned for my own needs than I am for the needs of others."

**Philippians 2:3-4 Let nothing be done through strife or vainglory; but in lowliness of mind let each esteem other better than themselves. 2:4 Look not every man on his own things, but every man also on the things of others.**

- b. More emphasis on others than on self. The goal of the relationship is to serve others by meeting their needs.
- c. Mutual trust and respect. People develop trust and respect for those who meet their needs. Motives are rarely questioned at this level.
- d. Mutual use of gifts, skills, and creativity. This is allowing others to contribute their gifts, skills, and creativity to the activities within the relationship. People never experience a "left out" feeling.
- e. Joint development of solutions to problems. Those involved with or affected by a problem participate in solving it.
- f. Productivity in the relationship. Tensions are at a minimum and energy is being used to meet needs, not quarrel over selfish interests.

- g. Personal commitment to the relationship. As people experience mutual trust and respect, use of gifts and skills, and a feeling of accomplishment, they develop strong personal commitment to the relationship.

When someone comes to the place where they feel, **in this particular case it is more important for my needs to be met than yours**, the relationship has moved toward the retaliation style of relationship.

## 2. Conditions in a Retaliation Style Relationship

The retaliation style occurs any time we place our needs above meeting the needs of others and is manifest in the following ways:

- a. Attempts to make others conform to what we want. Subtle attempts to get the other person to give in to your wishes.
- b. Aggressive actions toward others. Aggressive actions are taken in an attempt to force others to meet our needs. Those in positions of authority may resort to using their position to pressure others.
- c. Attitudes that view the other person as an object in your way, not a person with his own needs. Everyone who disagrees with you or fails to go along with your wishes is seen as a roadblock or barrier.
- d. Struggle for domination. The attempt is made to dominate or control everyone else in the relationship. By this time he is truly convinced his needs, ideas, and feelings are the most important in

this situation and therefore he is justified in trying to dominate others.

- e. Continual conflict. Once the struggle for domination begins, a period of conflict follows. One person is attempting to emerge as the authority figure controlling the others involved in the relationship.
- f. An eventual winner and loser. At some point in time a person emerges as the dominant force in the relationship and everyone else gives in on a regular basis to his or her needs while their own needs remain unmet. Jesus condemned retaliation as follows:

**Matthew 5:38-42 Ye have heard that it hath been said, An eye for an eye, and a tooth for a tooth: 5:39 But I say unto you, That ye resist not evil: but whosoever shall smite thee on thy right cheek, turn to him the other also. 5:40 And if any man will sue thee at the law, and take away thy coat, let him have thy cloak also. 5:41 And whosoever shall compel thee to go a mile go with him twain. 5:42 Give to him that asketh thee, and from him that would borrow of thee turn not thou away.**

This behavior is a contradiction of the “Character Ethic” that would say, “it is not my place to exact judgment upon another, but rather to return good for evil for in so doing we demonstrate love and allow good to prevail over evil.” The idea here is that, “Even when people take advantage of you or misuse you, don’t stop serving them.”

### **3. Conditions in a Domination Style Relationship**

- a. “Loser” controlled by “winner.” The winner of the struggle for control becomes the decision-maker.
- b. Loser’s personality “suffocated.” The dominator begins forcing others in the relationship to become what he wants them to be. He will not accept ideas contrary to his own. As time goes on others give up their own personalities and take on the personality the dominator wants them to have.
- c. Mutual loss of respect. The dominator no longer respects those he controls and no one respects him.
- d. Loser’s creativity and skills not used. As the dominator begins promoting his own skills and creativity he disregards any idea or activity that does not promote him and his skills.
- e. Loser resorts to manipulation. Those being dominated attempt to manipulate the dominator in order to get their needs met. This almost always proves unsuccessful in the long run.
- f. Loser eventually concludes situation is hopeless and stops trying to get needs met. Once the dominated group or individual realizes their needs will not be met they initiate the move to an isolation style of relationship.

#### **4. Conditions in an Isolation Style Relationship.**

- a. Other person mentally blocked out. The person being dominated begins mentally blocking out the dominator, and thus initiates isolation.

- b. Communication stopped. Everyone in the relationship no longer knows what the other person is feeling or thinking.
- c. Mutual mistrust. The breakdown in communication contributes to increasing mistrust within the relationship. Motives are questioned and hostility increases. Everyone becomes more defensive and argumentative, pointing an accusing finger at the other.
- d. Problems unsolved. Problems remain unsolved. No one is willing to accept responsibility for causing the problems, and one individual's recommended solution is always rejected by others in the relationship.
- e. Needs unmet. Unmet needs cause the individuals to become more and more self-centered and frustrated.
- f. Mutual unconcern. Everyone becomes less and less concerned about the needs of others. They cannot see how their own self-centeredness is hurting the others in the relationship. An attitude of self-pity prevails throughout the relationship.
- g. Productivity greatly decreased. The tremendous level of productivity potential that existed when everyone was cooperating in the relationship and serving one another is gone and despair begins to set in.
- h. Relationship terminated. The commitment to get one's own needs met at the expense of another is the number one destroyer of relationships.

### **C. Restoring Relationships to the Cooperation Style**

1. It is the suppression of---and resulting failure to deal with--relationship problems that indicate spiritual immaturity, and not necessarily the problem itself. The mature person will face problems when they occur and commit to finding a solution. If relationships are to prosper they must be maintained, and effort put forth to enable them to grow and deepen.

Jesus emphasized the importance of maintaining right relationship:

**Matthew 5:23-24** **Therefore if thou bring thy gift to the altar, and there rememberest that thy brother hath ought against thee; 5:24 Leave there thy gift before the altar, and go thy way; first be reconciled to thy brother, and then come and offer thy gift.**

2. When a relationship moves out of the cooperation style the following steps should be taken:
  - a. Admit there is a problem. Until we are willing to admit there is a problem and to accept our contribution to the problem we are unlikely to find an improvement in the relationship. We must learn to confess our faults to each other, and seek forgiveness when we have wronged another. Humility is the right “Character Ethic”, realizing our weaknesses we must accept our share of the problem.

**James 5:16** **Confess your faults one to another, and pray one for another, that ye may be healed. The effectual fervent prayer of a righteous man availeth much.**

**Matthew 7:1-4 Judge not, that ye be not judged. 7:2 For with what judgment ye judge, ye shall be judged: and with what measure ye mete, it shall be measured to you again. 7:3 And why beholdest thou the mote that is in thy brother's eye, but considerest not the beam that is in thine own eye? 7:4 Or how wilt thou say to thy brother, Let me pull out the mote out of thine eye; and, behold, a beam is in thine own eye?**

- b. Admit your selfishness is sin and ask God and any others involved to forgive you. This is one of the most important steps in returning to a cooperative style of relationship. Asking forgiveness is frequently one of the most difficult things to do, especially if we feel we are right and others are wrong. However, we must remember God will exalt the humble and humble the proud.
  
- c. Make a decision to develop a cooperative style relationship. Be determined to take the first step in getting back to esteeming the needs of others as being more important than yours.

**Philippians 2:3-4 Let nothing be done through strife or vainglory; but in lowliness of mind let each esteem other better than themselves. 2:4 Look not every man on his own things, but every man also on the things of others.**

**Proverbs 27:17 Iron sharpeneth iron; so a man sharpeneth the countenance of his friend.**

**3. Right relationships will continue as we learn to:**



- a. Attack the problem, not the person
- b. Forgive in place of judging
- c. Be committed to give more than you take

**Luke 6:37-38 Judge not, and ye shall not be judged: condemn not, and ye shall not be condemned: forgive, and ye shall be forgiven: 6:38 Give, and it shall be given unto you; good measure, pressed down, and shaken together, and running over, shall men give into your bosom. For with the same measure that ye mete withal it shall be measured to you again.**

- d. Esteem others as more important

**Romans 12:9-21 Let love be without dissimulation. Abhor that which is evil; cleave to that which is good. 12:10 Be kindly affectioned one to another with brotherly love; in honour preferring one another; 12:11 Not slothful in business; fervent in spirit; serving the Lord; 12:12 Rejoicing in hope; patient in tribulation; continuing instant in prayer; 12:13 Distributing to the necessity of saints; given to hospitality. 12:14 Bless them which persecute you: bless, and curse not. 12:15 Rejoice with them that do rejoice, and weep with them that weep. 12:16 Be of the same mind one toward another. Mind not high things, but condescend to men of low estate. Be not wise in your own conceits. 12:17 Recompense to no man evil for evil. Provide things honest in the sight of all men. 12:18 If it be possible, as much as lieth in you, live peaceably with all men. 12:19 Dearly beloved, avenge not yourselves, but rather give place unto wrath: for it is written, Vengeance is**

**mine; I will repay, saith the Lord. 12:20  
Therefore if thine enemy hunger, feed him; if he  
thirst, give him drink: for in so doing thou shalt  
heap coals of fire on his head.**

e. Return good for evil

**12:21 Be not overcome of evil, but overcome evil with good.**

f. For as much as is within our power be at peace with  
all men

## **XV. PLANNING**

The lack of proper planning puts individuals and organizations on the defense instead of the offense. Thus managers often spend much of their time fighting organizational fires.

By contrast we realize from scripture:

**Proverbs 24:3-4 Through wisdom (wise  
planning) is an house builded; and by  
understanding it is established: 24:4 And by  
knowledge shall the chambers be filled with all  
precious and pleasant riches.**

Every manager must first realize first, that it is God's plan we want and secondly, that it is God's power that will accomplish His plan.

**Jeremiah 29:11 For I know the plans I have for  
you declares the Lord, plans to prosper you and  
not to harm you, plans to give you hope and a  
future" LB**

**Psalms 32:8 I will instruct thee and teach thee  
in the way which thou shalt go: I will guide thee  
with mine eye.**

**Jeremiah 1:5 Before I formed thee in the belly I knew thee; and before thou camest forth out of the womb I sanctified thee, and I ordained thee a prophet unto the nations.**

Secondly, we must realize that God will accomplish His plan by His power.

**1 Corinthians 3:6 I have planted, Apollos watered; but God gave the increase.**

- A. **PLANNING DEFINED:** Planning consists of identifying the overall purpose of a project, the activities to be performed, their sequence, and the resources required to accomplish them.
- B. **Planning begins by identifying the purpose.** Defining the purpose motivates people to unite behind a cause.

Jesus always recruited people to a cause or purpose--not a job or plan.

**Matthew 4:19 And he saith unto them, Follow me, and I will make you fishers of men.**

**Matthew 28:19 Go ye therefore, and teach all nations, baptizing them in the name of the Father, and of the Son, and of the Holy Ghost:**

**Nehemiah 2:17 Then said I unto them, Ye see the distress that we are in, how Jerusalem lieth waste, and the gates thereof are burned with fire: come, and let us build up the wall of Jerusalem, that we be no more a reproach.**

Wise planning will answer the question, “**Why are we doing this?**” The answer to that question represents the “purpose”. When people see that the purpose is meeting a real need, they will get involved in the planning and implementation.

### C. **Develop a vision of the completed plan**

The vision--a mental picture of the completed plan--stimulates action. Vision motivates people to make a strong commitment to the project. Visualizing the end result helps people to stay focused, and increases motivation before going into action. Look at how David visualized the end result before going into action.

**1 Samuel 17:45-47** Then said David to the Philistine, Thou comest to me with a sword, and with a spear, and with a shield: but I come to thee in the name of the LORD of hosts, the God of the armies of Israel, whom thou hast defied. **17:46** This day will the LORD deliver thee into mine hand; and I will smite thee, and take thine head from thee; and I will give the carcasses of the host of the Philistines this day unto the fowls of the air, and to the wild beasts of the earth; that all the earth may know that there is a God in Israel. **17:47** And all this assembly shall know that the LORD saveth not with sword and spear: for the battle is the Lord's, and he will give you into our hands.

**Verse 46-47 points out the purpose of the battle.** From this we can see that even though David was the one carrying out the plan he was trusting God for the results.

### D. **Develop measurable objectives**

A measurable objective tells exactly *what* will be accomplished, *how much* is to be accomplished, and *when* it will be completed. An objective must be measurable to be manageable.

Questions help to clarify the objective in terms of what, how much, and when. This in turn makes the objective measurable. Without measurable objectives an organization has no way of evaluating performance.

Nehemiah was asked two important questions that made his objective more measurable:

**Nehemiah 2:4 Then the king said unto me, For what dost thou make request? So I prayed to the God of heaven.**

**Nehemiah 2:6 And the king said unto me, (the queen also sitting by him,) For how long shall thy journey be? and when wilt thou return? So it pleased the king to send me; and I set him a time.**

Setting measurable objectives removes planning from the realm of vague ideas to specifics that are to occur within a predetermined time frame.

When people have no plan or profess to be “trusting God to lead,” they will be unaware of where they are headed they will also be unable to determine when they have arrived. Measurable objectives bring faith into focus, and help us to know how we can pray more effectively.

#### **E. Developing good objectives**

1. A good objective is always accomplishable. If people realize it is impossible to reach a goal, they become frustrated and tend to lose their interest in, and commitment to, the project.
2. A good objective is always realistic. Even when it is possible to accomplish a stated objective, it may not be

realistic to do so.

3. A good objective is always compatible with other organizational goals. Objectives that are not compatible are in conflict because they do not contribute to the common purpose.
4. A good objective is always motivational. Good objectives stimulate interest and commitment. They can provide the spark that ignites people to action.

**F. Identify the activities needed to accomplish the objective**

As previously indicated, *the purpose* answers questions concerning **why** the plan is important. *Objectives* explain specifically **what** is to be achieved and **when**. *The activities* focus on **how** the plan is to be accomplished.

1. *Participation is the key to developing good activities.* The people who will be responsible to carry out an activity should participate in its development as they are usually more knowledgeable about how it should be done. In addition, participation makes people feel ownership of the plans, and a greater sense of pride in carrying them out.
2. *Innovation and creativity should be encouraged when developing the activities.* These two ingredients keep people and their plans from becoming stagnant. In fact, we should regularly ask people to look for new ways of performing even routine tasks and activities.
3. *Place the activities in proper sequence.* It is very important to make sure each activity is performed at the proper time.

**G. Determine the resources needed to achieve the plan**

There are **six key factors** when allocating resources for a plan:

1. Are you viewing **people** as your most valuable and important resource in achieving the plan?
2. What type of **facility** and how much space will be needed to pursue the activities?
3. What type of **equipment** is needed, and is it available?
4. What type of **supplies** will be needed and how much?
5. How much **time** will be required to prepare for and execute each activity?
6. How much **money** will be needed to accomplish each activity in sequence?

## **XVI. DECISION MAKING AND PROBLEM SOLVING**

The quality of any plan depends upon how good the decisions are that make up the plan. How then does one go about making the right decisions?

**Psalms 25:12 (Living Bible) “Where is the man who fears the Lord? God will teach him how to choose the best.”** For the Christian manager the decision making process is unique in that it is based on the realization that God does have a specific plan for him and that plan can be known.

### **A. The process of knowing God’s will**

God does not need supernatural means to communicate His will. Elijah found God speaking in **a still small voice**:

**1 Kings 19:11-12 And he said, Go forth, and stand upon the mount before the LORD. And, behold, the LORD passed by, and a great and strong wind rent the mountains, and brake in pieces the rocks before the LORD; but the LORD was not in the wind: and after the wind an earthquake; but the LORD was not in the earthquake: 19:12 And after the earthquake a**

**fire; but the LORD was not in the fire: and after the fire a still small voice.**

**1. IN ORDER TO KNOW GOD'S WILL, YOU MUST FIRST BE COMMITTED TO DOING IT.**

Paul points out that once we are committed to presenting ourselves as living sacrifices then we can expect to be able to test and prove the perfect will of God.

**Romans 12:1-2 I beseech you therefore, brethren, by the mercies of God, that ye present your bodies a living sacrifice, holy, acceptable unto God, which is your reasonable service. 12:2 And be not conformed to this world: but be ye transformed by the renewing of your mind, that ye may prove what is that good, and acceptable, and perfect, will of God.**

**2. RECOGNIZE THAT GOD HAS A SPECIFIC PLAN FOR YOU AND YOUR ORGANIZATION.**

**Jeremiah 29:11 NIV For I know the plans I have for you, declares the Lord, plans to prosper you and not to harm you, plans to give you hope and a future.**

**Psalms 32:8 I will instruct you and teach you in the way you should go; I will counsel you and watch over you."**

**3. GOD COMMUNICATES HIS WILL BY GIVING US A DESIRE TO DO WHAT HE WANTS DONE.**

**Philippians 2:13 For it is God which worketh in you both to will and to do of his good pleasure.**



**Psalms 37:4 Delight thyself also in the LORD;  
and he shall give thee the desires of thine heart.**

**4. IF THE DESIRE IS GOD’S WILL, WE WILL HAVE  
PEACE ABOUT DOING IT AND THE POWER TO  
ACHIEVE IT.**

The scripture doesn’t say that God will give us every desire of our heart because not all desires come from God. However, when we are committed to doing the will of God, he will give us the desires He placed in our hearts. When we have a godly desire, and the resources to carry it out, the only other ingredient needed is His peace. If we have no peace about an action we should conclude it is not God’s will that we pursue it.

**Isaiah 26:3 Thou wilt keep him in perfect  
peace, whose mind is stayed on thee: because he  
trusteth in thee.**

**B. The five-step decision making process**

**1. CORRECTLY DIAGNOSE THE ISSUE OR  
PROBLEM**

If the issue is not correctly diagnosed, the decision will be wrong because it was made on a false assumption. The account of Moses sending forth the 12 spies into Canaan illustrates this point. Numbers 13

God had already made it clear that He was giving the land of Canaan to the people of Israel. The purpose of the spies’ trip was to ascertain the type of people, cities, land, and produce that was in their new homeland. However, the majority of the spies incorrectly diagnosed

the issue. They spied out the land to evaluate their ability to conquer its inhabitants. That was not the issue. By incorrectly diagnosing the issue of problem, the majority of the spies made the wrong decision.

## 2. GATHER AND ANALYZE THE FACTS

**Proverbs 24:3-4 (Living Bible) Any enterprise is built by wise planning, becomes strong through common sense, and profits wonderfully by keeping abreast of the facts.**

**Proverbs 18:13 (Living Bible) What a shame--yes, how stupid!--to decide before knowing the facts.**

To properly gather and analyze the facts, the following questions might be asked:

- a. What does the Bible say on the matter? **Joshua 1:8**
- b. What does God tell me when I pray? **Jer. 33:3**
- c. Am I committed to doing the will of God in this situation? **Rom. 12:1-2**
- d. What are my interest and desires in the situation? **Psalms 37:4**
- e. What counsel do I get from other knowledgeable people in this situation? **Prov. 11:14**
- f. What do conditions and circumstances indicate in this situation? **Prov. 24:3-4**
- g. What the possible positive and/or negative results in this decision.

### **3. DEVELOP ALTERNATIVES**

Important decisions should never be made until several alternatives have been developed. Often the first choice is not the best. When we have to develop alternatives we are forced to carefully analyze all the data and facts and take the time to think through various options. This will help the manager to avoid the temptation to solve problems quickly.

**Proverbs 19:2 It is not good to have zeal without knowledge, nor to be hasty and miss the way.**

Another saying says, "Haste makes waste!"

It has been shown that the more alternatives the manager develops, the greater his likelihood of making the right decision.

### **4. EVALUATE ALTERNATIVES PRO AND CON**

**Luke 14:31-32 Or what king, going to make war against another king, sitteth not down first, and consulteth whether he be able with ten thousand to meet him that cometh against him with twenty thousand? 14:32 Or else, while the other is yet a great way off, he sendeth an ambassage, and desireth conditions of peace.**

Each alternative should be evaluated in terms of its strengths and weaknesses. This process will help to eliminate those less desirable.

### **5. SELECT FROM AMONG THE POSITIVE ALTERNATIVES**

Many managers admit they often procrastinate when it comes to decision making because their not sure if they are really making the best choice.

When making the selection from among alternatives, the manager should remember God's promise:

**Psalms 32:8 I will instruct thee and teach thee in the way which thou shalt go: I will guide thee with mine eye.**

**C. Understanding the climate within which decisions are made**

The elements of the decision-making climate are:

**1. The need for action**

If there is a need for action, then there is most likely a need for a decision. However, if no action is necessary then a decision at this point, which is carried out, may be premature.

**2. Conditions degenerate as needed action is delayed.**

As conditions degenerate the manager is put under more pressure to make a decision. As pressure increases, the possibility of making the right decision decreases.

**3. Insufficient data**

Generally, one never has the benefit of having all the facts when making a decision. However, as one procrastinates due to this fear, the situation continues to degenerate, resulting often in poor decisions.

**4. The element of risk**

Because we often cannot foresee all of the results of a decision ahead of time there is an element of risk. As a

general rule, risks decrease as facts and information increase.

**5. The consequences of failure**

The fear of failure, greatly inhibits the decision making process. We must learn to accept the fact that failure is always a possibility but should not be looked upon as a probability.

**6. The rewards of success**

Success is never automatic. It is the result of making the right decision at the right time.

**7. The existence of more than one workable solution**

In reality, a poor decision properly implemented frequently works better than a good decision poorly implemented. Therefore, the manager must give as much emphasis to implementation as he does to the selection of alternatives.

**D. The important distinction between decision making and problem solving**

Decision-making can be defined as choosing between alternatives, whereas problem solving is the process of formulating and implementing a plan of action to eliminate a difficulty. Simply making a decision does not necessarily solve the problem.

**It is also important to understand the difference between problems and conditions. A problem can be solved over a fairly short period of time. A condition is a currently uncontrollable circumstance superimposed on the situation from the outside. Generally, a considerable length of time is required to change conditions noticeably. The manager should identify the problems created by the condition and work at solving them realizing he may have little ability to effect change in the condition at this time.**

## **E. The problem solving process**

### **1. Determine if the situation is a problem or condition**

### **2. Clearly state the problem**

The manager who can correctly identify the problem is well on his way to being able to solve it. The manager is wise to gather as much input as possible to make sure the problem is correctly identified. Remember emotions tend to distort reality.

### **3. Determine what will be gained or lost in solving the problem**

This will help to insure that solving the one in question will not create a bigger problem.

### **4. Identify alternative methods and solutions**

As a general rule, those affected by the problem should be involved in this stage of the problem solving process. Remember: where there is no counsel, the people will fall: but in the multitude of counselors there is safety.

**Proverbs 11:14 Where no counsel is, the people fall: but in the multitude of counselors there is safety.**

### **5. State the cost of each alternative**

One must consider the cost in time, energy, attitudes, and public opinion. The cost factor plays an important role in determining which alternative will be selected.

### **6. Choose between alternatives**

Problem-solving usually involves give and take. As what is viewed as the solution by one person may not be by another. Frequently some compromise is required.

#### **7. Delegate action and begin implementation**

Problem solving requires changes. Therefore, the problem will not be solved until change is effected.

#### **8. Evaluate the progress or lack of it.**

As the implementation process begins, each action step should be monitored and evaluated to determine if the action is contributing to the solution of the problem. Continue with modification and further evaluation until the problem is eliminated and the desired result is achieved.

## **XVII. SUCCESSFUL COMMUNICATION SKILLS**

### **A. Defining communication**

“Communication can be defined as the process we go through to convey understanding from one person or group to another. Unless understanding occurs we have not communicated.

We must not make the mistake of confusing the “tools of communication” with communication itself. In other words, just because we make an effort to communicate does not mean that the message was understood.

This was pointed out by Jesus in Matthew. After sharing several parables with his disciples he said, **Matthew 13:51** **“Jesus saith unto them, Have ye understood all these things? They say unto him, Yea, Lord.”** Jesus was trying to find out whether his “tools of communication” had

successfully communicated to where the disciples gained understanding.

## **B. The importance of communication**

**Note to teacher:** If you covered this earlier you need to only review at this point.

Effective communication is the key to developing group unity, commitment, and motivation to work. It also provides the outlet for unlimited innovative and creative achievement. However, once understanding breaks down, unity, commitment, motivation, and group creativity will also break down ultimately resulting in the failure of the project.

This is illustrated in the building of the Tower of Babel in Gen.11:1-9:

**Genesis 11:1 And the whole earth was of one language, and of one speech.**

They had the ingredients for good communication, as they were all of one language.

**Genesis 11:4 And they said, Go to, let us build us a city and a tower, whose top may reach unto heaven; and let us make us a name, lest we be scattered abroad upon the face of the whole earth.**

They had unity, were motivated by pride and the desire for self-preservation, and possessed a creativity in their organization to build a tower.

**Genesis 11:6 And the LORD said, Behold, the people are one, and they have all one language; and this they begin to do: and now **nothing will be restrained from them**, which they have imagined to do.**

Here God acknowledges that they were successful in their communication, and were unified behind a common goal. Now



“nothing would be kept from them”, in other words, due to their successful communication they could accomplish what ever they put their mind to do.

**Genesis 11:7** Go to, let us go down, and there confound their language, **that they may not understand one another's speech.**

Note the method God used to shut down this project. He simply brought confusion to their communication process to the point “that they may not understand one another...”.

### **C. The communication process**

There are 6 steps that should be followed in the communication process. Three by the person transmitting, and three by the person receiving.

#### **1. Develop a clear concept of the idea or feeling to be communicated**

If you don't clearly understand what you need to communicate, then those receiving the message cannot be expected to understand either. If you begin by saying, “I'm not really sure quite how to say this but...”, then perhaps you need to figure it out before you go any further.

#### **2. Choose the right words and actions to convey the idea or feeling**

Understanding does not occur unless ideas and feelings are conveyed effectively. When we withhold ideas or feelings we create the potential for misunderstanding. We often want to other person to guess or figure out our true feelings without being honest in our expression of them. This is largely due to the fear of rejection. If we fear our ideas or feelings will be rejected, we likely will only share that which we know will be acceptable. Thus

true communication does not take place;  
misunderstanding prevails.

We must also remember that the choice of words and actions is important because our definition and understanding of words may be different from the definition and understanding of the hearer. After we have made an effort to communicate we need to inquire at to what was understood by the receiving party.

### **3. Become aware of the surrounding communication barriers and work at minimizing them**

Communication is the “lifeblood” of an organization. If barriers, “bloodclots”, develop, which cut off the flow of blood to certain parts of the organization, those parts will become ineffective. Some of the most common “bloodclots” are:

- a. Tuning people out and hearing only what we want to hear
- b. Allowing personal emotions to distort the information
- c. Lack of trust in the other person’s motives
- d. Noise or other distractions
- e. Unwillingness to receive information that conflicts with personal predetermined convictions or viewpoints
- f. People’s actions not corresponding to what is being said

**Some techniques, which may help to reduce communication problems, are:**

- g. Whenever possible use face-to-face communication
- h. Use direct simple language (don't try to impress people with your language ability)
- i. Ask for feedback from the listener (see what was understood)
- j. Give you full attention to the speaker
- k. Never interrupt the speaker (who is not ready to listen to you until he has said what he is thinking and feeling)
- l. Encourage freedom of expression (agree to disagree; but be willing to accept the other person's ideas and feelings as belonging to them)

**4. The receiver must absorb the transmitted information by listening to the words and observing the actions of the speaker**

The listener must contribute to the communication effort by fighting against the communication barriers and seeking to comprehend by careful listening and observation of feeling be communicated through the actions of the speaker.

**5. The receiver must translate the words and actions**

The assimilation of words and actions into understanding is a very critical step in the communication process. Once absorbed, the information is then translated by the receiver into terms that may or may not carry the same definition as that of the speaker.

**6. The receiver must develop correct corresponding ideas and feelings with the speaker**

This is where communication becomes successful or fails. One way to help insure success is for the receiver to express what he has understood to the speaker. In this manner misunderstandings can be cleared up before they contaminate the organizations effectiveness.

**D. The role listening plays in the communication process**

Studies tell us that poor listening causes most misunderstandings. The average person spends approximately 70% of his waking day in verbal communication, 45% of that is spent listening. Studies also tell us that unless a person has had specific training in listening skills, their efficiency is only 25%. The average person can listen at a rate of 400 to 600 words per minute while most people can speak at only 200-300 words per minute. As a result, during conversations the mind tends to wander half of the time. This leads to much mis-communication.

**E. Six steps to improve listening skills**

**1. Don't be afraid to ask questions for clarification**

Many listeners are embarrassed to ask questions, but most speakers would appreciate questions that have as their motivation the desire to understand. Such questions reinforce for the speaker that others are interested in what they are attempting to communicate.

**2. Don't start formulating your response while the speaker is still talking**

When we focus on what our response is likely to be while the speaker is still talking, we add to the potential for miscommunication.

**3. Avoid premature or false assumptions about what the speaker is going to say**

When we assume we know what is going to be said, we have the tendency to hear what we think will be said whether it is or not.

**4. Avoid interrupting the speaker**

Interruption may break the speaker's concentration making it more difficult for him to communicate effectively. He will also have difficulty hearing you as he is still thinking about his own comments. Plus, it demonstrates an arrogance that the listener feels what he has to say is more important than what the speaker is trying to communicate. We should remember:

**Ecclesiastes 3:7** *A time to rend, and a time to sew; a time to keep silence, and a time to speak;*

**5. Work at minimizing the “filtering effect” of your prejudices**

We must all acknowledge that we may have prejudices, which will dilute our capacity to understand what is being communicated. We can fight prejudice by acknowledging them and then asking clarification questions to help us understand what is being communicated.

**6. Listen for the ideas and feelings behind the words being spoken**

Studies indicate that in some situations as little as 7% of the complete message is communicated in the words spoken. The remaining 93% are transmitted through tone of voice or some nonverbal action or expression.

Paul demonstrates this when he said,

**Acts 17:22-23** “Then Paul stood in the midst of Mars' hill, and said, Ye men of Athens, I perceive that in all things ye are too superstitious. 17:23 For as I passed by, and beheld your devotions, I found an altar with this inscription, **TO THE UNKNOWN GOD.** Whom therefore ye ignorantly worship, him declare I unto you.

Paul gained understanding by not only listening but by observation of their actions and behavior.

A classic example of a failure to listen perceptively, which resulted in the disciples misunderstanding Jesus is found in **Mark 8:13-21.**

Following the feeding of the 4000, Jesus and His disciples got in a boat and started across the Sea of Galilee on their way to Bethsaida. During the trip Jesus told the disciples to avoid the leaven of the Pharisees. The disciples discussed this among themselves and decided He was reprimanding them for failing to bring along bread. Overhearing their conversation, Jesus confronted them. **Mark 8:17 And when Jesus knew it, he saith unto them, Why reason ye, because ye have no bread? perceive ye not yet, neither understand? have ye your heart yet hardened?**

Jesus wasn't concerned with the lack of bread for He had just fed the multitude with 7 loaves. Rather, he was speaking about the sin and lack of faith of the Pharisees, which is evident by His conversation with them prior to leaving in the boat. **Mark 8:11-12 And the Pharisees came forth, and began to question with him, seeking of him a sign from heaven, tempting him. 8:12 And he sighed deeply in his spirit, and saith, Why doth this generation seek after a sign? verily I say unto you, There shall no sign be given unto this generation.**

They failed in that they only heard the words and did not perceive His meaning. They should have asked clarifying questions to help them understand.

**F. Focus on keeping communication simple**

Paul wrote to the Corinthians,

**1 Corinthians 2:1 And I, brethren, when I came to you, came not with excellency of speech or of wisdom, declaring unto you the testimony of God.**

Paul did not come with lofty words or above their heads ideas, even though they lived in the center of education and culture. Some of the greatest statements ever made were the simplest. The Lord's Prayer contains 56 words. The Gettysburg Address has 267 words. The Declaration of Independence contains 1,322 words. In contrast, a recent US government regulation on the sale of cabbage contains 26,901 words. We need to keep in mind what the scripture says:

**Ecclesiastes 5:3 For a dream cometh through the multitude of business; and a fool's voice is known by multitude of words.**

**Proverbs 10:19 In the multitude of words there wanteth not sin: but he that refraineth his lips is wise.**

**XVIII. WHEN AND HOW TO DELEGATE**

**A. Defining delegation**

Delegation consists of transferring authority, responsibility, and accountability from one person or group to another. In most cases this involves moving authority from a higher level in an organization to a lower level.

Problems often arise when responsibility is transferred with little or no authority.

## **B. A biblical case study in delegation**

**Exodus 18:13-26** provides an excellent case study on delegation. The setting involves Moses' leadership of the Children of Israel on their way to Canaan.

Moses was a spiritual man who provided strong spiritual leadership. However, he lacked the management skills needed to accomplish the job God had called him to do.

The passage begins by describing a typical day in Moses' life as a leader of the people. **Exodus 18:13** **“And it came to pass on the morrow, that Moses sat to judge the people: and the people stood by Moses from the morning unto the evening.”** What a scene of poor management. The people probably stood in long lines--apparently all day long--waiting to get a decision out of Moses. This bottleneck of authority at the head of the nation must have greatly reduced their forward progress as every decision depended on Moses.

Moses' father-in-law, Jethro, observed the situation and asked, **Exodus 18:14** **“And when Moses' father in law saw all that he did to the people, he said, What is this thing that thou doest to the people? why sittest thou thyself alone, and all the people stand by thee from morning unto even?”** Jethro saw that Moses was working hard but that the job was more than one man should be trying to handle. As Jethro questioned Moses we see Moses' philosophy of leadership. **Exodus 18:16** **“When they have a matter, they come unto me; and I judge between one and another, and I do make them know the statutes of God, and his laws.”** Moses, like many in leadership or management felt that only he could best handle the needs. Therefore, he was trying to do it all himself.

Jethro's response, **Exodus 18:17-18** **“And Moses' father in law said unto him, The thing that thou doest is not good.**



**18:18 Thou wilt surely wear away, both thou, and this people that is with thee: for this thing is too heavy for thee; thou art not able to perform it thyself alone.”** Jethro was pointing out the result of the failure to delegate. Both the leader and the people become frustrated. The leader from having to make all the decisions and the people from having to wait for a decision or its results.

Jethro, explained that Moses should divide the decision-making power and responsibility to trustworthy men. **Exodus 18:22 “And let them judge the people at all seasons: and it shall be, that every great matter they shall bring unto thee, but every small matter they shall judge: so shall it be easier for thyself, and they shall bear the burden with thee.”**

Many leaders and managers try to use this part of the passage to justify their lack of delegation in that they don't have competent, trustworthy, experienced people to put in authority. We should realize that the people Moses had to choose from lacked experience also. The only thing on any of their resumes from their time in Egypt was **“brick maker”**. Moses chose men who were trustworthy, meaning **“honest in character”**. As a result of his willingness to delegate responsibility and authority, **Exodus 18:26 “And they judged the people at all seasons: the hard causes they brought unto Moses, but every small matter they judged themselves.”**

### **C. Six advantages of effective delegation**

#### **1. Delegation makes the manager's job easier.**

Proper delegation frees the leader, giving him time and energy to deal with the most important aspects of management and leadership.

#### **2. Delegation increases productivity.**

In fact it will increase the efficiency of the entire organization.

### **3. Delegation develops additional leadership.**

It gives people the opportunity to gain decision-making and problem-solving experience, which helps prepare them for greater responsibility.

The early church grew rapidly because its leadership was willing to delegate. At one point, the 12 Apostles were not adequately meeting the needs of all the people because of the growth. So they delegated authority to others instead of trying to do it all themselves.

**Acts 6:1-7 “And in those days, when the number of the disciples was multiplied, there arose a murmuring of the Grecians against the Hebrews, because their widows were neglected in the daily ministrations. 6:2 Then the twelve called the multitude of the disciples unto them, and said, It is not reason that we should leave the word of God, and serve tables. 6:3 Wherefore, brethren, look ye out among you seven men of honest report, full of the Holy Ghost and wisdom, whom we may appoint over this business. 6:4 But we will give ourselves continually to prayer, and to the ministry of the word. 6:5 And the saying pleased the whole multitude: and they chose Stephen, a man full of faith and of the Holy Ghost, and Philip, and Prochorus, and Nicanor, and Timon, and Parmenas, and Nicolas a proselyte of Antioch: 6:6 Whom they set before the apostles: and when they had prayed, they laid their hands on them. 6:7 And the word of God increased; and the number of the disciples multiplied in Jerusalem greatly; and a great company of the priests were obedient to the faith.”**

### **4. Delegation gives the leader more time for his personal development.**

In order to be an effective spiritual leader one must have time to fellowship with God, and develop his own

abilities and understanding. Often, spiritual leaders are so busy taking care of the business of the ministry that they spend little time seeking God or strengthening their own personal relationships, character development, and leadership ability.

**5. Delegation stimulates employee creativity.**

When employees feel a part of the organization they are more willing to look for creative ways to improve their organizations effectiveness.

**6. Delegation demonstrates trust and confidence in employee ability, which stimulates employee motivation and commitment.**

Such trust releases the employee to see his role as important to the success of the company and himself. This feeling of self worth encourages the employee to contribute in a positive and often sacrificial way to the company.

**D. Six steps in the delegation process**

**1. Recognize the limits of your capacity**

It has been said that you will only grow as big as your willingness to delegate. Effective managers will constantly look for opportunity to delegate so that they can continue to give their energy to more important issues.

**2. Determine the purpose of the delegation**

There may be any of several reasons to delegate such as: to free the manager to other things, to train employees as leaders, to show recognition, or to broaden an employee's technical skills. The why may determine to whom and therefore is very important.

### 3. Identify the project to be delegated

In this step we define exactly what is to be delegated. This is important, as later it will need to be explained to the person who takes the responsibility. This person will need to know the limits of their involvement.

### 4. Select the person or people to be given the assignment

When making your selection you may want to consider the following:

- a. Which employee is best suited in terms of experience and training
- b. Is one employee more interested in the project than others
- c. Will they have the necessary time to add this to their present obligations
- d. When will they be able to begin
- e. Will they need special assistance

The following verses indicate the importance of matching the right person to the job:

**Exodus 18:21** Moreover thou shalt provide out of all the people able men, such as fear God, men of truth, hating covetousness; and place such over them, to be rulers of thousands, and rulers of hundreds, rulers of fifties, and rulers of tens:

**Nehemiah 7:2** That I gave my brother Hanani, and Hananiah the ruler of the palace, charge over Jerusalem: for he was a faithful man, and feared God above many.

**5. Meet with the individual selected for the project and explain all instructions, requirements, and other important factors associated with the assignment.**

Such as:

- a. When the assignment begins
- b. All instructions concerning how the project must be done
- c. What decision making power has in doing the job
- d. What resources are available to assist
- e. Any special procedures involved
- f. Whom he answers to and to whom he goes for help
- g. The purpose of the project and how it fits in the total scheme
- h. How performance will be evaluated

**6. Maintain open communication with the individual while he works on the project**

Maintaining regular communication with the employee helps avoid unforeseen problems and demonstrates interest in the progress being made.

**E. Elements of successful delegation**

One element of successful delegation is to make sure you never assign responsibility without giving the authority needed to do the job.

Failure to specify the boundary lines of authority creates most control problems in delegation. Either the employee goes beyond intended boundaries or fails to exercise his authority because of not feeling a release to do so.

Authority boundaries protect both the manager and the subordinate by identifying where decision-making power ends and recommendations begin.

## **XIX. TIME MANAGEMENT**

### **A. What is time?**

Time is the passing of life. How we utilize the time given to us is vital as it cannot be saved, stored or recaptured. Once it is spent, it is gone forever. Time is a most valuable resource that must be used as it is received. Everyone shares the same amount of time in a day. It does not discriminate between people. The secret of time is knowing how to make the best use of it. The Bible says:

**Proverbs 6:6-11 Go to the ant, thou sluggard; consider her ways, and be wise: 6:7 Which having no guide, overseer, or ruler, 6:8 Provideth her meat in the summer, and gathereth her food in the harvest. 6:9 How long wilt thou sleep, O sluggard? when wilt thou arise out of thy sleep? 6:10 Yet a little sleep, a little slumber, a little folding of the hands to sleep: 6:11 So shall thy poverty come as one that travelleth, and thy want as an armed man.**

**Ephesians 5:15-16 See then that ye walk circumspectly, not as fools, but as wise, 5:16 Redeeming the time, because the days are evil.**

### **B. Time robbers**

If we are to use our time wisely, we must make an effort to identify those things that rob us of efficient use of our time. Some common “time robbers” are:

1. **Procrastination**
2. **Poor planning**
3. **Interruptions by others**
4. **Poor delegation**
5. **Lack of clear priorities**
6. **Lack of concern for time management**

One way to identify “time robbers” is to create a time inventory sheet, which is followed for a period of two weeks. The sheet should be simple in form and easy to complete. Such as:

What I plan to do tomorrow	What I actually did
_____	8:00
_____	
_____	8:30
_____	
_____	9:00
_____	
etc.	

Each evening a plan for the next day’s activities is laid out in detail. Then as the time is actually used the events that took place are recorded under the “What I actually did” column. At the end of the day you can add the amount of time that was used as scheduled and that which was not. When examining the time that was not you may be able to identify some “time robbers”.

**C. Procedures for developing a weekly activity schedule**

1. **Make a list of next week's activities.** This should include all of the manager's known activities.
2. **Determine if each activity is to be completed next week or at a future time.** In other words how much time is to be allocated to the completion of this activity?
3. **Determine which activities for next week should be delegated.** Those not delegated would be the manager's responsibility.
4. **Set priorities for the activities.**
5. **Provide deadlines for those activities being delegated.**
6. **Assign a specific day for each activity you are responsible for and a deadline.**
7. **Provide some time in you schedule for emergencies and interruptions.**
8. **Evaluate your effectiveness, identify the "time robbers", and begin the process again.**

#### **D. How to set priorities**

Using the "Priority Scale" is a most valuable tool in learning how to establish priorities.

Begin by listing all items that need to be placed in priority. Then at the end of item #2 put the numbers 1&2 with the number one above number 2 as if you were writing the fraction one-half. Compare the priority activity item #1 has with item #2 and circle the number which has the greatest priority between the two items. Next compare the #1 item with the #3 item by writing the fraction one-third at the end of the third item. Again circle the number that corresponds to the item #1 or #3 that has the greatest priority between the two. Continue on comparing item #1 with each of the items to be prioritized in your list. Once that is completed begin the procedure again starting with item #2 and compare it with each item to be prioritized each time circling the number having the greater priority between the two being compared. When you have done this for all of the items you can go back and count the number of times you circled the number 1 and place that figure opposite item number one. When you have added the number



of times you have circled each different item's number you can reorganize your list of priorities by placing the item with the greatest number of circles at the head of the list to the item with the least number of circles at the bottom of the priority list.

**EXAMPLE:**

List to be prioritized:		Total Circled
1. Work on budget		_____1s
2. Equipment report	1	_____2s
	2	
3. Meeting with Bill	1 2	_____3s
	3 3	
4. New filing system	1 2 3	_____4s
	4 4 4	
5. Mary's work review	1 2 3 4	_____5s
	5 5 5 5	
6. Salary proposal	1 2 3 4 5	_____6s
	6 6 6 6 6	
7. Establish project guidelines	1 2 3 4 5 6	_____7s
	7 7 7 7 7 7	
8. Finish monthly report	1 2 3 4 5 6 7	_____8s
	8 8 8 8 8 8 8	

**E. Avoid the activity trap**

If we are not careful we can involve ourselves in much activity and work hard yet when the day is through we see that very little was accomplished. This "activity trap" happens when we allow ourselves to get involved in numerous tasks that do not contribute to the predetermined goal or objective.

1. We see a scriptural example of this in

**1 Kings 20:39-40** **And as the king passed by, he cried unto the king: and he said, Thy servant went out into the midst of the battle; and, behold, a man turned aside, and brought a man unto me, and said, Keep this man: if by any means he be missing, then shall thy life be for his life, or else thou shalt pay a talent of silver.**  
**20:40** **And as thy servant was busy here and there, he was gone.**

**And the king of Israel said unto him, So shall thy judgment be; thyself hast decided it.**

The servant was busy. He was involved in much activity but failed in his primary objective, which was to guard the prisoner.

2. Another scriptural example is found in the story of when Jesus visited Mary and Martha.

**Luke 10:38-42 Now it came to pass, as they went, that he entered into a certain village: and a certain woman named Martha received him into her house. 10:39 And she had a sister called Mary, which also sat at Jesus' feet, and heard his word. 10:40 But Martha was cumbered about much serving, and came to him, and said, Lord, dost thou not care that my sister hath left me to serve alone? bid her therefore that she help me. 10:41 And Jesus answered and said unto her, Martha, Martha, thou art careful and troubled about many things: 10:42 But one thing is needful: and Mary hath chosen that good part, which shall not be taken away from her.**

Look at what we can learn from this situation concerning time management:

- a. Martha was so busy she overlooked the important thing - the opportunity to learn from Jesus.
- b. Martha was unaware that she had lost sight of the goal. Once we lose sight of the goal, we tend to focus on our activity, which usually becomes a goal in itself.
- c. Martha criticized her sister, Mary, because she wasn't as busy as Martha. People caught in an activity trap usually become deceived into thinking

they are producing more than others because they are busier.

- d. Jesus pointed out that Martha's furious pace was creating stress within her.
3. Time management consultants say that 80% of the results are produced by 20 % of the effort. That means the other 80% of our effort produces only 20% of the results. To avoid this we must eliminate the "activity traps" that keep us from our objective. The following may help:
  - a. Avoid working on several small projects at once
  - b. Finish one project before starting another
  - c. Prioritize your projects and work on the most important ones first
  - d. Set self-imposed deadlines for all projects and meet them
  - e. Concentrate on results
4. Jesus recognized the importance of time management when he stated to his disciples, **John 9:4 "I must work the works of him that sent me, while it is day: the night cometh, when no man can work."** He never lost sight of his goal, and worked diligently to make sure he made the best use of his time. As a result he was able to say to the Father, **John 17:4 "I have glorified thee on the earth: I have finished the work which thou gavest me to do."**

Not only did Jesus make good use of time but he also recognized the importance of "correct timing". Throughout his ministry he was constantly aware of God's timing. Those

who are responsible as leaders need to move in God's timing, something they will not be able to discern without spending time with God. Note where Jesus indicated his awareness of correct timing:

**Luke 9:51** *And it came to pass, when the time was come that he should be received up, he steadfastly set his face to go to Jerusalem,*

**John 2:4** *Jesus saith unto her, Woman, what have I to do with thee? mine hour is not yet come.*

**Matthew 26:45** *Then cometh he to his disciples, and saith unto them, Sleep on now, and take your rest: behold, the hour is at hand, and the Son of man is betrayed into the hands of sinners.*

It is important to recognize that “correct timing”, knowing **when** something needs to take place, is as important as knowing that it needs to take place.

## **XX. ATTITUDE AND PERFORMANCE**

### **A. Our attitudes influence our actions**

The following verses suggest the powerful influence our thoughts have over our actions:

**Proverbs 27:19** *As in water face answereth to face, so the heart of man to man.*

**Proverbs 23:7** *For as he thinketh in his heart, so is he: Eat and drink, saith he to thee; but his heart is not with thee.*

1. A person's attitude plays a major role in determining what he or she will attempt or achieve. If a person thinks in his heart something is impossible, he usually doesn't bother

to try doing it. Thus the thoughts of his heart frequently become a self-fulfilling prophecy.

A great scriptural example is found in Numbers 13 where Moses sent out 12 spies to determine the lay of the new promise land. They examined the size and strength of the cities, and the type of crops raised.

**Numbers 13:17-20** **And Moses sent them to spy out the land of Canaan, and said unto them, Get you up this way southward, and go up into the mountain: 13:18 And see the land, what it is; and the people that dwelleth therein, whether they be strong or weak, few or many; 13:19 And what the land is that they dwell in, whether it be good or bad; and what cities they be that they dwell in, whether in tents, or in strong holds; 13:20 And what the land is, whether it be fat or lean, whether there be wood therein, or not. And be ye of good courage, and bring of the fruit of the land. Now the time was the time of the firstripe grapes.**

They were not being asked to determine whether it was possible to invade the land. Their mission was to discover what conditions would prevail when the invasion occurred.

The spies spent 40 days in the land and came back with a glowing report concerning the fertility and abundant produce.

**Numbers 13:27** **“And they told him, and said, We came unto the land whither thou sentest us, and surely it floweth with milk and honey; and this is the fruit of it.”**

However, at that point most of the spies turned their attention to the military might of the inhabitants.

**Numbers 13:28** **“Nevertheless the people be strong that dwell in the land, and the cities are walled, and very great: and moreover we saw the children of Anak there.”**

In fact, the longer they dwelled on the opposition, the more negative they became until finally 10 of the 12 spies said,

**Numbers 13:31 “But the men that went up with him said, We be not able to go up against the people; for they are stronger than we.”**

In their fear they concluded,

**Numbers 13:32 “And they brought up an evil report of the land which they had searched unto the children of Israel, saying, The land, through which we have gone to search it, is a land that eateth up the inhabitants thereof; and all the people that we saw in it are men of a great stature.”**

The longer they talked the more convinced they became,

**Numbers 13:33 “And there we saw the giants, the sons of Anak, which come of the giants: and we were in our own sight as grasshoppers, and so we were in their sight.”**

2. Negative thinking always produces negative assumptions and conclusions. Because they thought they were like grasshoppers beside the enemy, the spies imagined the enemy also thought they were like grasshoppers. Nowhere does the scripture tell us that the enemy had any such belief.

The spies' negative report spread like wild fire among the people of Israel and they cried all night saying,

**Numbers 14:2-3 “And all the children of Israel murmured against Moses and against Aaron: and the whole congregation said unto them, Would God that we had died in the land of Egypt! or would God we had died in this wilderness! 14:3 And wherefore hath the LORD brought us unto this land, to fall by the sword, that our wives and our children should be a prey? were it not better for us to return into Egypt?”**

Negative attitudes are highly contagious. It wasn't long before the entire **NATION** of Israel was infected.

As a result, their negative attitudes produced negative actions. For the next 38 years that entire generation of negative thinkers wandered around in the wilderness until they all died. They never took the land God had promised to them because they never believed they could.

3. However, some 38 years later that generation of negative thinkers had been replaced by their children, under the leadership of Joshua. Once again the people came to the banks of the Jordan River and looked across to the other side, to the Promise Land that God had wanted to give to their parents years earlier. Again spies were sent out. They went to Jericho and spent the night at a house owned by a prostitute named Rahab.

Rahab recognized the spies as Israelites by the clothes they wore. She told them the people of the city were terrified of them because of the way God fought for them. She said,

**Joshua 2:10-11 “For we have heard how the LORD dried up the water of the Red sea for you, when ye came out of Egypt; and what ye did unto the two kings of the Amorites, that were on the other side Jordan, Sihon and Og, whom ye utterly destroyed. 2:11 And as soon as we had heard these things, our hearts did melt, neither did there remain any more courage in any man, because of you: for the LORD your God, he is God in heaven above, and in earth beneath.”**

Rahab's comment takes on even greater significance when we consider that her parents were most likely even more terrified of the God of the Israelites than she was a generation later. Her parents were the inhabitants at the time the first group of spies came back with the report that the inhabitants were surely to strong for the house of

Israel. The way Rahab saw it her parents probably would not even have put up a fight knowing the awesome God of Israel. It is a tragedy that the children of that same God did not have as much confidence in His power as did their enemies. Instead that generation retreated from the promise of God and spent the rest of their lives wandering in the wilderness until every last one of the doubters died.

4. (What promises are you retreating from? What has God already given to you that you have failed to claim? List promises concerning provision, family, health, victory in trials, children, restored relationships, calling, etc. What attitudes of doubt, and unbelief are there in your life that need to be overcome? How big is your God - the size of your goals reflect the size of your God! Is your God big enough to do something beyond what you can envision? Eph. 3:20 Or have you limited Him to what you see as possible with man?)

But look at the report of faith taken back to Joshua by this second set of spies,

**Joshua 2:24 “And they said unto Joshua, Truly the LORD hath delivered into our hands all the land; for even all the inhabitants of the country do faint because of us.”**

This positive thinking motivated the children to exercise faith in God, take positive action, and within a few days they had taken Jericho.

What was the difference between the two generations? God hadn't changed. He had actually given the land to the people 38 years earlier. The difference was their attitude.

## **B. The size of your goal reflects the size of your God**



1. The “power of positive thinking” promotes the concept that by thinking positively an individual can turn desires into reality. Unfortunately, this concept has the strength of man at its basis. God makes it very clear that man -- left to himself -- has very little power over many of his circumstances.

**Jeremiah 17:5-6 “Thus saith the LORD; Cursed be the man that trusteth in man, and maketh flesh his arm, and whose heart departeth from the LORD. 17:6 For he shall be like the bush in the desert, and shall not see when good cometh; but shall inhabit the parched places in the wilderness, in a salt land where no one lives.”**

However, the passage continues, **Jeremiah 17:7-8 “Blessed is the man that trusteth in the LORD, and whose hope the LORD is. 17:8 For he shall be as a tree planted by the waters, and that spreadeth out her roots by the river, and shall not see when heat cometh, but her leaf shall be green; and shall not be careful in the year of drought, neither shall cease from yielding fruit.”**

The “power of positive thinking” focuses on human resourcefulness while the “power of godly thinking” focuses on God as the resource.

2. I am reminded of the story of the Christian leader who dreamed of a Christian camp in the Rocky Mountains. God had provided a beautiful setting for the camp however, that seemed to be where the man’s faith waned. As he and a friend toured the camp, the Christian leader reported how he had asked God for some used empty trailers no body wanted, to use as cabins and how God had provided exactly that; trailers nobody wanted. Then he prayed for some vehicles and a truck nobody wanted, and again he got exactly what he prayed for; vehicles and a truck nobody wanted any longer. The Christian leader was overjoyed as God had supplied everything on his prayer list just as he had asked. That is the tragedy, if he

had believed God for better he certainly could have received better.

**Mark 11:24 “Therefore I say unto you, What things soever ye desire, when ye pray, believe that ye receive them, and ye shall have them.”**

Our concept of God determines what we ask for and believe God will provide. The camp owner believed God would provide secondhand junk, so that is what he prayed for and received.

### **C. The keys to maintaining a positive mental attitude**

#### **1. Focus on God and the possibilities instead of self.**

We can see the negative results of focusing on man’s resources from the account in Numbers 13. We can also see the positive results of focusing on God’s ability in Joshua 2:24. This positive attitude produced positive action and faith in God.

Another example of this can be seen in the days of King Saul, when the Israelite army was confronted by Goliath,

**1 Samuel 17:24 “And all the men of Israel, when they saw the man, fled from him, and were sore afraid.”**

In contrast look at the attitude of the young shepherd boy, David,

**1 Samuel 17:26 “And David spake to the men that stood by him, saying, What shall be done to the man that killeth this Philistine, and taketh away the reproach from Israel? Who is this uncircumcised Philistine, that he should defy the armies of the living God?”**

Look where his reliance was based,

**1 Samuel 17:45-46** “Then said David to the Philistine, Thou comest to me with a sword, and with a spear, and with a shield: but I come to thee in the name of the LORD of hosts, the God of the armies of Israel, whom thou hast defied. 17:46 This day will the LORD deliver thee into mine hand; and I will smite thee, and take thine head from thee; and I will give the carcasses of the host of the Philistines this day unto the fowls of the air, and to the wild beasts of the earth; that all the earth may know that there is a God in Israel.”

2. Look to the future, not the past. Paul made this his way of life, eagerly looking to the future and what God was going to do.

**Philippians 3:13-14** “Brethren, I count not myself to have apprehended: but this one thing I do, forgetting those things which are behind, and reaching forth unto those things which are before, 3:14 I press toward the mark for the prize of the high calling of God in Christ Jesus.”

3. Always have a goal and keep it in front of you. This will help you maintain direction and a positive attitude.

**Philippians 3:14** “I press on toward the goal”.

4. View problems as an opportunity for improvement.

When problems face us we are vulnerable to negative attitudes. However, even difficulty gives us the opportunity to find new solutions and grow personally. We need to remember that in the book of James it says that we are to rejoice in tribulation because in tribulation worketh patience. In other words, difficulty gives us the opportunity to find new solutions and grow personally.

**James 1:2-3** “My brethren, count it all joy when ye fall into divers temptations; 1:3 Knowing this, that the trying of your faith worketh patience.”

The attitude of a leader when faced with problems will play a major role in the outcome. While trying to develop the incandescent lamp, Thomas Edison and his lab partners faced hundreds of attempts and failures. At one point the lab partners approached him together saying, “Thomas, lets give up on this idea, we’ve tried hundreds of experiments without one success. Let’s face it; the thing is a failure.” To this Edison replied, “We haven’t failed even once. We now know hundreds of things that won’t work, so we’re just that much closer to the right answer.” His attitude gave him opportunity to be successful, had he listened to his partners?

Attitudes are contagious! God realized how a negative attitude could affect an entire army and so instructed his military leaders to ask the following before going into battle:

**Deuteronomy 20:8** “And the officers shall speak further unto the people, and they shall say, What man is there that is fearful and fainthearted? Let him go and return unto his house, lest his brethren's heart faint as well as his heart.”

A leader must be aware of the morale and attitudes of those within his group being sensitive to people’s feelings before negative attitudes infect the entire body.

## **XXI. HANDLING ORGANIZATIONAL CONFLICT**

### **A. Defining conflict**

Conflict can be defined as “open and hostile opposition occurring as a result of differing viewpoints.” Conflict should not be confused with a “disagreement” which may exist without hostility. **Conflict always involves hostility.**

**James 4:1** “From whence come wars and fightings among you? Come they not hence, even of your lusts that war in your members?”

Conflict comes from our own selfish desires and passions focusing on “me” and “mine” --- “my ideas, my rights, and my feelings.”

**Proverbs 13:10 “Only by pride cometh contention....”**

**B. Negative Results of conflict**

- 1. Conflict causes us to fabricate and magnify the faults and weaknesses in others.** In order to prove our case we feel the need to discredit the views of others.
- 2. Conflict creates divisions within the organization.** As it is said, **Matthew 12:25 “Every kingdom divided against itself is brought to desolation; and every city or house divided against itself shall not stand”**
- 3. Conflict causes us to expend our energies on nonproductive activities.**
- 4. Conflict leaves people physically and emotionally drained consuming a great deal of our “thinking time”.**

**C. The positive aspects of disagreement**

- 1. Disagreement can lead to individual and organizational growth.**

**Proverbs 27:17 Iron sharpeneth iron; so a man sharpeneth the countenance of his friend.**

- 2. Disagreement can reveal the need for change.**

**Proverbs 18:15 The heart of the prudent getteth knowledge; and the ear of the wise seeketh knowledge.**

3. **Disagreement can help make us more tolerant of opposing views.** Learning to accept differing viewpoints without developing hostile reactions is another mark of a mature leader.

**Proverbs 23:12 Apply thine heart unto instruction, and thine ears to the words of knowledge.**

**D. The correct approach to handling confrontation**

1. **Make sure you are dealing with facts, not guesses or hearsay.**

**Deuteronomy 19:15 “One witness shall not rise up against a man for any iniquity, or for any sin, in any sin that he sinneth: at the mouth of two witnesses, or at the mouth of three witnesses, shall the matter be established.”**

2. **Always make the initial confrontation in private between you and the person involved.**

**Proverbs 25:9 “Debate thy cause with thy neighbour himself; and discover not a secret to another:”** The *Phillips* version of **Matthew 18:15** reads, **“But if your brother wrongs you, go and have it out with him at once----just between the two of you.”**

3. **When you try to resolve the conflict privately, if the other person involved refuses to resolve the problem, take someone with you and try again.**

**Matthew 18:16 “But if he will not hear thee, then take with thee one or two more, that in the mouth of two or three witnesses every word may be established.”**

4. **If the person continues to resist resolving the conflict, you may need to dissolve the relationship.**

**Matthew 18:17** “And if he shall neglect to hear them, tell it unto the church: but if he neglect to hear the church, let him be unto thee as a heathen man and a publican.”

When dealing with confrontation we should keep in mind, **Proverbs 20:3** “It is an honour for a man to cease from strife: but every fool will be quick to quarrel.”

**This completes our study on Biblical Leadership.**