

BIBLICAL PRINCIPLES OF MANAGEMENT

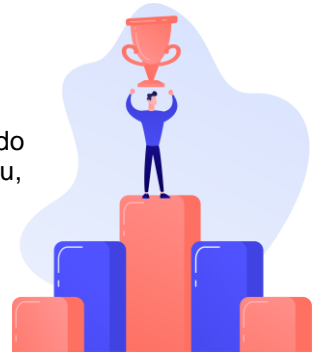
SECTION 1 THE BIBLICAL CONCEPT OF SUCCESS

I. What is Success?

Everybody talks about success. Everybody wants to be successful, and yet really, we do not know what success is. If I were to ask you to write down what is success for you, you would probably find it very difficult. If you are a young lady you probably write down, "to be more beautiful than the other young lady." If you are a young man you probably write down, "to get married soon." If your name is Sasha Gon, it is to get your Doctors Degree quickly. All of those are physical things.

One of the least understood concepts in our world is the idea of success. From the cradle to the grave we are pushed to be a success, we are told what it is not, and yet few people really feel they have achieved it.

We have been deceived into thinking that success is gaining some kind of position, compared to other people. Now for most ordinary philosophies that we have, the Bible teaches just the opposite thing. The Bible teaches that success is simply the development of God's character in our lives. To become identical to Jesus Christ. There are many examples of this in the Bible.



II. Who was Successful?

We are going to take the example of Daniel. In Daniel 6:28 we read, "So Daniel prospered during the reign of Darius." So here is a man that the Bible calls successful. Now some of you would like to be like Daniel; until you stop and think about it. He was taken captive. He had to live in another country, learn another language. He was not married. He had no children. It was also very likely that he was a eunuch. Would you like to be like that? According to the normal standards of life, there were a lot of things missing. There were a lot of unpleasant things, but the Bible calls him successful. Let us look at those successes.

A. Extraordinary Spirit

We see in Daniel 6:3 (NASB), "*Then this Daniel began distinguishing himselfbecause he possessed an extraordinary spirit, and the king planned to appoint him over the entire kingdom.*" Now this simply means that he was not like everybody else. It took only a few minutes to pick out Daniel in a crowd. He did not come out of the world's mold. He was not ordinary. People may be puzzled by a person like this, but the world is always looking for these special people. You can go home tonight, fall on your knees and say, "God, I would like to be a special person for Jesus. Give me an extraordinary spirit like Daniel."

In Genesis we read about Pharaoh. Genesis 41:38, "*So Pharaoh asked them, 'Can we find anyone like this man, one in whom is the spirit of God?'*" Pharaoh recognized that Joseph was a special person. His family never recognized it. His father may perhaps have surmised it. Pharaoh recognized it immediately, "Here is a special man with special gifts and capabilities. That is the man we need." It was an extraordinary spirit, which made these people successful.

B. Responsible

We see in Daniel 6:4, the last part, "*At this, the administrators and the satraps tried to find grounds for charges against Daniel in his conduct of government affairs, but they were unable to do so. They could find no corruption in him, because he was trustworthy and neither corrupt nor negligent.*" Daniel was blameless before his friends and before his enemies. He did not come late. He did not show up with

only one pen. He was always prepared. When he had to work eight hours, he was there ten minutes early, and he stayed ten minutes late.



What was the great testimony of your grandparents under communism? The testimony was that, the Christian people here were the best workers the Soviet Union had. Every factory, every manager could depend upon these Christian people doing a good job. Can they still say that today? We hope so. Ok. It is possible.

Daniel was not negligent in any way. He did not have to say, "Well excuse me," or "but, yes um, I could not help it." Daniel was blameless before his friends and enemies. He was not negligent. He was responsible in all of his assignments.

C. Courageous Commitment

We read in Daniel 6:10, *"Now when Daniel learned that the decree had been published, he went to his upstairs room where the windows opened toward Jerusalem. Three times a day he got down on his knees and prayed, giving thanks to his God, just as he had done before."*

Sometimes I spent a lot of time on my knees, in my office about these conferences, about these lectures. Do you spend a lot of time on your knees? Daniel knew it was forbidden, but he did it. There is a cost to doing God's best. Sometimes God makes it difficult for us to follow his best. It helps us to be aware of our misplaced values.

For instance, we may be placed in a position where we have to choose between temporary advantages, or some other values. And through the time of difficulty, through the testing, God shows us where we may have placed too much value, in a certain area that is not correct. We need to evaluate ourselves. We need to change and that takes courage. Sometimes your boss may ask you to do things that are not right, and you may have to say, "I am sorry I cannot do that." And he may say, "I am sorry, you no longer have a job." What will you do then? Compromise and say, "Oh well this time it is ok"?

D. Vital Prayer Life

In Daniel 6:10, we read, *"Three times a day he got down on his knees and prayed, giving thanks to God, just as he had done before."*

We have found that there are thousands of people in America, Canada, England, Austria, and Australia, praying for us here. Daniel made prayer a top priority in his life. It has been said that a Christian's power will never rise above his prayer life. Daniel obviously made it a top priority. The people that pray, are the people that God can use.

E. Thankful Spirit

In Daniel 6:10, the last part again, *"Three times a day he got down on his knees and prayed, giving thanks to God, just as he had done before."* Nobody appreciates an ungrateful person. The development of a thankful spirit is an excellent way to offset some of our self-centeredness, some of our tendencies to focus on ourselves. As soon as we begin to say thank you, we are focusing on someone else. It is important for people to recognize that in our lives other people have high priority.

Here Daniel was told he could not pray. What do we expect him to do? "Oh no; oh no' no-oh, no-oh, ... Lord oh no, no!" That is what you expect him to say, right? "How terrible, how awful." The Bible writes that he gave thanks, "just as he had done before." It was his lifestyle. He was known in the community as a thankful person, a grateful person. What is your reputation? If I come to your village, would people say, "Oh he is such a wonderful person. He is such a grateful person." Or, "He is the most prayerful young man in our church."



F. God was Glorified in his Life

Further we see in 6:16b the King spoke and said to Daniel, *“May your God, whom you serve continually, rescue you!”* Later on we see the same statement being repeated. Both his friends and his enemies were totally convinced, that Daniel’s secret was his special relationship with his God. When they saw Daniel, they saw in him the shadow Daniel’s God. Nobody could ever be with Daniel for five minutes and go home and wonder whether he was a Christian or not. The King saw something bigger in Daniel’s life than Daniel. The King saw God’s character in Daniel. The King saw that even before Daniel was delivered from the Lions. You never had to ask him twice. You never had to question him. You never had to wonder if he was honest or right. Because he had God’s character.

G. He Trusted God

He trusted God. Daniel 6:23b, says, *“No wound was found on him, because he had trusted in his God.”* God was sovereign in Daniel’s life. You always trust the thing that seems sovereign to you. It may be your intellect. Maybe your position. Maybe your power over others. Maybe your possessions. Maybe special skills or knowledge or a number of other things. Daniel trusted God.

CONCLUSION

In conclusion let us note that:

Success is what you **are**, not what you do. Most people will react to you, on the basis of who you are, not on the basis of what you do. Once you understand that, you can begin to have success in your own life and in your own work. Our work will become successful work when we begin to live successful lives.

SECTION 2

FIVE KEY GUIDELINE PRINCIPLES

INTRODUCTORY NOTE

There are certain principles of management that have universal application. Sometimes we think of management as a business thing. And we think our churches are spiritual and they don't need business principles, but money is money, a car is a car, a building is a building, a person is a person, and these interactions, these inter relationships apply both in the regular business as well as in the spiritual business. If you drive a car and you go 150 km/hr and you hit a wall, you will probably be killed. If you're a Christian and you go 150 km/hr and you hit a wall, you will be killed just the same. There many similar principles which are universally applied to life. We are going to look at some common sense principles. All bad management violates one or more of these principles I am going to give you here.

PRINCIPLE #1: ACCOUNTABILITY

An effective organization, will “design in” accountability to every task. Some standard of measurement is needed, which regularly reminds each person of the original purpose and task assigned to him. I write a quarterly report to my mission leaders about my work. Many leaders report their work to each other and ask for counsel. Short-term coaches come to our coordinator at the end of a trip and tell him what they have done. This is necessary for us in order to be doing the thing that we are supposed to be doing.



In Daniel 6:2 we read this, *“with three administrators over them, one of whom was Daniel. The satraps were made accountable to them so that the king might not suffer loss.”* So the King appointed three leaders over his kingdom. There was a council of three. And every Provincial leader had to make a report to those three men, to this council of three. This way the king knew that the country was properly taken care of. In Luke 16:2 we read the following parable of the shrewd manager; *“So he called him in and asked him, ‘What is this I hear about you? Give an account of your management’”*.

Example: Let us say you have a group of researchers that are supposed to research certain chemicals for a factory. A month goes by and nobody checks up. A quarter goes by and nobody asks anything. After six months, ‘What are they researching?’ The thing that they like themselves, not the things that are necessary for the factory. You need to have people checking on you.

That gives you two responsibilities:

1. You need to be checking on your students. “Do you know your Bible verses? Did you do your homework? May I see your notebook?” You check on your students.
2. It also means that you must graciously accept a leader asking you some questions. “Oh there comes the Director. He is probably going to ask me if I was there thirty minutes early every time for my lesson.” And instead of saying, “I am not always there thirty minutes ahead of time.” Say: “I could do better.” And if you say you could do better, the Bible says you must do better. So your Director is simply doing what the Bible tells him to do. You are very unfortunate if nobody checks up on you. Maybe it means nobody cares for you. It is never enough to tell somebody, “Go do that!” and then forget about it. You need to check up on things.

PRINCIPLE #2: CREDIBILITY

The management of an organization, or of a church, must have credibility with its workers. The pastor must have credibility with the elders, and with the deacons, and the Sunday school teachers in his church. A leader must have credibility with his workers. Management must have credibility with the organization. If the team doesn't perceive honesty and integrity in the **actions** of management (never mind what they say)... then they will not pay attention to stated purposes, plans, and objectives.

If the associates, the coworkers, do not perceive the credibility of the leaders, they will also not listen to their goals and to their instructions. They will begin to each do their own thing. James 1:22-24 tells us, *“Do not merely listen to the word, and so deceive yourselves. Do what it says. Anyone who listens to the word but does not do what it says is like a man who looks at his face in a mirror and, after looking at himself, goes away and immediately forgets what he looks like.”*

Example: A businessman was always telling his colleagues not to spend so much money. The business expenses included a lot of money on petrol, and a lot of money on car repairs, and other things. Then there was a special football game in the capitol. He rented a private plane and flew to the capitol. What do you think the workers will do next week when he comes back and says, “You are wasting too much money”? So you have to be very careful about credibility. We do not want you to talk about how good you are, or how much you can do. We want you to show it before the lives of your people.



Managers must constantly check up on themselves to see whether their actions might be perceived as self-serving by their personnel.

PRINCIPLE #3: DISTRACTION

There is a very strong tendency in an organization to be distracted from its original purpose. Managers must constantly guard against it. You better make sure you write that down. *There is a very strong tendency in an organization to be distracted from its original purpose. Managers must constantly guard against it.* What is the biggest job right now for leaders and myself? To maintain high standards ! We must always guard that our Centers are not going to go do something else or do a very poor job. You must be on your guard. If you want to do lesson two of *Basic Christian Life*, and somebody comes with a question, “Should ladies wear make-up or not?” You talk and talk and talk and, “Oops, 9:00pm already, sorry, time to go home.” Where is your lesson two of *Basic Christian Life*? Out the window. Because you did not watch your priority, you got distracted. Haggai has something to say about that. Haggai 1:7-9, *“This is what the Lord Almighty says, ‘Give careful thought to your ways. Go up into the mountains, bring down timber and build the house’ (temple) ‘so that I may take pleasure in it and be honored,’ says the Lord. ‘You expect much, but see, it turned out to be little. What you brought home, I blew it away. Why?’ declares the Lord Almighty. ‘Because of my house, which remains a ruin, while each of you is busy with his own house.’”*

Example: One mentoring ministry , was holding Bible classes in different churches in a province. Then they started holding some stationary classes in one building. Then they started holding some intensive courses there. Then they started holding a lower level course. Then there was an argument among the leaders. And then? There was no mentoring ministry.



How do we get distracted? Usually you get distracted when there is a difficult task to do. And then somebody has a good idea. The good idea becomes a project. The project becomes a whole department. Then the department becomes an institution, it becomes a tradition. All of a sudden we find that we are doing this, this, this, and this, when we actually wanted to do this. So you need to constantly say, “Brother that is a good idea, but tell me how does your idea help us to do this?” “Ah um. I do not know.” “Thank you. It was a very good idea, but we will not use it right now.”

PRINCIPLE #4: DIFFUSION

Now every person or group of persons in an organization has a finite amount of physical, and emotional and spiritual energy. Most of you forget about that. You think you can do this, and you can to this, and you can do that. Last year we were in a school room, and another man came in and he wanted to have another meeting, with another group of people, at the same time, in the same room while we were there already meeting with a group of people. It's very hard to do, I think. Many times **we over estimate ourselves**. We think we can do many things. We cannot do all the things we think we can do. Many times we do a lot of little things, and do not have enough time left to do the most important thing. When you diffuse your resources, then you reduce the resources that are available for the original purposes. So any unnecessary diffusion of these resources, necessarily reduces the resources available for the original purpose.

We are going to take a look at 1 Kings 11:2-3. *"The Lord had told the Israelites, 'You must not intermarry with them, because they will surely turn your hearts after their gods.' Nevertheless, Solomon held fast to them in love. He had seven hundred wives of royal birth and three hundred concubines, and his wives led him astray."* Solomon certainly spread himself a little bit too thin with his wives. His wife probably came in his bedroom and he said, "Oh you are my wife?" But before you laugh too much at that. You better check up on yourself. Most of us have not learned how to say "no".

I know many pastors who ask a person to teach a Sunday school class, and then they also ask them to become an elder. Furthermore they ask them to visit the shut-ins with the Lord's Supper. Plus there is a small church in the village they need to go to and preach at. It is always, plus this, plus this, and plus this. That is not a reality. You will be told the same thing. As soon as you want to do spiritual things, people are going to try to tell you, "You must do this, and you must do this, and this, and this." And you will have to learn to say, "No". Now maybe it will not work for you to go to your pastor, and say in an abrupt voice, "No, I am not going to do it. You can tell me what you want to. I am not going to do it." He will probably say, "Have you heard of that Seventh Day Adventist Church over there? That is a good place for you." We are going to teach you how to say "no"; but you must be willing to say "no".

You cannot have a job in a factory (a secular job), and be an elder in the church, and do some other things, and also teach a Bible class, and also start a new church. It is not going to work. You need to choose between some of these things. That is why you need to know what your gifts are, so you know what God wants you to do and some of the things he does not want you to do. We have this fantasy that we can do three times as much as what we are physically capable of doing. And by doing that we are cheating ourselves. We are deceiving the brothers and sisters, because we are doing a poor job for them when we should be doing a good job. And we are humiliating the very Jesus Christ whom we want to honor. He is hurt and thinks, "Why did they do such a shameful job?" You simply need to learn to choose a set of priorities.

PRINCIPLE #5: PERCEIVED BENEFITS

Every organization is a sales organization in the sense that it must sell its major purpose to all its participants. The pastor must sell to his deacons and elders that his church is a good church and that it is an important part of life to be part of it, to participate in it. If the elders and deacons are not convinced that this is good and necessary, and that God wants it, they will do nothing and the church will begin to die. A director must show to his coaches that this is the best program in the province. That, without these Bible classes your province, and even the whole country, will go to hell.

We want to look at Ecclesiastes 3:12-13, *"I know that there is nothing better for men than to be happy and to do good while they live. That everyone may eat and drink, and find satisfaction in all his toil -- this is the gift of God."* There is a direct correlation between the extent of participation, and the personal benefits perceived from the main purpose. Did you enjoy the Basic Christian Life courses? It is nothing compared to the joy you will receive when you start teaching those courses to others.

Would you like to grow spiritually? Would you like to become a beautiful spiritual person? It is not sitting here in this hall that's going to make it happen. But when you go out and share this food, the Bible, with other people, God will begin to pour out His blessings on you. A number of years ago we started the coaching ministry here, and that has been the whole secret of the local church based leadership training ministry. As people began to share with others, God gave them so much joy and so many blessings that they could not contain themselves. First there were fifteen students, then there were sixty, then one hundred and twenty, and it keeps growing.

Just recently one man, in his mid-forties, gave a testimony. He said, "I have been a Christian for many years, from the time I was a youngster; but the best years of being a Christian, were the last three years, when I was studying the Bible. That was the best time out of my whole Christian life. And what was the best thing out of everything? The six weeks in November while I was teaching in the far eastern parts of Siberia! That was the very best part of my whole Christian life."

A basic motivator in human nature is always the present question, "What is in it for me?" Your students will ask that. "Why should I become a student in your class?" "What is it going to do for me?" Your leader is going to ask that question. "If this man becomes one of my coaches, what will it do for me?" And deep down you are asking that question. That is why I gave you that testimony of the brother who started to study the Bible for three years in Ukraine and then was teaching it in the Far East. You need to memorize these principles.

CONCLUSION

A solid understanding of these principles will help you recognize a situation where one needs to be applied, or perhaps is being violated. The effective application of these principles will go a long way toward enabling you to be successful managers. If you want to become a successful leader or a successful manager, you will need to read this lecture at least once a month for the next six months. I read this at least once a year for myself, because I need to be refreshed. I think I can remember everything, but I forget how to use it.

The principles are:

1. Accountability
2. Credibility
3. Distraction
4. Diffusion
5. Perceived benefits.

I hope you will memorize them.

SECTION 3

TWO TYPES OF MANAGEMENT

INTRODUCTION

There are basically two types of management. One is an **autocratic** type of management. The other is a **participative** type of management. Now many of our churches are operated under an authoritarian type of management. The pastor simply says, "I want you to do this and I want you to do this, and I want you to do that." The man who discovered these two types of management, did not really discover anything new. We already find these two types of management in the Bible.

The autocratic type of management assumes that people are naturally lazy and must be frightened into performing, with threats and fear motivation.

The participative type of management assumes that people are naturally productive and will perform if positively motivated. This method seeks to involve people in the decision making.

I. REHOBAM'S MANAGEMENT PROBLEMS

We are going to look at Scripture. 1 Kings 12:1-19, gives us a good example. Rehoboam inherited the throne from his father Solomon. Now it was a time of unrest because God had raised up some adversaries against Solomon. Rehoboam had some real management problems on his hands.

A. Solutions

The people came to him with a solution. This is what they said, *"Your father put a heavy yoke on us, but now lighten the harsh labor and the heavy yoke he put on us, and we will serve you."* (1 Kings 12:4). Rehoboam wanted to think it over. He sought the counsel of the wise men from his father and they gave him very wise advice. It is called group management or participative management style. Here is what these leaders advised him, *"They replied, 'If today you will be a servant to these people and serve them and give them a favorable answer, they will always be your servants.'"* (1 Kings 12:7).

B. The Decision

Then the King did a very foolish thing. Look at verse eight, *"But Rehoboam rejected the advice the elders gave him and consulted the young men who had grown up with him and were serving him."* Apparently there was a young group of 'yes' men. Whatever the king wanted they said, "yes", they agreed with him. Oh and that felt very good. It really pleased his ego. Their great advice is called 'autocratic' management.

So what did Rehoboam's 'yes' men say? *"And the young men who had grown up with him replied, 'Tell these people... 'My little finger is thicker than my father's waist. My father laid on you a heavy yoke; I will make it even heavier. My Father scourged you with whips; I will scourge you with scorpions.'"* (1 Kings 12:10-11).



C. The Result

In verses 13-14 we read, *"The King answered the people harshly. Rejecting the advice given him by the elders, he followed the advice of the young men"*. What happened? We see here:

1. The people did not identify their own needs with the king's goals.

"When all Israel saw that the king refused to listen to them, they answered the king: 'What share do we have in David, what part in Jesse's son?'" The 'Principle of Perceived Benefits' is shown here. *"To your tents, O Israel! Look after your own house, O David!"* (1 Kings 12:16)

2. There was a split in the kingdom.
3. They made Jeroboam, a rebellious and scheming man, their king. And he led them away from God.
4. There was chaos, which led to severe discipline by God. It led to captivity in Assyria and Babylon.

II. HOW CAN YOU BECOME A PARTICIPATIVE MANAGER?

A. Develop a Participative Management Style

The Japanese have learned this secret, and the result is one of the most efficient and productive industrial nations in the world.

1. ***Involve your people in setting goals for the organization.***

- You should not be thinking only about your own group.

You should be thinking about your whole region. You should be thinking about your whole province, so when you have a meeting with other coaches, you can give good advice to your leader.

- With your group you do not say,

“Well, we will begin at seven and quit at nine.” You say, “What would be the best time to start?” “6:30? 7:00? 7:30? What do you think?” And you involve your students in the decisions for the group.

2. ***You encourage them to set personal goals.***

We are going to study a Bible course now for three months; What do you hope will happen in your life in the next twelve weeks? What do you think will happen from studying the Bible for twelve weeks?

- Help your people to write down some goals.

Make sure your students have notebooks and two pens. Help them to write down why they want to study the Bible with you for three months.

- Make sure he receives these benefits.

And you will say, “Ah ha! I had better make sure he receives these benefits. It is my job, to see to it that he will actually receive the benefits he hopes to receive.” If he does not receive those benefits, he will not be studying with you another three months.

3. ***Have regular feedback times.***

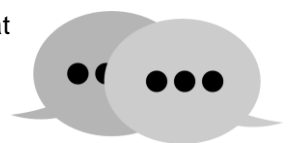
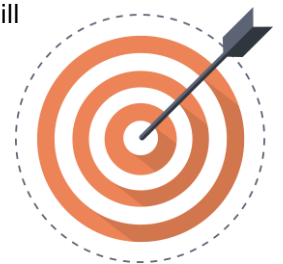
Have regular feedback times, so that people can report how they feel about what is happening in their lives. That is why we do not want you to do lectures. We want the students to have a discussion, and it's your job to lead the discussion.

“Tell me, what was your biggest blessing this week?” “What was your biggest blessing?” A little bit later, “What was your worst difficulty this week?” “What was your most difficult situation this week?” And people begin to think, and people begin to share, and people begin to pray for one another. People begin to give advice to one another and all of a sudden, those things that were written two thousand years ago in the scriptures become very, very useful today, in your village, here in your province.

4. ***Give them a chance to respond to a proposed decision.***

People need a chance to respond to a change in direction before it is implemented. You can't just say, “Well next week we are going to meet an hour early.” People need time to adjust to that. You need to give them an opportunity to think about it. “Why? Why is it good? What's bad about it? Can it be done?” and so forth. Proverbs 15:22 tells us, “Plans fail for lack of counsel,

but with many advisers they succeed.” Next is Proverbs 13:10, “Pride only breeds quarrels, but wisdom is found in those who take advice.” It is your job to receive counsel and then make a wise decision. You make the decision, but only after the others have helped you by giving the best advice. Ecclesiastes 4:9 “Two are better than one; because they have a good reward for their labor.”



B. Loving versus Using People

I am thinking of two recent book titles; one of the titles was, *Winning Through Intimidation — Looking Out For No. 1*. Intimidation is to put people down, to make them quiet, to make them afraid of saying anything.

Example: Once I heard on the radio a news report, about the new parliament in a dictatorship, and one of the leaders took the microphone at the first new session and said, “Now listen those of you who do not belong to my party. You be sure to vote the way we tell you to, and if you do not agree with me I will make sure that later on you will go to jail.” That man wants to “win through intimidation.”

The title of another book was, *Power — How To Get It, And How To Use It*. Both books promote the world’s basic philosophy... “Love things and use people.” As usual, God’s way is completely different... “Use things and love people. God tells us in Jeremiah 22:13-14a, “*Woe to him who builds his palace by unrighteousness, and his upper rooms by injustice, making his countrymen work for nothing, not paying them for their labor. He says, ‘I will build myself a great palace with spacious upper rooms.’*”

The participative management theory recognizes the worth of the individual, the value of the individual. People are not viewed as parts of a big machine. People have value and people are loved, but things are used.

C. Leading By Example

Many people say, “Do as I say, not as I do.” Have you ever heard that? Did it inspire you? No! The underlying premise in this statement is, that a manager (husband, father, church leader, etc.) has the right to be inconsistent in his leadership. God has a better idea!

Why do children grow up differently? Why do my children do certain things and your children do other things? Basically because they have seen their mummies and daddies doing things. They see the lifestyle of their parents and imitate what the parents are doing by example.

Proverbs 29:19, “*A servant cannot be corrected by mere words; though he understands, he will not respond.*” We are talking here about the “Principle of Credibility”. The principle of credibility requires a consistent message from the leader or from a coach like you, in both words and deeds. Of all the excuses used by non-Christians, the number one excuse by a wide margin is... “There are too many hypocrites in the church.”

A manager must consistently check out his own action, and ask himself, “Are my actions consistent with my message? Can I say, ‘Go and do likewise?’”

One leader told me last year, “Some of my students could not come to class anymore, because they did not have money for the bus tickets. So I gave them money out of my salary to buy tickets and I am buying the tickets for them.” Another director, said, “Mr. Bible, I have never yet used the salary I have received. I have always used all of my salary for travel expenses for my coaches. Some of my coaches are very poor and they do not have money to go to their classes.”

I will tell you what makes me happy to be here. What makes me excited about the Ukrainian people. I have met many spiritual people here who are really a good example to their students and to other fellow coaches. Can you say that? As you begin to grow and become a spiritual leader, I hope that you will learn not only to say, “Go and do” but that you will be able to do it also and show them and then say, “*Go and do likewise.*” (Luke 10:37) Who said that? “*Go and do likewise*”? Jesus said that. He did it and then He said, “You go and do just like I did.”

D. Developing a Servant’s Heart

Let us go back for a moment to the wise advice that the elders gave to Rehoboam. 1 Kings 12:7, “*They replied, ‘If today you will be a servant to these people and serve them and give them a favorable answer, they will always be your servants.’*” (1 Kings 12:7). We are going to look in some detail at this verse.

1. How can a leader be a servant to his people?

Should it not be the other way around? What did Jesus say about that? Luke 14:11, “*For everyone who exalts himself will be humbled, and he who humbles himself will be exalted.*” This is a law that God has built into the universe. It is just as sure as the law of gravity. A leader who will humble himself and actively seeks to serve those under him, will be exalted by God, and he will be enthusiastically followed by those he serves.

2. A participative manager must learn to be a good listener, and hear the petition of his people.

“Give them a favorable answer” and “they will always be your servants” (1 Kings 12:7). What did we read from King Rehoboam? “...the king refused to listen to them”. What was the result? “When all Israel saw that the king refused to listen to them, they answered the king: ‘...Look after your own house, O David!’” (1 Kings 12:16). Now a leader cannot always grant every petition, that’s not possible. But you can listen to every petition and you can seriously think, “Can I grant this petition?” Or “Why can I not grant this petition?” A manager cannot always grant every petition of his people. But he must listen to every petition and he must do so with an attitude that says, “I care about what you think and feel, so I am giving this serious consideration.” And he must in a humble way explain that to the person.

3. Rehoboam was advised to speak good words to them.

The apostle Paul gives us the same advice in Philippians 4:8, *“Finally brothers, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable — if anything is excellent or praiseworthy — think about such things.”*

Many times we have been taught that verbalizing praise for someone under you is wrong. It makes people proud. It is a sign of weakness. People will begin to take to advantage of you if you do that. All of that is classic, authoritative thinking. It simply is not true!!! If you tell your wife, “That was wonderful, I loved it” she will be motivated to make something nice the next day again. If you tell a helper “That was nice, I really appreciate it”, then they smile and both know and desire to help in the future. Learn to look for “anything worthy of praise” in your employees, and then verbalize it.

III. APPLYING THE GOOD ADVICE GIVEN TO REHOBAM

A. Make your students successful

“If today you will be a servant to these people and serve them...” (1 Kings 12:7) Your job is to ask yourself for each student, “How can I make this student successful?” Why is that student in my class? To become a failure? To waste his time? Because he has nothing else to do? He is there because he wants to become successful. And you need to ask, “What can I do to make this person successful?” What are his needs? Why does he always come to class sad? Why he is usually late for class? What can I do for his wife? Or for her husband? How can I make their family more successful? How can I (as his manager, her husband, etc.) enable him/her to realize his full potential?

B. Become a good listener

“Give them a favorable answer” (1 Kings 12:7). Many of us today have an answer before we’ve even heard the question. Do not only hear the words he says, listen to how he says them. Look at his body language. Think, “What is he not saying?” Listen to him.

C. Learn to accentuate the positive

“Give them a favorable answer” (1 Kings 12:7). One translation says, *“...speak good words to them”*. That is the most difficult thing for most of you, right there. Most of you react in a negative way. I may ask somebody, “How did he do his work?” What do you say? “Good”? No you say, “Not bad.” It is a negative expression. We have found over the many years I’ve been working, that this is one of the most difficult items for a person to learn: “To accentuate the positive, to verbalize praise for the individual, to point out the good qualities that can be developed.” And what does the Bible say? *“Let us therefore make every effort to do what leads to peace and to mutual edification.”* (Romans 14:19)

CONCLUSION

The development of a participative management style is more than just becoming a “Good old boy”. It takes concentrated efforts and attention to detail. You will have to “unlearn” some old habits, and develop some new ones. In the long run, though, it is a wise investment of time and effort.

SECTION 4

PLAYING YOUR POSITION

INTRODUCTION

For introduction I want to use a sports analogy

In any team sport people are assigned a specific task or position. If that man fails to play his position it will bring the whole team down. It is as common in management as it is in sports. A good manager must not only guard his own action, he must encourage his people to play their position well.

Proverbs 27:23-24 gives us some very interesting advice. *“Be sure to know the condition of your flocks, give careful attention to your herds; for riches do not endure forever, and a crown is not secure for all generations.”* We could paraphrase that verse and say, “Know well the condition of your group and pay attention.”

Here is a definition:

You are “playing your position”, when you fulfill the expectations of the one who *created* your position in the first place.

Somebody sent you here. Somebody thinks you should become a coach. Somebody has hopes for you and has planned a group for you to lead. Do you know precisely: why he asked you; what he wants you to do; and what his goals for your group are?

There are a number of pastors who are personally trying to play every position on their team. They do everything themselves; they preach; they are the chairman of the board; they teach classes; visit the sick; repair the building; buy the fuel for the heat; bring some people to church in their car. They do everything. And nobody is happy with them. Maybe they are not playing the position that God has designed for them.

What is your position? You have been given some position in the church, or in a spiritual ministry. How are you playing your position? How can you learn to play your position properly?

HOW CAN A SPIRITUAL LEADER LEARN TO PLAY HIS POSITION PROPERLY?

A. Understand the Designer’s Purpose

Somebody established your position. Whatever it is, whether it is in your secular work or in the church or in some other organization, somebody established your position and said, “We want you to do this.” Ask yourself;

- 1) “What did he have in mind?”
- 2) “Why did he create this position?”
- 3) “Why did he make this job?”
- 4) “How does he visualize the successful execution of the position he designed?”
- 5) “Why does my administrator ask me to start a group in that village?”
- 6) “What is he hoping for in that group?”
- 7) “Why does the leader / director want a group in that place?”
- 8) “Why does he want me to teach that group, and not another group?”

If you do not have answers for these questions, you had better ask your director, or your pastor, or your teacher, or your factory foreman. Maybe you should make a list, of some questions you have for him. If you do not know what makes him happy, how can you fulfill your job? Only if you know his goals for you, can you try to fulfill those goals and please him.



Very few church leaders have specific goals for their workers. So you may have to go to your leader and ask him. Here are a couple of questions you can ask him:

1. Ask: What are your goals for me?

He should know them and you should know them. His goals and your goals for you should be the same.

2. Ask: What could I do to make you more effective?

To make your teacher more effective? To make the leader more effective? Can you imagine how shocked your boss will be at your secular job? You go there Monday morning and you ask, "What can I do to make you more effective?" You better call the ambulance, he may have a heart attack!

The same principle applies in the other direction. You see, there is always somebody in front of you and somebody behind you. There is always a new worker in the factory who you can tell, "You know it is better to do it this way, and it goes faster this way, and easier this way."

You have a group of students out there and they are looking to you. You must make them successful. You must make your leader successful and you must make your followers successful. If your leaders are successful and your followers are successful, you too will be successful.

How can the one under you know what you expect of him unless you tell him? It is very important for you to tell your students what you expect of them. You must learn to communicate from the general to the specific. You talk about the group generally and the general things of the course. Then with individual members you talk about their own individual things. Be specific. What is it this student must do to make you happy by next week when you meet again? As a manager you must articulate your hopes and dreams to those under you in a manner that will lead to specific action.

B. Seek to Expand Your Position

One of the deadliest attitudes in any organization is, "We have always done it this way." I heard someone say this morning, "In our church ladies have never spoken before." Just because mistakes were made in the past does not mean you have to continue them now. We do have new freedom now. We do have Bibles now. Many of your grandparents did not have Bibles. Do not criticize them if they made some mistakes. Some of them could read very poorly. You have a better education and many of you have two Bibles.

A lot of managers sit around worrying about a promotion. A lot of coaches wish they could get a nicer group or a bigger position. What you should be doing instead is expanding your potential. Here are a few tips to help you become more creative as a leader. These few tips can help you to become more creative in "playing your position":

1. **Be alert and curious.**

Ask questions. Discover more information than other people. Try a few things at home. Put some extra energy in it.

2. **Continually try to understand the organization's goals and objectives.**

Example: Unfortunately, we have to let go of one of our people. That person is a good person, but does not seek to understand the organizations goals and objectives. We cannot work with that person.

We have specific things we want to accomplish through our Bible courses. We are not just teaching Bible courses because we have nothing better to do. We want to raise up **new visionary leaders** in our land. James 1:22 says, "*Do not merely listen to the word, and so deceive yourselves. Do what it says.*" We are looking for people who want to do spiritual work. And if that is you. Please come back and we will help you all we can to make you successful for Jesus.

3. **Look for ways to improve present processes.**

Example: One of our coaches went to another country just a couple of months ago. He did not know the people there, and maybe he was a little scared. So he said to all the students, "You must bring with you a letter from your wife or from your husband to say that you can study in this course." One man went home, his wife was an unbeliever, she said, "I am not giving you a letter." He did not argue, he went in the other room and prayed for two hours. He came out, talked nicely to her, helped her. He went again in the other room and prayed some more. When he came out, she said, "You are a very different person. I also want to go to this Bible class. I want to see what they do there." She went to the Bible class, and the next Sunday she went to church and repented. That coach had five people like that who repented of their sin because he asked them to bring a letter. It was not our instruction but it was a blessing of God upon his ministry.

4. **Be a brain picker... Learn from others.**

After reading this material, discuss it with other coaches. Learn from each other. Find out what is going on in somebody else's province, and in somebody else's courses. Make notes. You can have a lot more material in your notebook than in your head. Your brain is very, very small. However, you can put lots of stuff in your notebooks.

5. **Purpose to create variety in your work.**

This is so important as a coach, your classes should be interesting, not the same old thing. Make sure there is something fresh, something new, something exciting. Sameness is deadly--monotonous and deadly.

6. **Understand the objectives of your fellow workers.**

Do your work in ways that will serve them. How will the work you are doing, the Bible class you are leading, help them in the development of their group? Advance their cause.

7. **Research current events in your field.**

There are constantly new materials coming out. As a trainer you should be reading ahead of everybody. You should look online for what is available. Every time you are near a Christian bookstore or mission look around, look for some things that you find helpful.



C. **Visualize Your Position as a Success**

Your subconscious mind is like a "servo-mechanism". That means it reacts on the basis of prior programming. Your subconscious cannot tell the difference between a real experience and one that is vividly imagined.



For instance, a coach goes to a new village to start a new group and thinks. "Well it is a small village, there probably will not be many people." Exactly! There weren't many. "Probably it will just be old people." Yep! They were old people. "They probably are not going to study very much." No. They did not study very much. Everything you told your subconscious mind happened a little bit later on because you reacted negatively when you encountered the slightest bit of resistance.

However, when you think just the opposite you can train your mind to visualize yourself as successful in a certain situation and good things will begin to happen. You will react accordingly when you actually are in that situation. This theory has been in God's Word all the time, *"Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is -- his good, pleasing and perfect will."* Romans 12:2

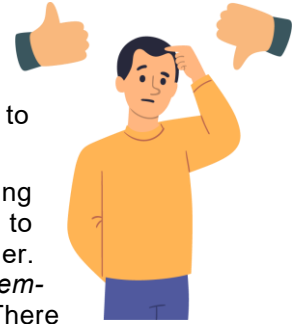
"What a small village this is. Just imagine what Jesus would want to do in this small village." What does the Bible say? "Nazareth! Can anything good come from there?" (John 1:46) But it did! It did! It did! The Savior came out of Nazareth. It could happen to you. In that small village, with that little church, with those old people.

Years ago Sasha the administrator of L'viv, had been doing a wonderful job. He had also begun to teach his father. We had a beautiful experience. We went to a little village in L'viv province, where this church was. To get there you had to walk through a deep ditch and up a steep hill on the other side. The toilet was behind, and then behind, and behind, and behind. A man was there who had a small group. He said, "Well, I am an old man." But praise God, he did a beautiful job. He did not know that we were coming. One of his students who was not there, said, "If I had just known that Abraham Bible was coming, I would have been there." One of the students said, "I am sorry Mr. Bible I did not know that you were coming, I did not study my lesson." This man was just doing a beautiful job there. A son teaching his father, the father teaching other people.

D. Do Not Use Others as a Standard

This is the easiest cop-out in any endeavor. You find someone who is not performing as well as you are, and you say to yourself... "See, I am doing pretty well compared to him."

"How many notes did you make? Oh I made more. Ooh that is good." Jesus is not going to ask, "Did you make more notes than the man sitting beside you?" Jesus is going to ask, "Why did you doze off for fifteen minutes?" Usually we try to measure by each other. The Bible says very bad things about that. *"When they measure themselves by themselves and compare themselves with themselves, they are not wise."* (2 Cor 10:12) There is always somebody who is worse than you.



The Bible tells us that, *"All have sinned and fallen short of the glory of God."* (Romans 3:23). It does not say, "Sir you came 50% short of God." "You came 75% short of the person sitting beside you." No. All have come totally short of God's glory. That is the measurement. The standard is, *God's glory*. Galatians 6:4 says, *"Each one should test his own actions. Then he can take pride in himself, without comparing himself to somebody else"*. And in 1 Thessalonians 4:11-12, *"Make it your ambition to lead a quiet life, to mind your own business and to work with your hands, just as we told you, so that your daily life may win the respect of outsiders and so that you will not be dependent on anybody."*

CONCLUSION

In conclusion let me reemphasize:

Each manager or leader should be thinking as to how he can benefit his organization the most. How can you make the best contribution ? By doing your homework assignments this month you will make a good beginning. Play your position and give it your best shot.

SECTION FIVE

VISION AND PLANNING

“And the LORD answered me, and said, Write the vision, and make it plain upon tables, that he may run that reads it.

For the vision is yet for an appointed time, but at the end it shall speak, and not lie: though it tarry, wait for it; because it will surely come, it will not tarry.”

Habakkuk 2:2-3

A WORD OF INTRODUCTION

The responsibility of the modern manager is to develop a vision and plan. No other task is as crucial in the life of a manager. The basic functions of modern management are: Planning, organizing, directing, coordinating, and controlling. And this is their proper sequence. Obviously the most important one is planning. Planning is the foundation on which the other functions rest. This is what we want you to do in the next three months: Develop concrete plans for your own life. Develop concrete plans for your church. Develop concrete plans for your provincial area. Therefore you **must** start with a vision.

DEVELOPING CONCRETE PLANS

A. Write Down Your Vision

The Bible says, “*Write down the revelation and make it plain on tablets*” (Habakkuk 2:2). All good managers not only dream, but they actually write down the things they are dreaming about.

You should write down goals for yourself. We want you to write down goals for yourself. It would be a good idea to have a blank page and on it write, “What do you want me to do, God?” Then every time you have an idea, you write it down on that page. Doing this tends to force you to think about what you want to do. Then write down plans for the people, the leaders in your church, and the people on the team. These plans are not written procedures and guidelines, but rather...

1. A clear statement of the expected result.

2. The perceived benefits

So you are going to tell this pastor the perceived benefits. How will the group that you are going to coach for this pastor help this pastor? How will that help his church?

3. A strategy of execution

Example: the group will meet every Sunday after church for an hour, or maybe every Tuesday evening.

4. Consider the possible obstacles

List a few obstacles that there may be.

Example: They may give you a group of people who are weak believers, who are not key people.

5. Write down some alternative ways of doing what you want to do

6. Write down a timetable

The first thing people want to know when you come with the *Basic Christian Life* course is, “How long is it going to take?” “Is it going to take one month or one year?” Let us see, who of you asked that question in the beginning? So you need a timetable.



Keep these ideas very simple. Do not make this a complicated procedure. It needs to be usable. You can see some of the notes that I have made for this conference. Very simple. But every day for the last two weeks I have read them, I have thought about them.

Warning: Do not let somebody else do it. This is your vision and your plan. They do not have your vision, and it will die. It is your vision and you need to do it.

I am asking you right now to begin to think about which church can you go to and start training elders and pastors or where you can start with a group of unbelievers. It is the only way that we can help your province spiritually. Training new visionary church leaders.

B. Persist in Planning

A lot of men give up on their life goals in their 30's and 40's because they do not possess a crucial ingredient... single-minded determination!

The difference is between coming one time to a conference like this and listening, or coming back later on again and again with your homework done. Continue on with the vision God has given you. Somebody has given a lot of time already to train you. They believe in you. They trust you. Do not disappoint those people. Habakuk 2:3 says, *"For the revelation awaits an appointed time... Though it linger, wait for it; it will certainly come and will not delay."*

Now here are a few reasons why people give up sometimes and do not do the things God wants them to do.

1. **Some unrealistic goals**

If you came to me and said, "Give me a hundred books of *Basic Christian Life*." I'd say, "Well could you begin with twenty maybe?"

2. **Maybe your goals are not clearly defined**

Many people have asked me for books, and then I ask them, "In which church are you going to teach?" "Oh I do not know yet." "Well who are some of your students going to be?" "Oh I have not talked to anybody yet." So the goals have not been defined.

3. **Another reason is plain old fatigue**

That is Abraham Bible. I have been sleeping so many times on trains and in different homes and in different places, that this year I have selected some wonderful assistants to do it for a change.

4. **An unrealistic timetable**

We are not talking about stubbornness. We are talking about sound planning and persistence in execution. You need to have sound planning and persistence in executing that plan. A good planner knows when to adjust to changing circumstances, but he doesn't give up on his original goals.



C. What To Do While Waiting

Have you ever noticed that God is almost always late? At the very last moment you get your train ticket. The train is already moving but you are just able to jump on. Many times we need to wait for the perfect time of God. Now there are several reasons for that, and some of these things can become temptations.

Example: Many of you will go home and on Monday you will want to do everything. By Friday next week, you begin to see obstacles and you begin to doubt. Be careful about doubts and discouragement. One of the greatest prophets that ever lived had this problem. He complained to God, and God said, "Ok, I do not need you anymore." It was Elijah. He had a big victory and then he was tired, he began to have some doubts and discouragement. He complained to God, and God said, "Ok call Elisha."

God does not need you, brother. It is a privilege to serve. It is an opportunity. It is a chance. You do not have to. God does not have to use you. For me it is a big honor to be a missionary here. It is a privilege. And almost every day I thank God that I can live here and serve Jesus Christ here. In ten hours I can be home. I do not have to be here. I am constantly trying to guard my spirit so I will not become discouraged or begin to doubt.

What should you do while you are waiting? Here are some suggestions for those uncertain times when you fall prey to doubts and discouragement ... a “deadly duo” indeed:

1. Analyze your progress so far

Remember where you have come from. Three months ago, you were just an ordinary church member. Now you have the special privilege of taking leadership training. And this is still only the beginning. Always look back and see how the Holy Spirit has been leading you, guiding you, blessing you and enlarging your ministry. It helps to clarify your thinking and sharpen your perspective when you objectively go back over the ground that you have already covered.

2. Reaffirm your basic purposes to others

Keep talking with the church leaders, about what you want to do, what your goal is. The first time the church leader will probably say, “Oh it is him again.” After a week, “Oh he is still talking about it.” After two weeks, “He keeps on talking about this.” After three weeks, “What are we going to do? He keeps on talking about this.” After four weeks, “Well I do not know, maybe we should let him go ahead.” And after five weeks he says, “OK. Sure. You can lead a group in our church.”

In the same way keep talking with your potential students. Say, “I still want you to study with us. I have already got three other men that are going to study with us, and I want you to be in it.” A day later you phone him again, “We are going to do it next Tuesday evening.” And you keep on talking about it.

3. Use the opportunity to look for Scriptural principles which will sharpen your focus

I have read my Bible before. But now I was reading Ezra, Nehemiah and Esther. Right now all these books talk about is training church leaders. That is all they are talking about. Last year these books did not talk about that, but this year they talk about it. Keep looking in the Bible. And if it is from the Holy Spirit you will suddenly see over and over, Bible verses that will give you the same message. God has some interesting ways to get us into His Word. One of them is a “lack of direction”.

4. Identify unforeseen obstacles

We sometimes refuse to recognize the real obstacle hoping it will go away when, what is needed, is an honest attempt to develop a new strategy to cope with it.

5. Look for creeping “traditionalism”

In many churches, traditions have stifled creativity and stopped the planning process.

When you are going to talk about training church leaders, when you are going to talk about starting a Bible class, when you are going to talk about teaching, listen for this phrase: “It will not work here because.....” And then they will tell you some tradition or other reasons. “The people are too busy,” or “the electricity is not good enough,” or “There is no transportation,” or whatever.

Then you can make a list so that when you go to the next church you can say, “It will work here because.....” There is always somebody who is going to tell you, “It will not work here.” You simply pray, “God do a miracle here.”

6. Execute today’s tasks as though it were your last day on earth

Sometimes it helps to deal with frustrated plans by simply “taking care of today’s business”. It seems to restore the ability to think clearly and rebuild confidence. Paul said, *“Therefore I do not run like a man running aimlessly”* 1 Corinthians 9:26-27.

Ask the other members of your church, and you will find, most of them do not have a plan. They have no goal. They have not prayed about anything. They have not asked God, “What do you want me to do?” The apostle Paul was completely different. He was beating up the church, as hard as he could and when he met Jesus he said, “Uh oh, I cannot do that any longer. So I must do something else. God what do you want me to do now?” The first question, “What am I going to do now? What is my goal? What is **your** plan for me?” That is how you should live: As though today were your last day on earth.

1 Corinthians 9:26-27 says, *“I do not run like a man running aimlessly; I do not fight like a man beating the air. No, I beat my body and make it my slave so that after I have preached to others, I myself will not be disqualified for the prize.”*

CONCLUSION

In conclusion, you must remember the most important task of management is planning. The higher you are in an organization, the more effort you should be giving to long-range planning and strategy. A top manager spends almost all of his time planning.

If a manager spends all of his time trying to “put out today’s fires”, solve this little problem, solve that little problem, “Oh what do we do about that now?” You know that he is not following a plan. This kind of manager is not serving the organization well.

Your task as a manager, group leader, husband, etc, is to plan, organize, direct and coordinate.

SECTION 6

TIME MANAGEMENT

“See then that ye walk circumspectly, not as fools, but as wise, redeeming the time, because the days are evil.”

Ephesians 5:15-16:

AN INTRODUCTORY NOTE

The Bible warns us that we should make the most of our time. The apostle Paul understood the value of time. Time to many people here, is not as valuable as it should be. Time is the only one truly depreciating asset. When each person uses up his share, that is it. There is no more, and we pass away. Twelve o'clock tonight there is no more Friday. That is why we are encouraged to 'make the most of it'.

In order to deal with some specific ways to recognize and limit the impact of time wasters, it is necessary to speak about priorities.

I. YOU CANNOT DO EVERYTHING YOU WOULD LIKE TO DO

You must realize that you cannot do everything that you would like to do. There is just not enough time to do all the things you want to do. Therefore you must make some choices and set some priorities. Setting priorities is simply recognizing that you cannot get everything done!

For instance, I have an agreement with the train company. The agreement says, that whenever it is time to leave, and I am not there, the train goes without me. That is a difficult one to understand. Ok that was just a joke... 😊

There is simply not enough time to do all the things you want to do. So you must choose to do the most important things **first**. Then whatever time you have left, you can use it for other things. So you are going to have to sort out, the different things each day that you are going to have to do. You do not want to leave undone, something that is crucial to your objective. Setting priorities is simply recognizing that you cannot get everything done!

So let us look at how to do that.



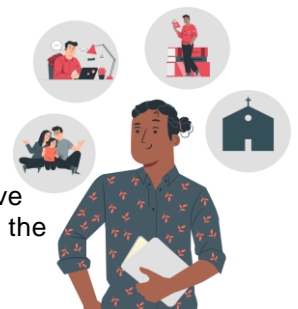
II. HOW TO SET PRIORITIES

A. Make a “To Do” List

Have a “To Do” list (It is like a “scratch-pad”) Simply write down all the things you have to do. It is extremely important that every day before you go to bed you transfer all the things you need to do to the next day's Schedule. Later activities, appointments, etc. you mark on your Weekly Plan, or Monthly Calendar.

B. Do Not Compartmentalize Your Life

Sometimes people try to break their life up in nice categories; work, family, church, hobby. You will find that it usually does not work. Usually there are *conflicting priorities*. You need to develop a *lifestyle* of priorities that rule and guide your life. I have noticed in many of your lives here, that God comes somewhere in the middle or at the end. God does not come first in your life. He should have the first priority.



C. Assign an Order of Importance to These Priorities

So let us say you have made a list of about ten things on your paper. Now you know you cannot do all that. So you read your list and you say, "Which one must I absolutely do tomorrow?" And you write a number one beside it. And you say, "I will probably have some more time, what else can I do that is important." So you write a two. And then maybe a three. Then you begin to think, "Well, I probably cannot do much more. But if I have time...." and you fill in four, five and six. That is a very simple way of giving priorities.

Another way to do it is to divide the list you have just made, into three categories:

- 1) "I must do these things."
- 2) "I would like to do this and this and this."
- 3) "If I have extra time, I will also do this and this."

Then put them on your next day's schedule. As you work with it you should be able to see how many categories you can cover.

D. Regularly Evaluate Your Priorities

Regularly evaluate your priorities when you make a "to do" list. Evaluate your priorities, not just for one day, but for the next week or for the next month. One thing you can always count on is that circumstances will **change**! Something that seemed to be a top priority last week is not so important today...or changed conditions give an entirely new importance to something that you had not anticipated at all.

Example: If you are going to lead the *Basic Christian Life* course you need to have not only a plan for a day, but you need to have a plan for three months. You need also to reevaluate your plan over and over again. That is the only way you can learn to do better.

Be flexible enough to reevaluate your priorities on a regular basis. Once you set priorities, the battle begins! The demands on your time will simply not line up with your priority list, and you find yourself fighting "not against flesh and blood", but against TIME-WASTERS.

III.HOW TO DEAL WITH TIME WASTERS

There are several different things that happen in our lives that make us waste time. We need to learn to have less and less of those things in our life. Here is a common list of our enemy--the time wasters.



A. Interruptions

One way to handle interruptions, is to plan interruptions into your schedule. For a conference, I plan in two hours for a lunch break and two hours for a supper break. During that time students can come to me and ask questions. You must also assign a weight, a value, to the interruption. Some things are very important and you need to take some time for them. However, when somebody comes and says, "Would you like another apple?" that is not so important.

B. Meetings

This is probably the greatest time-waster of all. A wise man has said, that "the success of a ministry is in reverse proportion to the number of meetings held by its leaders". You would think by the number of meetings held that people have forgotten that time is money. What can you do about this?

How do you avoid the problem of meetings?

- 1) Do not go unless you are absolutely needed.
- 2) Keep the size of the meeting to a bare minimum.
- 3) Keep the meetings very short. Ask the leader for a plan. Does he have a plan? What does he want to talk about? And if he says, "Well, we want to talk about this and we want to talk about that, and some

other things”, do not go to the meeting. Only go, if he has a concrete plan and you think that plan is helpful for you.

- 4) Another option is, stand up meetings. Do not sit down, keep standing. Usually a meeting that takes maybe an hour and a half, you can shorten to thirty minutes if you do not sit down, you just stand up. And if you stand near the door it goes even faster. It is true. When you begin to sit down and say, “All right are you ready? No, let us wait for five minutes for the other brother.” And that is how the time goes. And nothing happens. And by the time you start talking, people are already asleep.

C. Efforts and Results Are Not in Perfect Agreement

This is a very interesting point. It is known as the “80-20 rule”. The rule says, “Efforts and results are **not** in perfect agreement, in perfect correlation.” By concentrating on the right priorities, you can get *eighty percent of results* with only *twenty percent of effort*. The other eighty percent of our time, usually brings only twenty percent of results. Do not concentrate on the weak people in your church. Do not concentrate on the drunkards, the divorced people, on people who have no goals. Concentrate on the key people; people that want to study the Bible, people that want to grow spiritually, people that want to serve Jesus Christ. And for twenty percent of your time, you will get eighty percent success.

Are you an “80-20” person or not?

D. Curly Files

Everybody has a notebook with some papers that are folded over, that have ears. Why is it that way? Because many times you looked at it, and said, “I need to do that, later.” Tomorrow you look at it again, “Today I cannot do it” And after a while it will get ears. How do you handle a difficult problem like that? You handle it by sitting down for several hours and doing it. Otherwise, you scratch it out, you throw it away and you forget about it.



Example: You go to a pastor and you want to start a *Basic Christian Life* class and he says, “I will think about it, ok.” Next week, “I will think about it.” Two months later he is still thinking about it. Forget about it. Go to another church. New Life courses are courses that you cannot do by doing a little bit. They are usually a big thing and you must do it all regularly every week or not do it at all.

E. Treating Symptoms Lightly

Example: There is a problem, and you just address it lightly. You say, “Oh you should really do your lesson brother.” And the next week, “Oh brother, we cannot go on like this.” And the next week you say something else again. He has become a discouragement to the whole group. It is much better to say, “Brother, like this, you are not getting any help from our Bible study. I would really like to come to your house and help you with that. What about next Thursday evening? Can I come and we will work on it together?” If he says no, then you say, “I hope you are going to do it by yourself then.” If he does not do it, you simply have to say, “Brother I think this is not for you. I think you are playing a game. I think you are wasting your time. You are wasting my time. I suggest you wait until another time, until you are really ready to do these lessons.”

If you only treat the symptoms, then the problem will not go away. It takes courage and commitment to face problems. One thing is sure... to continually patch up and treat surface symptoms without examining the possible root cause, is a big time-waster!

F. Trying to Influence the Wrong Person

You need to talk to different church leaders; because sometimes you just cannot get through a barrier with a certain church leader. Another wrong tactic we like to use is gossip. We tell our friends. “You know I have been asking brother so and so last week, he still did not say anything. Now I have asked him again he still did not say anything.” You keep talking to your friends but your friend cannot help you with it. It is much better to go to your leader, and say, “I have been talking to the church leader and he has promised me an answer, but he still has not given me an answer. What do you think is the problem? How do you feel about it? Can you help me?” It is far better to concentrate your energy on the person or persons who can make a difference, and you can use the time you save to make your project more “marketable”.

CONCLUSION

We conclude this section with a Bible verse from...

Ecclesiastes 10:10 says, *“If the ax is dull and its edge unsharpened, more strength is needed but skill will bring success.”* If you really want to serve Jesus Christ, you need to learn the secret of “working smarter, not harder”. And learning to manage your time is the key to working smarter, not harder. Learning to manage your time is the key.

SECTION 7

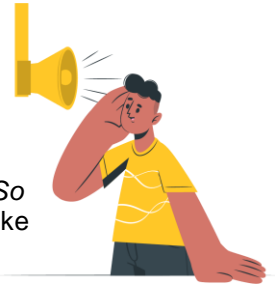
THE ART OF EFFECTIVE COMMUNICATION

INTRODUCTION

Perhaps the most essential management skill is the art of effective communication. I have a special lecture to show the difference some words make, or even gestures make. The skill of communication is to listen slowly, think fast, and come up with a good reaction and answer. Communication is one of the most complex areas of human relationships, it requires constant diligence. There are two parts to communication: One is listening, the other is speaking. We will look at listening first.

I. EFFECTIVE LISTENING

In the Bible we want to look up 1 Kings 12:15. Here we read about King Rehoboam. “*So the king did not listen to the people.*” Rehoboam blew it and perhaps his greatest mistake was not listening to the people.



As a coach you are a manager of the seminars. As a mother you are a manager of your children. As a husband you are a manager of your family. As a manager you had better learn to listen. A manager must learn to:

A. Listen to God, in a personal quiet time

That is why it is important to have your quiet time in the morning. What happens when you have your quiet time in the evening? You have been writing your whole day on your blank sheet of paper. Now the day is finished, and you say, “God please sign that here.” There is nothing else to do, the day is gone. See. You didn’t listen to God. You simply asked him to agree with everything you already did.

B. Listen to your wife and your children

If you want to do full time Christian work, your wife must be in agreement with you. If you want to go live in another village, your wife has to go with you. If my children are unhappy living abroad, my wife will be unhappy. If my children and my wife are unhappy, there is only one thing to do--eventually go home . So whenever you want to do something for Jesus, your wife and your children must be behind you. Your wife and children are also your most knowledgeable critics because they know you best.

C. Listen to your supervisor (He sets the agenda)

You have a supervisor in the hospital where you work, or wherever you work. You have a supervisor in your church, your pastor or your Sunday school teacher. You have a supervisor in every ministry , the pastor, director or the administrator. Remember he sets the agenda.

D. Your students and churches

Are you really trying to help them? Are you really serving them?

E. Outsiders (Do you understand them?)

The Bible says you must have a good report with those who are unbelievers. So you had better have good relationship with your neighbors, your colleagues, or other people that you come in contact with that are not believers.

F. Changing circumstances (How should you react?)

A friend of mine was prepared to go to the mission field, then a terrible calamity came to his family, and he could not go. But they remained sweet amidst their ongoing trial and started ministering to others.

G. Criticism (Is some of it true?)

You can learn to be a better listener. Critics (although in an unpleasant manner) provide good information. Pay close attention. Listen!

Here are a few things that you can do to sharpen your listening skills:

H. Ask Questions

1. Negative Reaction Patterns

A typical pattern of reaction that most people have is to hide or to hurl something at people. It means your leader comes and you think, "Oh no what does he want to know now," and you want to curl up and hide. Or you see the leader coming and you think, "Ok, I am going to tell him how I feel." And you are getting ready to throw something at him. Both of those are not the best reaction. Have you ever reacted with statements like this?

- a) "Shut up and listen to me."

Did you ever do that with the group you were teaching? They were talking and they weren't following your lesson anymore. So you banged on the table and said, "Shut up and listen to me." That is not the very best method.

- b) "Can you not do anything right?"

Many of you have children. They pour the milk beside the glass and you say, "Can you not do anything right?" Now that is an over statement. If that child died, would you say "Oh thank you God, because he could not do anything right." I do not think so.

- c) Maybe you have said to a colleague, "That was a dumb thing to do."

- d) Another thing we sometimes say is, "You never consider my feelings."

- e) "I told you it would not work. Did I not tell you? I told you."

Have you ever heard these comments? Has somebody ever said something like that to you? How did it make you feel? Have you ever said something like that? I see some nodding. You know when Jesus confronted the Pharisees with their sins, the oldest ones left first. The young people said, "That is not my problem." The older people recognized, "Yes I am part of these problems."

Example: A number of you came over the noon time to talk to me and I appreciate that very much. I enjoy talking with you. I find it an honor when we can talk together. But let us say somebody says, "Mr. Bible, may I ask a small question?" and I react in a negative way "No go away! Go away!" And then I come to the platform and say, "Ok let us begin our lecture now." You think that brother or sister would be listening?

2. Alternative Reactions

Let's look at some other ways instead of "hiding or hurling back". You can do something completely different. Somebody is telling you something and instead of having a terrible reaction, you can ask some good questions like...

- a) "Are you saying that? "

- b) "Do you mean such and such ...?"

And by asking a question in a nice way, , you get more information in a clearer way.

- c) Or you can say, "Would you explain that a little bit more for me?"

Example: I am reminded now of a professor who was teaching a class, and one man was asking some questions. Then the professor said, "Would you like to have a special lesson, a makeup lesson?" The man said, "Yes I would." When that special class began guess who was there? Almost all the other students were there too because they did not understand it either. So do not be afraid to ask, "Would you mind explaining that?"

- d) Another way is, "Would you agree that the issue is this? That the key point is this?"



e) "Can you tell me why you feel that way"

Sometimes our feelings are not very rational, are not very logical, not very factual. But we still feel that way! And when you feel bad, you feel bad. Whether it is right or wrong, you still feel bad. And sometimes the best way is to have somebody tell you why they feel the way they do.

I. Seek Clarification

This is implied in the comments on asking questions that we were just talking about. If you do not understand something, seek clarification by whatever means necessary. The best way is to go directly to the source and listen...and ask questions.... and dialogue with a person until you understand. It is hard work to communicate, but it is well worth the effort. Proverbs 1:5 tells us, *"Let the wise listen and add to their learning, and let the discerning get guidance."*

J. Recognize Body Language

During some other lectures I have done a few body motions to show you just how important body language is. You must not only listen to what is said, you need to recognize nonverbal communication. He may be just sitting there like this, playing with his fingers. Or he may be looking out the window while you are talking. Or he may sit there, "Uhm uhm uhm uhm." He may simply be agreeing because he does not know what else to do.

Watching for non-verbal communication will sometimes give you a clue to what is really being said. Somebody has been talking for twenty minutes already, and you have been saying, "Well is this it?" "No not exactly." "Do you mean that?" "No." "Well can you explain to me a little bit more?" "Well (silence)" Obviously for twenty minutes he has only been covering the surface and the real thing never came out yet.

K. Encourage Response

Nobody wants to talk to you when you have already made up your mind. "Well I think we should start our class at seven o'clock this evening. What do you think?" "Seven thirty, why?" "Six o'clock, why?" "I think seven is ok, is everybody agreed?" People do not want to talk to you when they have already figured out that you have made up your mind.

The art of listening sometimes requires active encouragement of feed-back. Your attitude is the key. You have to have an attitude that says, "Give me some feedback. I am listening. I have not changed my mind yet, but I am listening. Give me some more information." When that is your attitude, when the speaker perceives that you are still open to his idea, then he will respond accordingly.

L. Concentrate

Listening requires concentration. What do you do in the evening at home? You are reading messages on your phone, your wife is talking, "Uhm Uhm, yes, yes, good. Uhm uhm." You are not listening to what she is saying. You are also being downright rude!

When my youngest boy was about five years old, he already understood that his daddy's mind was always somewhere in the clouds. So he would say, "Daddy." I would say, "Uhm." And he would always grab me, very often he would grab me by the chin, turn my head and say, "Papa." "Ahah!! What do you want?" I paid attention and it was a reality. He did that very many times. It became a family joke.

Make sure that distractions do not keep you from really hearing somebody. The whole world is crying for your attention, but you still have a choice. Proverbs 18:13 it says, *"He who answers before listening — that is his folly and his shame."* I have heard lots of people do just that. And I have done it myself.

II. EFFECTIVE SPEAKING

The Bible has an awful lot to say about speech. We cannot cover all of those aspects here. But a few basic guidelines will help you to be a better communicator if you master them. We may call them Biblical patterns of speech.

A. Truthful Speech

Ephesians 4:15, *“Instead, speaking the truth in love, we will in all things grow up into Him who is the Head, that is, Christ.”* Speaking the truth is still the best policy. Now I have discovered that some cultures like Ukrainians for instance are masters at **not** speaking the truth. It is a cultural tendency in Ukraine to be nice to people. Ukrainian people are much nicer than Canadian people. Canadians would say, “No.” A Ukrainian cannot be polite and say, “No” to the face of somebody else. So he must say, “Yes”. So somebody suggests something, and he says, “Well I do not know, maybe, ok we will try it Yes yes it will be good, fine, good-by.” And he goes away and that is the end of it. He never even thought he would do it. He was only being polite.



It is not acceptable to say no. I am assuming that it is something that people under dictatorships learn as a defense mechanism. When you said no, “Ok there is Siberia.” It is better to learn to speak the truth. You do not have to say, “No!” You can say, “Well I would like to. Maybe it is a good idea, but you know I am very sorry I cannot.” And in a very humble way you need to learn to say no. You cannot be a good Christian if you do not learn to say be truthful.

Truthful speech is still the best policy. You may feel like beating around the bush, sharing a half-truth, or skipping a ticklish subject altogether. But, if you want to communicate effectively...speak the truth.

B. Edifying speech

Look at Ephesians 4:29 *“Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen.”* To “edify” simply means to build up, not tear down. So do not tear down, but to build up.

Let me give you a little illustration: Here is a guy named John and he does not agree with his leaders. So he says, “I think what you guys did with those books was a stupid thing.” What does the director answer? “I guess you are entitled to your opinion.” That would not make for the best of friends. Let us say he says something like the following: “John, I did not know you were interested in these books. I really appreciate your concern. Would you help me to understand what we did wrong?” Now do you see how he built a bridge to John. Now he has asked John to help him solve the problem. By doing that he may have two victories. John has become his friend, not his enemy. John feels valuable, important. And he has said, “Yeah, maybe we did do something wrong.” And just maybe John would have a good idea. And if John has a good idea that would be an even bigger help. So use edifying speech, speech that builds people up.

C. Gracious speech

Colossians 4:6, “Let your conversation always be full of grace, seasoned with salt, so that you may know how to answer everyone.” Always with grace! Do you not like to be around a gracious person? Is it not pleasant? When you practice gracious speech, you are imparting grace to the hearer.

D. Simple speech

Matthew 5:37. “Simply let your ‘Yes’ be ‘Yes,’ and your ‘No,’ ‘No’; anything beyond this comes from the evil one.” Proverbs 10:19 says, “When words are many, sin is not absent, but he who holds his tongue is wise.”

E. Excellent speech

And we have Philippians 4:8, which we already had this once before. *“Finally brothers, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable -- if anything is excellent or praiseworthy -- think about such things.”* It stands to reason that if your mind dwells on these words, then your speech will reflect it.

Remember the wise advice the elders gave to Rehoboam, “if you will ... speak good words to them, then they will be your servants forever.” Only for one day Rehoboam had to be nice to his people, listen to his people, give them a humble and a good answer and they were going to serve him his whole life! Rehoboam did not want to do that. “I am the King.” And he had a whole life of trouble.

CONCLUSION

In closing let me emphasize

You do not realize what a powerful difference it can make when you learn to communicate well! Do it... It is worth the effort. **Learn to communicate!**

SECTION 8

HOW TO DEAL WITH CONFLICTS

INTRODUCTION

How should you deal with a conflict? You should simply resolve it. This may seem obvious and perhaps simplistic, but the hardest thing for most people is facing up to a conflict in the first place. You can find all sorts of reasons to ignore it, delay it, and complain about it... anything but resolve it. What you need is courage.

That means you need to go to somebody and talk to him. The other person sees you coming and he goes around the corner. It happens all the time, especially in churches. "Oh we are good believers. We have problems? No! Not in our church!" Or we just ignore them. We would much rather do that than go out to the person and talk about the difficulty and solve it. But Matthew 18 says "Go to your brother." Here are some common causes of conflict and some ideas towards a solution for them:

A. Misunderstandings

Our first reaction is, "Well I cannot help it, that is his problem He does not understand me." When you become aware that someone misunderstands you, the temptation is to think..." that's his problem. If he had any sense he could see that he is wrong". In other words, you try to put responsibility for solving this on the one who misunderstands. But that's not God's way. Notice what the apostle Paul did. He said, "*When we are slandered, we try to conciliate*" (NASB). Paul himself took the responsibility for "conciliation", he tried to take steps to solve this problem [Which problem?]. He was trying to clear up the misunderstanding. God's desire is for you to take the responsibility and solve misunderstanding. Sometimes it is good to clear up misunderstanding in writing. Especially if it involves a group of people. So be careful and try to write a nice letter in a humble spirit.

B. Cross Purposes

Sometimes people do not understand their assignment, or they do not understand the purpose . They have their own idea, and they just go ahead and do it.

Example: We had some people who were passing out books and saying, "Oh you should study that course. You can do it. it is not difficult." And the result was totally the opposite. People read a little bit and thought, "Oh it is nothing." And then later on when somebody wanted to start a course they said, "Oh we already know about this course. Oh I have already read it. I think it is nothing." And it had totally the wrong effect.

A necessary step towards resolution is to restate and re-examine the major purpose, and make sure the offending party understands...

- 1) the major purpose of .
- 2) how his actions are in conflict with that purpose.

And you need to just sit down with that person and explain that, "This and this is wonderful that you are doing, but this is causing us some problems." "How can I help you change some of these things?" So many times you need to have courage and personally talk with an individual with whom there is a difficulty. If you do not want to do that, there is no job for you as a discipler. You cannot be a spiritual leader unless with lots of love you are going to sit down and correct some of the brothers and sisters.

Ephesians 4:12-13 says, "*to prepare God's people for works of service, so that the body of Christ may be built up until we all reach unity in the faith ...*"

C. Personality Differences

This is very common.

The only way to overcome personality differences is to spend more informal, one-on-one time getting to know each other. There is no other way. Go fishing together. Go for a hike. Do some knitting together. Drink some tea or coffee. Just spend some informal time together. A lot of people who started out not liking each



other have done just that. They prayed about it and did some activities together. After a while they really began to appreciate and love one another.

Commit yourself to this simple solution from Colossians 3:12-13, *“Therefore, as God’s chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience. Bear with each other and forgive whatever grievances you may have against one another. Forgive as the Lord forgave you.”*

Read this passage again just before you go to bed.

D. Substandard Performance

This is for a person who is simply not getting his job done. Maybe it is a Sunday School teacher. Maybe on the first Sunday there are fifteen students. The second Sunday there are twelve students. However the next Sunday there are only seven. And the next Sunday there are only three. There is a problem. There is a conflict that needs to be solved. There are three things that you can do to resolve this type of conflict:

- 1) Evaluate his performance together with him.

Now make sure you do not talk about his personality but his performance, and help him concentrate on the actual work performed.

- 2) Determine whether this person’s skills are being misused.

Maybe he has the gift of an evangelist and you are using him as a teacher. Perhaps he should be in some other area of the organization where his gifts can be used better.

- 3) Sometimes separation is the only solution.

It should honestly be the last resort, and should be handled with compassion and concern for the person’s feelings. And ... you should make every possible attempt to help him get re-established in a productive role somewhere else.

I just read a memo from a pastor in a large church who had in his lifetime about four people he had to let go of. He feels that every one of those four people now are happier serving the Lord in some other way, than they were before with him. He did what it says here in your notes. He made every possible attempt to get that person re-established in a productive role someplace else. I have not seen that done yet here in this land. It is very difficult to do. It is much easier to say, “Oh we cannot work together, go do something else.”

Colossians 3:14 says, *“And over all these virtues put on love, which binds them all together in perfect unity.”*

E. Gossip and Rumors

Many conflicts have their origin right here — in rumors and gossips. And you should try to clear it up, the sooner the better. The best way to resolve these conflicts is to trace the rumor to its source, and clear it up.

Let me give you a definition of a secret: “I want to tell you something, but do not tell anybody, because I am not allowed to tell anybody, but I will tell you, ok.” And he goes to the next person and says, “Listen, now do not tell anybody, because I am not supposed to tell anybody, but I trust you.” And everybody does that, and everybody knows. It happens all the time. Is there anybody here who has never done anything like that before?

Remember many conflicts have their origin in gossip and rumors. It is your job to trace a rumor to its source and clear it up. When it comes to ordinary gossip, the Scriptural solution is clear.

The Proverbs 10:19 says, *“When words are many, sin is not absent, but he who holds his tongue is wise.”* *“A man who lacks judgment derides his neighbor, but a man of understanding holds his tongue”* Proverbs 11:12. Proverbs 26:20 says, *“For lack of wood the fire goes out. And where there is no whisper, contention quiets down.”* So go to that person and try to find out what has gone wrong and make friends with that person and pretty soon there will be no gossip.

F. Preferential Treatment

Human beings have this innate sense of “fairness” even though they may not personally be able to practice it.

The Bible talks about preferential treatment. You say to some of the rich people, "Please come and sit down over here", and to the some of the poor people you say, "Oh stand over there in the corner." That is what the Bible says. I am accused of it all the time. My daughter says, "Oh but my little brother, he is allowed to do this." And the little boy says, "Oh but you are so nasty to me and I am only little, I cannot do the same thing as my big sister."

It happens in every church also. Many of you know, "Oh the pastor, yes that is his favorite elder", or "his favorite deacon", or "that's his personal friend." Maybe it is not necessarily so. Maybe it is just that they have been working together for a long time, or maybe the one brother just works harder than some of these other brothers.

There are real differences, but there are also imagined differences. Many conflicts are caused when someone "perceives" that someone else is getting a better deal. The imagined differences are just as real to the offended person as if they were real differences. Remember the "principle of perceived benefits?" The preferential treatment may be real, or it may be imagined by the "offended" party. The result is the same.

You must try to solve these complaints by being consistent.

Romans 13:7 says, *"Give everyone what you owe him: If you owe taxes, pay taxes; if revenue, then revenue; if respect, then respect; if honor, then honor."*

G. Inconsistent Standards

Standards sometimes need to be changed. In your churches there are some inconsistent standards. They are the result that in the past many people did not have Bibles. Some of them are the results of copying traditions from the Orthodox Church. Some of them are the result of trying to do the opposite of the Orthodox Church. New believers especially discover some of the standards that have not come from the Bible.

For instance, one of the standards in earlier years was that you were not allowed to smile or laugh in church. This is a big objection to new believers, because the Bible says something completely different. And yet I have heard pastors preach about this. I heard of pastors counseling new believers, "You should not show so much happiness on your face."

There are inconsistent standards in our churches and you will have to deal with them. You will fail or be successful according to how well you put this material into practice. If you do not put it into good practice you will have a church split. Sadly churches do split about some of these things.

Even though it is difficult sometimes standards need to be changed! This can be difficult because of the power of tradition..."we have always done it this way".

Romans 14:13 says, *"Therefore let us stop passing judgment on one another. Instead, make up your mind not to put any stumbling block or obstacle in your brother's way."*

H. Opposition from the Outside

A group may get side-tracked and conflicts may develop simply because of outside opposition. Whenever you get opposition from other people, go back to your director and to your administrator, and spend time together in prayer. Spend time together fellowshiping. Review Biblical principles and search out whether what you are doing is really the right thing according to the Word of God. Hang together and re-commit yourself and your group to your goal.

CONCLUSION

In conclusion, let me remind you: It is the responsibility of every manager to resolve conflicts. If you want to be one of the people in the five categories of Ephesians 4:11, you must be willing to resolve conflicts. The Bible is full of practical advice in how you can resolve specific kinds of conflicts. Make a notebook of some of these Bible verses and what problems they can solve in your life. You will need them.

Blessings to you, our dear friends!

We are happy to present the video, audio and paper materials that have been prepared by **New Life for Churches**. You have the privilege *upon completion of your practical assignment* to use this lecture with others.

Practical assignment

Completed

The Biblical Concept of Success

- Are you successful? At the end of every day for a week write down in your journal how you rate in each of the areas listed below. ☐
 1. **Extraordinary Spirit**—Do you exemplify extraordinary spirit?
 2. **Responsible**—How responsible are you with the tasks that God has given you?
 3. **Courageous Commitment**—What courageous commitments have you made lately?
 4. **Vital Prayer Life**—What kind of a prayer life do you have?
 5. **Thankful Spirit**—Do you have a thankful spirit?
 6. **God was Glorified in his Life**—Is God glorified in your life as a whole? What about each part?
 7. **He Trusted God**—How much do you trust God?
- At the end of the week look back and choose the three areas that you are weakest in. Over the next three weeks focus on developing these areas of your life to the glory of God. Keep a weekly report of your progress and bring it to the next workshop. ☐

Five Key Guideline Principles

- Develop a plan to put each of the five principles into practice in your own life and to share it with at least one other person (preferably a student). Write your plan out. Make sure that you have shared each of the five principles with someone before the next workshop. Write down who you shared it with and when. ☐

Two Types of Management

- Share about the participative management style with your students or coaches. Ask them for their ideas about how you can together put this into practice. Write their ideas down, pray about them, and begin to practice them. Bring the list of ideas to the next workshop to share with the other leaders. ☐

Playing Your Position

- Ask yourself these questions. Write your answers down. ☐
 - 1) “What did he have in mind?”
 - 2) “Why did he create this position?”
 - 3) “Why did he make this job?”
 - 4) “How does he visualize the successful execution of the position he designed?”
 - 5) “Why does my administrator ask me to start a group in that village?”
 - 6) “What is he hoping for in that group?”
 - 7) “Why does the leader / director want a group in that place?”
 - 8) “Why does he want me to teach that group, and not another group?”
- Ask your leader or boss these two questions, write his answers down: ☐
 - 1) What are your goals for me?
 - 2) What could I do to make you more effective?
- Based on the information you have gathered from answering the above ten questions write out a description of what you should be doing and how you can accomplish that. Share it with your leader to make sure that you are on target then begin to act upon it. Share it with your conference leader. ☐

Vision And Planning

- Take some time right now to write out on a separate sheet what you believe God wants to do through your ministry . Share this list with your director, administrator and several key coaches. Ask if this is what they believe is God's will for you . Pray about it together, then develop a new list of what you all agree is God's will for you. ☐
- Now write down what your responsibilities are in regards to this vision. List even the smallest things. Prioritize the list placing the most important things at the top. Now use this as a tool to evaluate how you are spending your time. Does how you spend your time match with the priorities on your list? Organize your schedule according to the vision plan and priorities list you have developed. ☐

Time Management

- Using the priorities list that you developed in your previous practical assignment and the information that you have learned about prioritization in this section review the list and make any adjustments as necessary. Adjust your schedule accordingly. Make sure that your leadership is in agreement with these changes. ☐

The Art of Effective Communication

- Using what you have learned about listening and speaking in this lecture try these principles out on ten people such as your wife, children, students, leaders, etc. Write down which principles you practiced and what the outcome was. Be prepared to share at the next workshop. ☐

How to Deal with Conflicts

- What is the most common cause of conflict in your Mentoring ministry R? How can you remedy this? Bring your written response to the next workshop. ☐