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**Resources for Small Groups
& Team Building**

**Easy Exercises For Developing Discussion,
Encouraging Spiritual Growth And Interactive Team Times**



Resources for small groups and team building

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Introduction: How to use this booklet

The main content of this booklet is a set of topics and exercises for discussion in small groups. Each exercise gives an introduction to a topic, usually presented in a chart form. The person introducing the time can add as much or as little to the topic as they would like. Following the exercise is a set of questions that can be used for personal meditation and then discussion. Finally, take time for people to share personally how the topic has impacted them and pray for one another. Ideally this final aspect of prayer often works best in groups of three people.

Possible format of the group:

1. Introduction by the leader of the group.
2. Read the exercise and take time to think about it personally and then discuss it together as a group
3. Apply personally
4. Discuss and share in triplets or a small group
5. Pray for one another

What kind of groups?

1. Leadership Team. It's very common that leadership teams or eldership groups come together with a business agenda but often lack the relational bonding necessary for the group to function effectively. The set of worksheets or exercises in this book can be used as ice-breakers for the meeting. Just take 15 or 30 minutes to read, think personally, have discussion and then pray for one another in twos or threes.
2. Cell group or house group. The content of each exercise could be used as the main content for the meeting and further questions and scriptures could be added. You could add your own ice-breaker before the exercise to loosen up the group. Then you could follow up the discussion with prayer as a group or in triplets.
3. Application groups. If you are a speaker/teacher, you may like to teach on the topics included in this book. Then, for application of your teaching, you could use one of the exercises and split the audience/congregation into small groups for personal sharing and application.

The exercises are grouped under 7 aspects of leadership:

- Section A: **Self leadership** – to teach what we live: personal development in integrity and character
- Section B: **Servant leadership** – to lead with a developmental bias: focus on the individual and developing people to their potential
- Section C: **Shared leadership** – to equip the saints: understanding your differing gifts as leaders and functioning as a team in all respects
- Section D: **Spiritual leadership** – to lead out of a passion for God: living in the Spirit and hearing from God for direction and team life
- Section E: **Strategic leadership** – to begin with the end in mind: developing the future focus and the process to get there
- Section F: **Structural leadership** – to implement and structure vision: organising and managing all aspects of ministry life
- Section G: **Sensorial leadership** – to create an environment for maximum growth: innovative ways of working in all aspects of leadership, relationships and learning

Introduction

Called to make disciples

Jesus made it clear that the church is called to make disciples – disciplined followers of him. He commanded us to disciple the nations, but also, he called us to disciple one another.

Matthew 28:19 - “Go, then, to all peoples everywhere and make them my disciples: baptise them in the name of the Father, the Son, and the Holy Spirit.”

Hebrews 10:24-25 “Let us be concerned for one another, to help one another to show love and to do good. Let us not give up the habit of meeting together, as some are doing. Instead, let us encourage one another all the more, since you see that the Day of the Lord is coming nearer.”

Jesus used a small group to disciple his twelve apostles and in doing so he gave us an example that we can use ourselves. But small groups in themselves don't make disciples; the small group is useful only when it provides the close relationships necessary for discipling one another.

We live in a task oriented society where close relationships are not the priority. So when we meet, whether it is in a church cell meeting or a leadership team, we often don't know how to create an environment where people are encouraged to share their lives openly with one another. Hopefully, this booklet will provide an answer.

We have written this booklet to help people to disciple one another. The material has proved to be effective in different settings. The one-page worksheets have been used for team retreats and for team leadership training, as well as in cell meetings or house groups.

Groups that make disciples

Large groups and small groups:

After the day of Pentecost the people of God met in both large groups and small groups. (Acts 2:46; 20:20) Both large group and small group structures are necessary for people to grow to become true disciples of Jesus. Large groups tend to be better for public teaching and celebration, but small groups are best for application of truth into people's lives. Jesus taught the multitudes in large groups, but when making committed disciples he focused on a small group of twelve people.

In the present day God is restoring the importance of the small group. God is using small groups or cells of people to disciple and multiply his church. But simply meeting in someone's home in a small group is insufficient; the meetings need to have focus. Small groups are all about helping people to know God and to apply

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his word to their lives. The following worksheets and applications have been designed to help small groups bring that focus.

Each worksheet is designed to help you think about an area of your life, share it with others and then pray for one another. If the group is too large, over 6-8 people for instance, it will be more effective to break into sub-groups of 3-4 people for this kind of sharing and prayer.

Some objectives for small groups

Fellowship: This word describes our relationship with God and people. 1 John 1:3, 7 “We proclaim to you what we have seen and heard, so that you also may have fellowship with us. And our fellowship is with the Father and with his Son, Jesus Christ...But if we walk in the light, as he is in the light, we have fellowship with one another, and the blood of Jesus, his Son, purifies us from all sin.” The Greek word for fellowship is *koinonia*, which has two parts to its meaning. Firstly, it has the idea of ‘sharing closely’ by giving and receiving intimately. This could be viewed as *looking inward*. Secondly, the word means ‘partnership’ by participating together in a common objective. This could be viewed as *looking outward*.

Know where you are going: It is important for a group to have clear objectives. Whatever type of group you have, you need to know why it exists. What is its purpose? The worksheets in this booklet have as an overall goal to help to bond and build relationships in the group setting that you have established. We expect these worksheets to stimulate spiritual growth through mutual sharing and to encourage one another in the making of disciples. Whether the group is a church Bible study, leadership team, eldership, task group or pastoral group of some kind, these exercises will help you get to know one another and provide an opportunity to share and pray for one another.

Application of truth: Generally we need to encourage people to look inwardly by stimulating them to think and reflect and give them a framework to do this. We hear so many messages from magazines, books and sermons, but often the thoughts go in one ear and out the other. So the issue is one of applying the truth into our lives. The worksheets in this booklet are developed with the intention of being shared and discussed in a group, in order to help with an understanding of the content. Then, through prayer, application can be made personally. Colossians 3:16 encourages us to “Let the word of Christ dwell in you richly as you teach and admonish one another with all wisdom, and as you sing psalms, hymns and spiritual songs with gratitude in your hearts to God.” James 1:22 goes on to say, “Do not merely listen to the word, and so deceive yourselves. Do what it says.” You can’t get clearer than that, can you? The small group will help you do just that.

Close relationships: Deep interaction doesn't just happen. Relationships require a sharing of ourselves, our experiences and our lives. Galatians 6:2 encourages us to "Carry each other's burdens, and in this way you will fulfill the law of Christ." In order to help carry someone's burdens, we need to give the time for them to share, create an environment where they feel secure, and then open our hearts to them. Having heard, we then don't just let it go, but think about it, pray about it and own it. Sharing burdens is one aspect of developing close relationships. James 5:16 says, "Therefore confess your sins to each other and pray for each other so that you may be healed. The prayer of a righteous man is powerful and effective." It's difficult to be involved to this level in people's lives without feeling close. They may not be your best friends but they will be close.

Develop your ministry gifts: When you are in this kind of environment where people are sharing their lives and you are regularly praying for one another, growth takes place. Apart from the person growing through their sharing, you also grow as you listen and pray for them. You learn to minister encouragement and healing to one another through hearing from God for each other. As you affirm the person, they are encouraged and some of that affirmation bounces back on you. You come away encouraged. The following scripture can take place in the context of this small group interaction. 1 Corinthians 14:1, 3, 12 & 26. "Follow the way of love and eagerly desire spiritual gifts, especially the gift of prophecy...Everyone who prophesies speaks to men for their strengthening, encouragement and comfort. Since you are eager to have spiritual gifts, try to excel in gifts that build up the church. When you come together, everyone has a hymn, or a word of instruction, a revelation, a tongue or an interpretation. All of these must be done for the strengthening of the church."

Look Outwards: When you meet in a small group there may be many different motivations for being there. Perhaps you have a desire to grow yourself, to form close relationships, or maybe you feel obliged to be there because of a certain role. Whatever the reason, one of the results is often that we can gain a fresh, objective viewpoint on the purpose of our lives or ministry. We come with a sense of need ourselves and find that in focussing on someone or something else our need is diminished. A group like this will help you raise your vision, get your focus away from just yourself, and see the needs of others and the world. As Philippians shares, don't look only to your own interests but to the interests of others. Philippians 2:4. We can help one another to find God's purpose for our lives. Hebrews 10:24

Lead Effectively: Leadership of a small group is about guiding, not dominating. A small group isn't a small version of a large group where a speaker shares his/her thoughts with the group in lecture or even interactive form. The purpose here is

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that everyone participates. There is a skill to this kind of leadership. The leader guides the discussion by asking questions and encouraging participation. The leader moves the group to conclusion and application, but doesn't dominate the talking. There is a fine line between being too strong or too weak, talking too much or not having clear enough boundaries for the group. The leader's key role is to create a relaxed atmosphere where people can be open and where real sharing takes place. The leader leads by example and will create a level of sharing and openness that the group imitates. Small groups provide a wonderful opportunity for leadership training and so encourage others to take the lead too. "And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others" 2 Timothy 2:2

Do's for Small Groups:

- Select group leaders who promote and encourage the participation and development of all group members, even the timid and uneducated.
- Provide training and feedback for leaders.
- Take it in turns to lead the group for the development of leadership.
- Have a clear understanding of the purpose for the group that is accepted by all members.
- Agree why the group is meeting and what you want to achieve in the lives of its members.
- Invite the Holy Spirit into the group and encourage the discovery and exercise of spiritual gifts.
- Agree how the group will function, when and where it will meet and expected regular attendance.
- Foster love and care in order to create an atmosphere of openness, trust and acceptance.
- Be patient; a closely knit group doesn't form overnight – it takes time and effort.
- Allow the truth of God's Word to fashion the lifestyles of the members.
- Encourage prayer for people and circumstances outside the immediate concerns of the group.
- Assess the group regularly and be prepared to close, divide or restructure as necessary.

Don'ts for Small Groups:

- Don't be inflexible when allocating people to groups. Some prefer to meet with those they already know, while others are happy to get together with anyone. However, it is important for specialist ministry groups to be integrated with other staff people, where possible.
- Don't allow the programme to become more important than people.
- Don't permit groups to become cliques and get introspective.
- Don't allow leaders or strong personalities to dominate the group.
- Don't insist on conformity of opinion on non-essentials of belief and behaviour.
- Don't allow people to force their interpretation of doctrine on the group.
- Don't allow the group to get too large and lose intimacy of relationships. Six to ten people is a good size; plan to divide if it goes over this.
- Don't allow the group to be a substitute for a personal relationship with God.

Section A: Self leadership

1 - Care and Accountability Questions

"Carry each other's burdens, and in this way you will fulfill the law of Christ".
Galatians 6:2

A practical way of "carrying each other's burdens" is to meet regularly with a small group of people we know well to share any struggles we may be going through and pray for each other.

1	Pressures	What situations are causing you pressure or anxiety at the present moment? Think of situations in your personal life, your family, your friends or your ministry?
2	Relationship with God	How would you describe your present relationship with the Lord? If you measured it with a thermometer, what kind of temperature would it be? What about aspects of your relationship such as Bible reading, prayer, worship, intimacy, revelation, answers to prayer, etc?
3	Thought life	If your thought life went up on the big screen for all to see, how would you feel about it? Content and glad that others could enjoy your positive thoughts? Or embarrassed, guilty, ashamed, and feeling a failure? You probably have good and bad thoughts. But what is the tendency overall? Negativity - toward yourself? Criticism, envy or lust - toward others? How can you think more positively?
4	Finances	How are you doing financially? Do you tend to be generous or miserly?
5	Relationships	What problems do you have (if any) in your relationships with other people?
6	Future	Do you lack any clarity about your future that you would like us to pray with you about?

Application:

1. Confidentiality. Before considering any of the above questions in detail, the group should agree that any personal issues discussed should not be shared with anyone outside the group, unless specific permission is given by the individuals concerned.
2. Choose one of the questions above to ask one another in the group and then share back personally and pray for one another.
3. Alternatively, you could use one of the questions and cover a different aspect of your lives each time you get together.

Section A: Self leadership

2 - Quality Growth

"If you possess these qualities in increasing measure, they will keep you from being ineffective and unproductive in your knowledge of our Lord Jesus Christ."

2 Peter 1:6-8

Faith	A capacity to trust... in who God is and what he has promised. Being convinced of God's power; a firm persuasion. Knowing that God is committed to work in us and through us.
Goodness	Excellence; moral goodness, virtue. A quality of life that is attractive.
Knowledge	A seeking to know; an enquiry, investigation, seeking to understand. Hungry for truth.
Self-control	Inner strength. Being 'in charge' of one's life by the empowering of the Holy Spirit. Self-government. Strength to focus our life and discipline our behaviour to live righteously.
Perseverance	Steadfast pursuit of an undertaking or aim; ability to maintain focus in serving the Lord. Active persistence, not passive.
Godliness	An attitude of wanting to please God; reverence with awe and respect for God. Worshipfulness. God-centredness. Awareness of God in all aspects of life.
Brotherly Kindness	<i>Philadelphia</i> . Friendship; warm-hearted affection to all God's family. Ability to make people feel part of the family.
Love	<i>Agape</i> : Undeserved love; love not based on the worth of the person. Committed love; self-sacrifice for others. Commitment to always do the best for someone.

Application:

1. Mark four of the areas above which you think are in greatest need of development in your life.
2. Discuss the areas you've marked with someone (or a small group) who knows you reasonably well. Ask them to help you grow in these areas. Discuss some possible strategies for helping your growth.
3. Identify a person in your group (or someone else you know reasonably well) who could mentor you in these areas of growth. Ask him/her to meet with you periodically to give you input.

Section A: Self leadership

3 - Fruit of the Spirit

The fruit of the Spirit is listed in Galatians 5:22-23. These fruit are meant to be growing in our lives constantly by the working of the Holy Spirit. Some of these fruit we do well at and they can almost be part of our make up. Others we have to work hard at and they don't seem to come naturally at all.

So how are we doing in our growth? Use the column to place ticks and crosses. Rate yourself on a scale of 1 to 5. 1 = doing well; 5 = need to develop

Love	The giving person, caring, sensitive to other's needs. Always does what is best for people. Undeserved giving.	
Joy	Exuberance flowing from deep inner spiritual reservoirs, sunny, cheerful. A fun loving, thankful person.	
Peace	Quiet inner serenity, having come to terms with God and self. Doesn't worry when things go wrong. A peacemaker.	
Patience	Staying power, enduring the most trying situations without getting uptight. Able to wait calmly when something wanted doesn't happen immediately.	
Kindness	Warm hearted and gracious, a helpful person. Puts others first, is sensitive to others. Able to make others feel part of the family.	
Goodness	Thoroughly honest and full of integrity. Knows what is right and wrong, and does what is right. You can trust this person.	
Faithfulness	Never forgets a friend, always there when needed, reliable. Keeps promises, always finishes a job they've started. Someone who sticks by you.	
Gentleness	Strength wrapped in understanding, tenderness. Able to comfort others when they're going through hard times.	
Self control	Keeps his cool. Inner strength by the empowering of the Holy Spirit. Strength to focus his life and be disciplined.	

Application:

1. Look over the nine fruit of the Spirit and ask yourself which two fruit are growing well. (tick)
2. Then look again and identify two fruit that need some nurturing in your life. (cross)
3. How can you ensure that the fruit you develop is the work of the Holy Spirit and not merely self-effort?
4. Share these findings with your group and ask them to pray for you to see the growth you desire.

Section A: Self leadership

4 – Self-Control

Self-control is one of the fruit of the Spirit. The apostle Paul compares self-control in a Christian to that of an athlete:

“Remember that in a race everyone runs, but only one person gets the prize. You also must run in such a way that you will win. All athletes practise strict self-control. They do it to win a prize that will fade away, but we do it for an eternal prize. I discipline my body like an athlete, training it to do what it should. Otherwise, I fear that after preaching to others I myself might be disqualified.”

1 Corinthians 9:24-27 (New Living Translation)

Are you winning in your race? Below are a number of areas where you may need to exercise more self-control. Put a tick by those in which you need to apply more self-control.

<input type="checkbox"/>	Overeating	<input type="checkbox"/>	Smoking
<input type="checkbox"/>	Too much alcohol	<input type="checkbox"/>	Procrastination
<input type="checkbox"/>	Excess medication	<input type="checkbox"/>	Too much TV
<input type="checkbox"/>	Tasks you never get around to	<input type="checkbox"/>	Moods & emotions running life
<input type="checkbox"/>	Being late most of the time	<input type="checkbox"/>	Failure to keep promises
<input type="checkbox"/>	Wasting time	<input type="checkbox"/>	Annoying habits – nail biting, etc
<input type="checkbox"/>	Compulsive washing, cleaning, counting or checking	<input type="checkbox"/>	Financial problems, credit card spending and getting into debt
<input type="checkbox"/>	Sexual compulsions, dwelling on sexual thoughts, watching pornography	<input type="checkbox"/>	Temper outbursts, chronic anger, bad disposition
<input type="checkbox"/>	Inability to say no, over-committing	<input type="checkbox"/>	Untidiness: room, desk, car, etc.
<input type="checkbox"/>	Inability to pray and read regularly	<input type="checkbox"/>	Don't follow through resolutions
<input type="checkbox"/>	Getting out of bed on time	<input type="checkbox"/>	Work handed in late
<input type="checkbox"/>	Handling suffering poorly	<input type="checkbox"/>	Getting out and meeting people
<input type="checkbox"/>	Lack of regular exercise	<input type="checkbox"/>	Lack of study

Application:

1. Consider the items listed above and identify those in which you know you need to apply more self-control. How could you respond to the Lord on these issues?
2. Select two or three to share with your group, and discuss some practical strategies for applying self-control.
3. Ask for prayer that you'll be enabled to draw from the resources of the Holy Spirit to exercise self-control, establish the foundation of the habit and find healing, and not merely apply self-effort.

Section A: Self leadership

5 - Integrity

Matthew 22:16 “They sent their disciples to him along with the Herodians. "Teacher," they said, "we know you are a man of integrity and that you teach the way of God in accordance with the truth. You aren't swayed by men, because you pay no attention to who they are.”

Tit 2:7-8 “In all things, you yourself must be an example of good behavior. Be sincere and serious in your teaching. Use sound words that cannot be criticised, so that your enemies may be put to shame by not having anything bad to say about us.”

Rate yourself (1-10) on the following questions. 10 - this is totally me. 1 - wish it was me but it isn't!

	Definition	Rating
1	Finishing tasks and following through on commitments	
2	Being known for who I am and not putting on a mask	
3	Humility shown through openness and admitting weakness or failure	
4	Having the same standard for myself as for others	
5	Not blaming others or making excuses for mistakes or wrong decisions	
6	No negative speech about others	
7	No ambiguity in the use of assets or finances	
8	You only teach what you have experienced and live out by example	
9	Keep your word, promises and commitments	
10	Don't promise to do something you don't intend to do	
11	Never deceive others by omission or by using unclear talk to save face	
12	Stand up for your convictions even when it costs you	

Application:

1. What are some areas in my leadership, relationships and personal life where I can grow in integrity? How could I repent towards God for my failings? What changes might I make to facilitate this growth?
2. If you said someone was a person of integrity, what would you mean?
3. This is not an exhaustive list of statements about integrity; what would you add to this list?
4. List some things that you as a group are living out or could live out to show you are people of integrity.

Section B: Servant leadership

6 - Five kinds of people we will relate to

Adapted from Gordon MacDonald, *Restoring your spiritual passion*

Type of people	Definitions	People in your life
<p>Very Resourceful people (VRP)</p> <p>Mentors</p>	<p>They ignite our passion: When you see them you feel lifted, compelled to greater growth, more aware of flaws and possibilities. They make a positive contribution to your world. We study their ways and customise them for ourselves.</p>	
<p>Very important people (VIP)</p> <p>Peer mentors</p>	<p>They share our passion: VIP's unite themselves together to get the task done. They stir one another and keep one another working towards the right goals. There is mutual input into one another's lives.</p>	
<p>Very trainable people (VTP)</p> <p>Mentorees</p>	<p>They catch our passion: They are to us what we were/are to VRP's. Now we ignite their passion. They usually give into us and seldom take away. In sharing our lives with them, we stir our own passion.</p>	
<p>Very nice people (VNP)</p> <p>Potential mentorees</p>	<p>They enjoy our passion: They come in large numbers, clap, laugh, build our egos, fill our pews and programmes. They are good people and make fine friends, but overall their contribution is imperceptible. They take whatever you have and can exhaust you. But they are potential mentorees, so choose carefully.</p>	
<p>Very draining people (VDP)</p> <p>Potential mentorees</p>	<p>They sap our passion: They call us during supper, take our time after meetings, are always sick, moaners who cause conflicts. Every group has a percentage of them. One can be a VDP to one person and not to another. Again choose carefully, they may be potential mentorees</p>	

Application:

1. Look over the five categories of people and identify people in each one. Do you have a balance of people in your life?
2. Are there categories above where you have no one in your life right now?
3. Share in your group and pray for one another that you would establish right priorities of people input and output.

Section B: Servant leadership

7 - Characteristics of Effective Mentors

Mentoring and coaching have become part of our way of life over the last few years. They are not Biblical words, but we see the concept in many Biblical characters. Think about leaders like Moses developing Joshua, Elijah passing the mantle onto Elisha, Paul discipling Timothy and of course Jesus calling the 12 apostles to be with him (Mark 3:14). You can also learn from negative examples, like Saul who was threatened by David, the King to be. The following are some characteristics of effective mentors. See if you can think of examples in the lives of these Bible characters and how they lived or didn't live out these qualities.

1	Ability to see potential in a person.	
2	Tolerance with mistakes, brashness, abrasiveness and the like in order to see a person's potential develop.	
3	Flexibility in responding to people and circumstances.	
4	Patience , knowing that time and experience are needed for development.	
5	Perspective , having vision and ability to see down the road and suggest the next steps that a mentoree needs to take.	
6	Gifts and abilities that build up and encourage others.	
7	Competence in the ministry, that draws respect.	
8	Availability, willingness & commitment to make time for individuals.	

Application:

1. Tick two qualities that you are strong in.
2. Put a cross by the two qualities that you are weaker in.
3. Discuss with someone and pray for each other.

Section B: Servant leadership

8 - The one another's of scripture

The second commandment says, "Love your neighbour as yourself". (Luke 10:27) After hearing this command, a teacher of the law asked Jesus the question, "Who is my neighbour?" We perhaps have a similar question; what does it mean to love others? The scriptures show us many ways that we can fulfil this commandment. These are the "one another's" of scripture. The following are just a few of the one another's. You may like to add some more.

		What you do well	What needs improving
Love one another - as Christ loved His disciples	John 13:34-35 1 John 3:11		
Restore one another... carry each other's burdens.	Galatians 6:1,2		
Bear with and forgive one another	Colossians 3:13		
Build one another up.	1Thessalonians 5:11		
Encourage one another; protect from deceitfulness.	Hebrews 3:12-14		
Stir one another to love and good works; encourage to hope.	Hebrews 10:24,25		
Confess sin to one another... pray for one another.	James 5:16		
Teach one another... letting the Word dwell in you richly.	Colossians 3:16,17		

Application:

1. What good habits can you develop to help you focus on relationships with others?
2. What keeps you from giving time to one another in these ways? Do you need to ask God for forgiveness for the lack of practice of any of these one another's?
3. What steps can you take to develop a lifestyle of living out "the one another's"?
4. Ask for prayer for a couple of areas listed above in order to develop your strengths and to work on your weaknesses.

Section B: Servant leadership

9 - Understanding disagreements

Disagreements are part of life. The best relationships experience disagreement. The question is, do we allow our disagreements to become conflicts? And do we allow our disagreements to cause separation in relationships or stress in ourselves? Do you have any current disagreements that are causing an emotional response in you that takes away your sense of peace? Animals respond to conflict instinctively, rather than out of choice. Which animal below responds most like you?

	Animal	Definition	You?
1	Passive turtle	Avoiding - evades any discussion about disagreements	
2	Friendly puppy	Accommodating - yields to avoid arguments	
3	Wise owl	Collaborating - works together with others to find a solution	
4	Crafty fox	Compromising - manipulates the situation to gain advantage	
5	Aggressive tiger	Arguing - verbally attacks in order to win	

Application:

1. Having identified the animal most like you in terms of responding to conflict, ask for prayer that you will become more Christlike. Repent before the Lord if necessary.
2. Two people sharing a room are arguing about whether the window should be open at night. Describe how you think one would respond to the other in this situation if he or she were to act like each one of the five animals above. Discuss together. Would you respond in this situation as you have marked yourself above?
3. Think of each of the 5 responses in terms of creating boundaries. E.g. Friendly puppy has no boundaries. The aggressive tiger only sees their own boundaries and marches into others. How can you become more like the wise owl in protecting your boundaries and working through disagreements well?

Section B: Servant leadership

10 – The marks of a servant leader

Matt 20:25-28 Jesus called them together and said, "You know that the rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave--just as the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many"

There are many aspects of being a servant leader. The following chart shows four areas. Servant leaders develop and involve their people in the following ways:

	Style of servant leadership	Definition	
1	The way you use your authority	<ul style="list-style-type: none">• Involving others with you when making decisions, especially those being affected• Asking input from people on a regular basis	
2	The way you use the resources and gifts of others	<ul style="list-style-type: none">• Inviting the creative ideas of others• Encouraging the development of other people's gifts	
3	The way you relate to the people you are leading	<ul style="list-style-type: none">• They feel they work <i>with</i> you rather than <i>for</i> you• Giving guidelines and parameters for people to make decisions and take initiative themselves	
4	The way you communicate with those you are leading	<ul style="list-style-type: none">• Involves inviting communication <i>from</i> the people you lead (i.e. you listen) as well as you communicating <i>to</i> them• Giving recognition and affirmation when jobs are done well• Explaining why and how decisions were made	

Application:

1. Of the four aspects of servant leadership mentioned above, rate them 1-4 in terms of how you fulfil the role of a servant.
2. In what ways do you need to adapt your leadership style in order to be more like a servant leader?
3. Share your responses with two other people and pray for each other.

Section B: Servant leadership

11 - Ten Commandments of good listening

Some wise people in the early church, known as the desert fathers, strongly recommended the practice of silence as a spiritual discipline. The number one reason they gave is that it’s hard to talk without sinning. Henry Nouwen tells how when Abba Arsenius, a wealthy Roman senator who abandoned his social prominence to become a monk, prayed, “Lord, lead me into the way of salvation,” he heard a voice saying, “Be silent.”

1	Stop talking – You cannot listen if you are talking. James 3:2 Polonius (Hamlet): “Give every man thine ear, but for few thy voice.”	
2	Put the talker at ease - Help the person feel that they are free to talk. Philippians 2:4 This is often called a “permissive environment.”	
3	Show that you want to listen - Look and act interested. James 1:19 Do not read your mail while the person talks. Listen to understand rather than to reply.	
4	Remove distractions – Don’t doodle, tap or shuffle papers. Shut the door, if it’s quieter.	
5	Empathise with the person - Try to put yourself in the other’s place so that you can see their point of view.	
6	Be patient - Allow plenty of time. Do not interrupt. Don’t start for the door or walk away.	
7	Hold your temper - An angry man gets the wrong meaning from words. Proverbs 15:1 While you are reacting, you’re unable to listen.	
8	Go easy on argument and criticism - This puts the person on the defensive. He may “clam up” or get angry. Do not argue; if you win, you lose.	
9	Ask questions - This encourages the person and shows you are listening. It helps to develop points further.	
10	Stop talking - This is first and last, because all other commandments depend on it. You just can’t do good listening while you are talking. Proverbs 15:28	

Application:

- Place ticks beside the points that you think you are doing okay in, and crosses beside the points that you feel need improvement.

In a group of 3 people, discuss these questions:

- How important is listening in relationships? How important is it to you?
- How does your body language encourage or discourage others to freely express themselves and communicate with you?
- What are some of the difficulties you face in being able to listen?
- What would be some keys for you to grow in being a good listener?
- Pray for one another

Section C: Shared leadership

12 - Developing supportive relationships

The apostle Paul said we should “Carry each other’s burdens, and so fulfil the law of Christ.” (Galatians 6:2). Therefore, we should expect that development and care for a Christian should come primarily from relationships in the Body of Christ.

Many development and care problems amongst Christians could be prevented if they were encouraged to develop supportive relationships with others. Also, much crisis counselling would be reduced if people were sharing their daily struggles with a peer group that supported them in prayer.

In order to help people to develop these supportive relationships, we've found that the following type of groups have been effective:

1	One to one discipling	to ensure that our people have at least one person that they can relate to in openness and accountability
2	Prayer Partnerships/triplets	a regular meeting of two or three people to mutually encourage each other's spiritual growth through sharing and prayer
3	Small Groups	where people can develop relationships outside of function, learn to share their lives together, share needs, pray for each other, have fun together, develop giftings, reach out to others as a group, etc.

Application:

1. In what ways are you presently encouraging the group to develop supportive relationships?
2. What strategy could you use to implement one-to-one discipling?
3. Read through the article on prayer partnership (appendix 1) and discuss guidelines that are suitable for you all.
4. Consider the purposes listed under small groups above; discuss which ones are being best and least applied in your groups. Discuss also the guidelines for small groups (pages 6-10)
5. Discuss the suitability of the groupings 1, 2 and 3 to your situation. How would they complement or overlap each other?

Section C: Shared leadership

13 - Developing Team Relationships

In order to have fruitful team ministry we need to develop strong team relationships. This means that we'll need to grow in two ways: firstly, to outgrow the negative attributes of **dependence** and to develop as an **independent** person free from unhealthy dependence on other people. Secondly, we need to outgrow the negative attributes of **independence** and to develop healthy **interdependent** relationships with others.

When we have grown in ourselves and been built together in relationships, God will be able to work through us much more powerfully by his Spirit. Eph: 2:22. Dependence growing towards Independence growing towards Interdependence

Attributes of dependence	Positive attributes of independence	Negative attributes of independence	Attributes of interdependence
immature	self-assured	self-centred	team work
indecisive	self-confident	self-importance	cooperative
vacillating	self-controlled	self-opinionated	consultative
easily influenced	self-restrained	self-will	interactive
undisciplined	self-disciplined	self-sufficient	synergistic
self-conscious	self-composed	self-satisfied	communicative
unproductive	self-esteem	self-seeking	partnership
unreliable	self-respect	non-consultative	unity
unmotivated	self-motivated	self-content	body life
selfish	self-starter	self-promoter	mutual support
conformity	self-reliant	unsubmissive	mutual input
compliant	initiative	competitive	collaborative

Application:

1. Consider the "positive attributes of independence". Which attributes do you need to develop most in your personal life in order to be someone who can contribute positively to team life?
2. What "negative attributes of independence" would people who know you identify with you? Ask some of them what they think! What is your response to the Lord on these?
3. Consider the "attributes of interdependence". What character qualities will you need to develop most if you are to achieve Biblical interdependence with others in team relationships? Ephesians 4:2; Colossians 3:9-14
4. Share with someone the qualities you need to grow in, and pray for each other that God will empower you to develop these qualities.

Section C: Shared leadership

14 - Attitudes that Cause Conflict

The attitudes listed below are taken from the "acts of the sinful nature" listed in Galatians 5:20-21

Hatred (echthrai) "enmities"	Hostility or antagonism between individuals, groups or nations. Holding a negative attitude toward selected people or peoples.
Discord (eris)	Strife, quarreling and rivalry. Striving to be superior to others.
Jealousy (zelos)	Distrustful, suspiciously watchful; begrudging another's possession of something desirable.
Fits of rage (thumai) "wrath"	Emotional agitation induced by intense displeasure; an outburst of anger with a desire for revenge.
Selfish Ambition (eritheiai) "contention,."	Striving for personal goals without concern for others. A competitive, self-centred or self-promoting approach to work. Includes strife, selfishness, rivalry, intrigues.
Dissensions (dichostasiai) "a standing apart"	Keeping independent from others because of your opinions; being opinionated; partisan and contentious division. Being independent in a negative way.
Factions (haireisis)	Division caused by party spirit; feuds based on prejudice and self-willed opinions.
Envy (phthonoi)	Resenting the excellence or good fortune of another; strongly desiring or coveting that which belongs to another person.

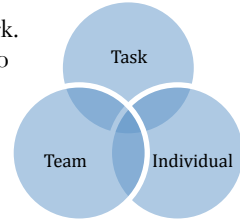
Application:

1. Discuss with a small group how these attitudes have affected or could affect team relationships.
2. Think about the attitudes and identify any tendency you might have to any of them.
3. Share any tendencies you have with someone (or a small group) who knows you reasonably well. Discuss what you could do to overcome the problem.
4. Meditate on Galatians 5:24 and Galatians 2:20. Discuss what it means to "crucify the sinful nature."

Section C: Shared leadership

15 – Meeting individual needs on the team

In any team or group there are three dynamics at work. The task to be accomplished, the team relationships to function well in getting the job done, and each individual’s needs to be met. Good morale will involve aspects of all three. Let’s just consider the individual needs for this exercise.



When individual needs are met:

- Influence - input in decisions that affect them
- Recognition - feel their contribution is validated
- Inclusion - vital community life, feel part of a team
- Affection - close friends or emotional support
- Fulfilment - feel that they’re fruitful in team effort and growing spiritually

Influence	How can I influence and by how much? How can I use my gifts? Can I be involved in decision making?
Recognition	Will people respond to me when I bring a contribution? Will I personally be affirmed and honoured or just the team?
Inclusion	Where do I belong? Where do I fit in? How much do I express? Do I make contact or wait for others to contact me?
Affection	How close can we be? Is it safe to share openly? How will I be affirmed? Can I confront and be confronted?
Fulfilment	Will I be able to have involvement in the things that I am good at and that I enjoy? Will I be involved in something meaningful and significant?

Application:

1. Rate your own individual needs on a scale of 1 to 5. How have you seen these needs met?
2. How do you personally help others’ needs to be met?
3. In what ways can your team or group be developed in order to do a better job of meeting these needs?
4. Pray for one another in how to cope when these needs aren’t met and for wisdom to help meet these needs in others. Ask God for his help.

Section C: Shared leadership

16 - Differing gifts in the team

1 Corinthians 12:11-21 The Spirit gives a different gift to each person. Christ is like a single body, which has many parts; it is still one body, even though it is made up of different parts....

For the body itself is not made up of only one part, but of many parts. If the foot were to say, "Because I am not a hand, I don't belong to the body," that would not keep it from being a part of the body. And if the ear were to say, "Because I am not an eye, I don't belong to the body," that would not keep it from being a part of the body.... As it is, there are many parts but one body... So then, the eye cannot say to the hand, "I don't need you!" Nor can the head say to the feet, "Well, I don't need you!"

The following 4 styles or gifts in leadership are very important in the leadership of groups and teams. Each leader needs an aptitude to all 4 but usually has one or two of these gifts functioning together.

Type of leadership	Definition	Who on the team?
Visionary/apostolic leadership	pioneer, visionary, possibility thinker, developer, initiator	
Operational/managerial leadership	planner, implementer, systems organiser, scheduler, manager	
Relational/pastoral leadership	people carer, shepherd, nurturer, discipler, encourager	
Spiritual/prophetic leadership	hearing from God, challenger of the status quo, spiritual stimulator, intercessor	

Application:

1. Look at the four types of leader and assess the one or two ways you operate personally.
2. Now assess your team members and write their names next to the aspect of leadership you see them functioning in.
3. What type of leadership is emphasised in your group? What are the advantages of this?
4. What type of leadership is lacking in your group? Who do you need to recruit?
5. Who in your group helps to draw all the different leaders together?
6. Now appreciate one another and pray blessing on one another.

Section D: Spiritual leadership

17 - Spiritual Check up

Search me, O God, and know my heart; try me, and know my thoughts, and see if any wicked way is in me; and lead me in the way everlasting. Psalm 139:23-24

We head off to the doctors and dentists for checkups, and we should do the same for our spiritual lives. Here are eight simple questions that will show signs of health and sickness.

(Circle the number that best fits you. 5 is high, 1 is low)

1	How would you rate your relationship with the Lord over the past 6 months on a scale from intimate to distant?	1 2 3 4 5
2	As you think back over the last six months, have you been responding to the Lord's conviction or have you not been aware of conviction in your life at all?	1 2 3 4 5
3	With regards to your prayer life, can you think of a number of answers to prayer that have boosted your faith or are you doing well to remember to say grace?	1 2 3 4 5
4	Are you regularly having meaningful conversations with others regarding loving God and living a victorious Christian life or is communication on a "Pass the salt, how's the weather?" level?	1 2 3 4 5
5	Are you experiencing a life full of fulfilment? Are you seeing everything that you do in the light of God's overall purposes or are you just working a job, looking after kids, going to school?	1 2 3 4 5
6	Do you experience God speaking to you, encouraging you regularly as you read and mediate on the Bible or is there a blank when you try to think of the last thing God said to you?	1 2 3 4 5
7	Would you say that your relationships generally are growing deeper and more open, plateauing or are at a superficial level?	1 2 3 4 5
8	Do you find you have many friends who are unbelievers and are reaching out to them as opposed to being caught up in a Christian bubble and all your relationships are with Christians?	1 2 3 4 5

Section D: Spiritual leadership

Spiritual Check up scores:

32-40: you're doing great and there are a lot of people out there that would really benefit from spending some time learning from you.

24-31: you are still doing well but you are aware of the areas that are lacking and would do well to make some goals to see some breakthroughs.

16-23: you are plateauing in your life. As you think back in your life, your relationship with the Lord has probably been better in the past than it is now. It is very important that you spend some time thinking about where your priorities have changed. You are losing sight of the character of God and need to be renewed in your love for him and what he has called you to do for him.

0-15: you are probably in a backslidden state and need some help to gain a fresh vision of the value of serving the Lord. You probably also need help to recognise that, no matter what has happened in your life, the Lord is there, ready to reach out and continue to support and love you.

Application:

1. How do you feel after answering the questions and reading the feedback? Tell the Lord about it and ask for his help to make the right application.
2. What strengths or weaknesses came to mind as you answered the questions? Share with the small group an area of weakness that you want to see changed and ask them to pray for you.
3. What specific goals are you going to set to see the change come about?

Section D: Spiritual leadership

18 - Threats to our spiritual passion

Restoring and keeping our spiritual passion for God and his work is so important. The following table highlights seven ways that our spiritual passion can be threatened. If this is happening in our lives, we need to make sure we are aware of it and decide on how we can combat it.

7 conditions adapted from Gordon MacDonald, *Restoring your spiritual passion*

The type of condition	Definition of the condition	Tick as apply
The Drained condition	When you have been used of the Lord to minister to others. "You cannot do work of a spiritual nature without energy going out of you."	
The Dried out condition	When you are not taking anything into your inner chambers, not feeding your spirit. "Action without heart, oratory without power."	
The Distorted condition	When the worldly influences are distorting our view. "One of our greatest enemies is the vast number of good experiences and opportunities."	
The Devastated condition	When you are fatigued by people and events opposed to what you stand for.	
The Disillusioned condition	When your dreams have been deflated and there is nothing to look forward to any more.	
The Defeated condition	When there is defeat or failure in an area of personal life or not living up to a standard that has been set. "Passion doesn't live in the heart of the defeated."	
The Disheartened condition	When we begin to gain a view of people, events of institutions that causes them to appear to be far more powerful than the God of our faith.	

Application:

1. Look at the seven conditions and identify any of them you may be going through.
2. Share with your group and ask them to pray for you, especially that you will know strategies for developing passion once more.

Section D: Spiritual leadership

19 - How do we feed our spirit?

1Thessalonians 5:23 “May the God who gives us peace make you holy in every way and keep your whole being - spirit, soul, and body - free from every fault at the coming of our Lord Jesus Christ.”

Philippians 2:15 “..so that you may be innocent and pure as God's perfect children, who live in a world of corrupt and sinful people. You must shine among them like stars lighting up the sky.”

We live in the world but are not to be *of* the world. We are bombarded with influences from every direction. The focus is usually to be in shape in our bodies, and to build our identity and egos as much as we can. The above verse from Thessalonians puts first priority on our spirit life.

How are we influenced to grow and develop in these 3 areas?		
Body	Soul	Spirit
Advertising - the perfect shape, fashion, cosmetics, body building	Entertainment – music, films, media & advertising	New age alternatives church services, conferences
What can you do to develop in these three areas?		
Body	Soul	Spirit

Application:

1. How do you feel influenced to develop in your body, soul and spirit in your daily life? Add comments to the boxes above as you share together in your group.
2. Now, how does God encourage you to grow in these three areas? Are you developing strategies for growth, especially to feed your spirit?
3. “True spirituality is to live from your centre where the indwelling Holy Spirit dwells. It is in deep dependency upon Jesus to live His life through us, that we will learn to activate our spirit and to constantly hear and obey the Father’s voice”

Discuss this quote in the light of being a leader and how this will influence your day to day life, both personally and in ministry.

Section D: Spiritual leadership

20 - Developing in the gifts of the Spirit

1Corinthians 12:4-7 “There are different kinds of spiritual gifts, but the same Spirit gives them. There are different ways of serving, but the same Lord is served. There are different abilities to perform service, but the same God gives ability to all for their particular service. The Spirit's presence is shown in some way in each person for the good of all.”

1Corinthians 14:12 “Since you are eager to have the gifts of the Spirit, you must try above everything else to make greater use of those which help to build up the church.”

Gifts of the Spirit tool box

Tongues	Interpretation of tongues	Prophecy
Gifts of inspiration		
Knowledge	Wisdom	Discerning of spirits
Gifts of revelation		
Healings	Faith	Miracles
Gifts of power		

Application:

1. What gifts do we use:
 - a. In relationship with God (Worship) John 16:7, 13; 1 Cor. 14: 2, 4
 - b. In relationship with believers (Ministry) 1 Cor. 12-14, 1 Cor. 14:3
 - c. In relationship with unbelievers (Evangelism) Acts 1:8
 - d. In relationship to the enemy (Spiritual Warfare) Luke 10:19; Acts 16:16-18
2. What gifts are you pursuing and/or developing?
3. What are some helps to encourage you to persist in the use and development of the gifts?
Pray for one another for passion for the gifts of the Holy Spirit in our lives.

Section D: Spiritual leadership

21 - Spiritual disciplines

There’s a myth held strongly that, if you really love someone, your relationship will just flow easily and everything will be sweet! We know that all relationships take energy, focus and work. Even the people we love dearly take energy. There are some days when love doesn’t flow and we do things because they are the right things to do. That’s what disciplines are all about.

In our relationship with God, we need to establish good habit patterns of spending time with him and relating to him through many means. Five aspects are listed below – you could change the categories and add many more, as in the second column. How are you developing with spiritual disciplines?

	Discipline	More definition	Scripture
1	Prayer Abiding	Conversation Intercession Thanksgiving Proclamation Spiritual warfare	1 Thessalonians 5:17-18 1 Timothy 2:1 2 Corinthians 10:4
2	Worship Adoring	Singing Service Generosity Practising his presence	Colossians 3:16 Acts 10:2 1 Chronicles 28:13-14, 21
3	Fasting Attention	Food & drink Entertainment Conversation Sleep	Matthew 6:16 Zechariah 8:19 Daniel 6:18
4	Meditation & study Asking	Creation Scripture Issue/topic	Joshua 1:8 Psalm 1:2 Proverbs 15:28
5	Solitude Alone	Reflecting Evaluating Dreaming Contemplating	Proverbs 27:19 Daniel 7:1 Genesis 32:24 Judges 11:37

Application:

1. Take a few moments to think about these five disciplines. If you are in a group, you can share the reading of the verses as you think about each one. Share the positive habits you have developed in these areas.
2. Now choose one area that you feel God is encouraging you to make a focus, and pray for ways to make this discipline a part of your daily/weekly schedule. Ask for prayer from the group.

22 - Authority

A Christian leader has been defined as a person who influences people to accomplish the purposes of God. The degree of influence we have is greatly affected by the degree of authority we have in our lives. So we should ask ourselves... how much authority do I have to influence others for God? But what is authority? And how do I increase my authority, and therefore my influence?

Authority can be defined as "the right to decide and take action; to influence."

Jesus taught us that authority in the Kingdom of God is exercised differently than in the world. Read Mark 10:42-45. We only have as much authority as our followers allow us. So the essence of authority is what a follower recognises in a leader and which gives him/her a legitimate reason to respond. Six types of authority are:

1	Types of authority	Basis of authority	Scriptures	2
	Positional	Based on organisational relationships to the follower	Matthew 20:25 Matthew 8:9	
	Competence	Based on the individual's competence, skill and experience in the relevant areas	Exodus 18:21 1 Timothy 5:17 1 Thessalonians 5:12	
	Personal	Based on the individual's characteristics: personality, appearance, charisma, etc	Philippians 3:4-5 1 Samuel 9:1 1 Samuel 16:6-7	
	Integrity	Based on the individual's character, trustworthiness and harmony of living and believing	Deuteronomy 1:15 Matthew 7:29 1 Kings 9:4-5	
	Spiritual	Based on the individual's relationship with God, and God's power working through them	Matthew 10:1 Matthew 9:6-8 Luke 10:19	
	Relational	Based on the individual's relationship skills and ability to influence and work with others	Ephesians 4:12 John 13:35	

Application:

1. Rate the six types of authority (above) in order of priority based on what you think is most important in the kingdom of God. (Column 1 on the left)
2. When you lead a group of people what do you think they recognise in you that gives them a legitimate reason to respond? (Rate yourself in order of priority in column 2). What is the basis of authority in your life?
3. In what ways do you need to grow in order to have more authority in the Kingdom of God?
4. Discuss your responses with a small group and pray for each other.

Section E: Strategic leadership

23 - Finishing the Race

The Bible presents us with the life stories of over 1000 people who were leaders in their time. Of these, we are given great detail about the lives of about 100. As we examine the lives of these leaders more closely we find that only 41 finished well - that is, they didn't get distracted from their ministry, fall into sin or lose direction. They finished the race and finished well.

What is it that makes the difference?

All of us know of Christian leaders of high standing in the Body of Christ whose success in ministry has been long and enduring. But we also know of some who have not made it - who have fallen in some way.

The five factors below were obtained from 100 people across the Body of Christ who were mature leaders regarded by many as having had fruitful lives and ministries; they were finishing well. They were surveyed to find what factors had contributed to their success. These five factors were consistent with the majority of them. *(Paul Stanley - Vice President, Navigators)*

Those Who Finish Well

1	They enjoyed intimacy with Christ and experienced repeated times of inner renewal.	
2	They were disciplined in important areas of life.	
3	They maintained a positive learning attitude all their lives.	
4	They had a network of meaningful relationships and several important mentors during their lifetime.	
5	They had perspective which enabled them to focus.	

Application:

We may not feel we're near the end of the race right now, but if we don't establish right values and practices in our lives now we may not get around to it later, and then it'll be too late. So, how are *you* doing?

1. Which of the five factors above are happening effectively in your life right now?
2. Which ones do you need to work on most, if you are to finish well?
3. Discuss your responses with a small group and identify creative ways of growing and developing in each of the five factors.
4. Pray for each other to receive God's grace so that you may finish well.

Section E: Strategic leadership

24 - Knowing and holding our values

1 Corinthians 4:17 “Timothy .. will remind you of my ways in Christ, as I teach everywhere in every church.”

Whether you are aware of it or not, it is your personal beliefs and values that guide your ministry. Direction statements tell you where you are going, your values tell you the processes you use in getting there. When you clash in methodology with another person or another organisation or church, it reveals your different values.

Your values are:

- a. Things that are important to you.
- b. What you make priority.
- c. They are revealed by how you spend your time.
- d. The aspects of life you focus on.

You may write down the right answers in terms of what sounds good, but how you live reveals your true values. Below are values of YWAM. Every group has values; some have just articulated them and others haven't.

Foundational values in Youth With A Mission:			
1	Know God	10	Function in teams
2	Make him known	11	Exhibit servant leadership
3	Hear God's voice	12	Do first then teach
4	Worship and intercessory prayer	13	Be relationship oriented
5	Be visionary	14	Value the individual
6	Champion young people	15	Value families
7	Broad structured & decentralized	16	Rely on relational-based support
8	International & interdenominational	17	Practise hospitality
9	Have a Biblical worldview		

Application:

1. If you are meeting in a small group or leadership team, write down 5 things that it would be important for someone joining your group to know, in order to help them bond with the group and feel at home.
2. Think of another 5 things that you as a group make sure you *don't* do, or things that you do differently from others.
3. Think of 5 things that make your group unique in some way.
4. You may not have come up with 5 things for each question but now join the answers to those three questions together and come up with 5 values for your group.
5. You can go through the same procedure for your personal values in leadership, your family, your personal life, your church, etc.

Section E: Strategic leadership

25 - Development of the group or team

It is easy for a group to get comfortable and not continue to develop. If we are not moving forward, we are usually going backwards. The following table shows a number of areas that we need to develop in. Rate your group in these areas out of 10. 10 = we are doing great. 1 = we are doing very poorly.

	Aspect of growth	Definition	Rating
1	Vision	Prayer, envisioning, formulating and implementing: Where are you going and what do you want to do? Does everyone have ownership of the direction?	
2	People	Training, connecting, mentoring, coaching: How are you developing your people? What kind of assessment and development programmes are run?	
3	Spiritual	Worship, word of God, prophetic, prayer: How are people meeting God? Can God break into your meetings? Is there a sense of God's presence?	
4	Evangelistic	Sowing, reaping and keeping strategies, opportunity for all: Who do you want to reach out to? What people do you have a passion for? Is it a lifestyle?	
5	Practical	Plans, systems, structure, facilities, finances, scheduling: Who is doing what, when and how? Are clear decisions being made? All in good order?	
6	Communi- cation	Internal and external communication: Who is the audience? What is happening, when? Who's doing what? How do you receive feedback?	
7	Mobilising & Recruiting	Training, networking, releasing, orientating: Who is needed? How are you attracting people? How are you sending them out?	
8	Community & team building	Relating, sense of identity, unity, effective together: How effectively are you working together? Are your gifts complementing one another?	

Application:

1. Take a look at the ratings that you have given the group. Look at the two highest scores and the two lowest scores. Would you say this is a fair assessment of your group? Now compare with someone else in the group and talk through any differences.
2. Think of ways of developing your strengths and minimising the effects of your weaknesses as a group.
3. Discuss together any conclusions you can draw from your assessment, and pray for wisdom for the way forward.

Section E: Strategic leadership

26 - The dangers of dropping out

1 Corinthians 16:13 “Be alert, stand firm in the faith, be brave, be strong.”

7 main reasons for dropping out		
1	Disappointment with ministry	Experience and expectation do not meet.
2	Interpersonal conflicts	Ministry becomes too difficult to cope with and, due to lack of harmony on the team, people leave.
3	Senior leaders prove to be a disappointment	Senior leaders do not meet up with expectations and followers lose respect and trust.
4	Neglect inner life growth	Pressure to perform and achieve is so great that personal development is neglected.
5	Preparation and training is inadequate or not continued	All output and no input, resulting in the loss of motivation to learn and study.
6	Failure to master leadership skills	People do not learn some of the following skills: communication skills, setting and maintaining direction, conflict resolution, problem solving, motivating followers, decision making process, leadership style flexibility, staffing weaknesses ..
7	Clarification of calling	People remain vague with no sense of destiny.

Application:

1. Read through the seven reasons that many drop out of ministry. Do any of these relate to your situation?
2. Discuss together how God can help us when we find ourselves in these situations. What are some of the safeguards we can put in place?
3. Take time to pray for one another.

Section E: Strategic leadership

27 - Dealing with drift

Hebrews 2:1 “We must pay more careful attention, therefore, to what we have heard, so that we do not drift away.”

It is easy for us to be making great progress and then for the following reasons we drift.

1	Plateauing	Holding your ground but not moving forward. Over time, it will mean regressing.	
2	Dabbling	Involved in lots of activities and relationships but everything is shallow.	
3	Security zoning	There are opportunities and challenges for you but you prefer to stay where it's comfortable.	

Application:

1. Think of ways that you have or possibly could fall into these drifting modes and make a note of them. Share with the group.
2. Think of Biblical characters that were tempted or actually did drift away because of one or more of these issues. E.g. Abraham, Moses, Gideon, King Saul, King Solomon...
3. Discuss together some ways of escaping these areas of drift.
4. Pray protection on one another.

Section E: Strategic leadership

28 - Dealing with Distractions

There are three ways the enemy tries to distract us from our destiny.

Numbers 13:28, 33 “However the people who dwell in the land are strong, and the cities are fortified and very large... There we saw the Nephilim, the sons of Anak, who come of the Nephilim: and we were in our own sight as grasshoppers, and so we were in their sight.”

1. ITS – things, circumstances, obstacles in our way. For the Israelites the large, fortified cities were a problem. How do we respond when we are faced with “its” that threaten the fulfilling of our vision or destiny?
2. THEMS – people. The Israelites looked at the strong people and giants in the land and were afraid. We can draw back due to certain personalities, people we don’t like, prejudices, grudges, etc.
3. MES – the Israelites looked at themselves and, compared to the Canaanites, they felt like grasshoppers. They weren’t small or insignificant but they *felt* it. In fact, the people were melting with fear because of them!

	Source	Distraction
1	Its	
2	Thems	
3	Mes	

Application:

1. Think of some personal examples of how you have been or could be distracted in the three ways listed above.
2. What are some ways of overcoming these distractions? Brainstorm together and come up with some strategies that you could use.
3. The most difficult element to deal with is our personal view of the situation. This needs to be received with revelation from God. Think of some examples of where the “mes” were overcome or where they hindered the personal development of men and women in the Bible.

Section F: Structural leadership

29 - Decision-making models

There are four primary models for a leader and their team to follow when making decisions. Each of these models has a time and place for use. It is helpful to understand the differences among the models, work through them with your team, and discuss particular contexts in which you will use them in your team to make decisions. Your temperament and gifting will make you comfortable with a particular model of decision-making. But realise that we can't always do what's comfortable. We must be wise and use the appropriate model for the context. Also, we must realise that, under pressure, we will tend to "default" to the model that we are most comfortable with.

	Style	Definition	Context
1	Autocratic	the leader makes the decision with little or no interaction with team members	useful when in a crisis or emergency, when time is compromised; when a decision threatens mission, vision or values, or in minor decisions.
2	Consultative	the leader seeks the collective wisdom of the team and then makes the decision	useful in most operational decisions; helpful for developing leaders as they participate in the decision-making process; helps build trust and ownership. Use when making decisions for discipline.
3	Consensus	every person on the team must agree; one dissention can stop the decision	useful when asking the team to pay a large cost and when implementing a process of change.
4	Democratic	every person on the team has one vote and a 51% majority carries the decision; leader does not have veto power.	useful in smaller, unimportant team decisions.

Application:

1. What model are you personally most comfortable with? Is this due to your personality or have you developed this style because you feel it is best?
2. Are you able to function with all four models and do you have personal examples of how these have worked out?
3. Share some examples from the Bible and personal life where inappropriate model have been used.
4. Pray for wisdom for one another in continuing to use the right model for the right situation.

30 - Leadership Evaluation

Think about your leadership and how you function. In order to function well in leadership, we need to develop leadership teams. People in these teams will have different gifts and be able to complement one another. Look at the aspects of a leader below and assess where your strengths and weaknesses are.

	Vision	Ability to see and develop the big picture. Thinks possibilities and lives in the future.
	Servant leadership	Serves those he/she leads in order to see them grow to their full potential, models godly character in seeking others' best interests.
	Relational and team skills	Understands team dynamics and develops a team spirit. Is able to draw response from the group, listens well and is able to help resolve conflicts.
	Management	Ability to organise, structure, manage details, delegate and create systems for efficiency.
	Pastoral oversight	Ability to facilitate care, support and encouragement of the people he/she leads and to develop them
	Spiritual leadership	Confidence to hear God's voice for the ministry, ability to bring the word of the Lord, and lead the group into spiritual strength.
	Personal life	Balanced lifestyle for growth spiritually, physically (health and fitness), emotionally (dealing with stress) and relationally (good network of friendships).
	Communication skills	Ability to communicate verbally and in writing with clarity so that understanding and response take place in the hearers

Application:

1. Rate the eight types of leadership (above) in order of priority based on what you think are your strengths.
2. When you lead a group of people, what main aspect do you think they recognise in you first of all?
3. In what areas do you feel you need to grow?
4. Share your responses with a small group; discuss and pray how your gifts could be better used in your team or community.

Section F: Structural leadership

31 - Setting Priorities

A major skill needed in the busy lifestyle we're involved in, is setting of priorities. Especially if you are in leadership, there are so many calls on your time, that you need to develop the ability to prioritise. Where do you spend most of your time - in important or urgent activities?

Quadrant 1: This is where we manage, where we produce, but many important activities become urgent through procrastination, or because we don't do enough prevention and planning.

Quadrant 2: This is the quadrant of quality. Increasing time in this quadrant increases our ability to do planning, preparation and prevention which keep many things from becoming urgent. Quadrant 2 does not act on us; we must act on it. It's the quadrant of personal leadership.

Quadrant 3: This the quadrant of illusion; the actual activities, if they are important at all, are only important to someone else;

Quadrant 4: This is the quadrant of waste; we shouldn't be there at all.

	Urgent		Not urgent	
Important	Crisis	1	Values – intercession, worship,	2
	Pressing problems		Planning & preparation	
	Deadline driven projects		Discipling & mentoring	
	Meetings		Relationship building & caring	
	Preparations		True recreation	
	Individuals' crisis needs		Leadership development	
Not important	Interruptions	3	Trivia	4
	Some calls		Busy work	
	Some mail and reports		Some phone calls	
	Some meetings		Time wasters	
	Many pressing matters		Escape activities	
	Many popular activities		Irrelevant mail	
			Excessive TV	

Application:

1. Make an assessment by ticking the items where you normally spend most of your time in an average day or week. Which quadrant do you spend most of your time in?
2. What quadrant **2** activities are you involved in or want to put into your schedule?
3. What changes need to take place in order to spend the majority of your time in quadrant 2?

Section F: Structural leadership

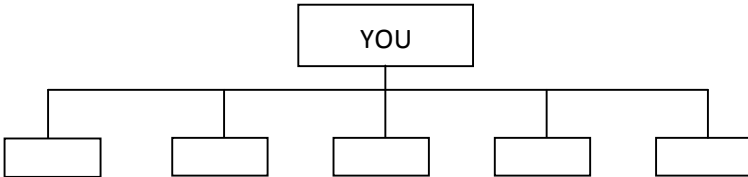
32. Span of managerial responsibility (control)

Jesus started his ministry at the age of 30 and began travelling and teaching as a rabbi. He soon established a following and from this group he chose 12 men who he called apostles. Of these 12 apostles, he worked more closely with 3 of them who became a leadership of sorts for the 12. How many disciples could Jesus have enrolled?

The optimum span of control depends on numerous variables, including organisational structure, available technology, the functions being performed, and the competencies of the manager as well as the staff. For this reason, no theory for the optimum number has emerged.

Obviously there is an optimum number of people that we can work alongside and oversee. We only have so much time in every day, week and month and so we have limits. If the span of control is too big, some may get lots of attention and some none at all, or we are thinly spread with only a little time for everyone. This will mean fewer levels of management. If the span of control is narrow, then there is the opportunity for close hands-on mentoring. This will encourage more levels of management.

You may not picture yourself in an organisational structure but it is important to know who you are reporting to and who reports to you. For instance, an individual can't report to a team – have you tried taking orders from 6 people?



You may have more or fewer people reporting to you than the above chart but go on, write in their names. Now ask these questions concerning each one.

Application:

1. What is your purpose of getting together with each one?
2. How clear is the level of authority that the person has: what can they do without referring to you and what needs to be checked out first? ie what are the “great matters” that need you and the small matters that don't?
3. How much time do you spend with each person per week/month? Too little, too much, just right?
4. What outcomes are you looking for in performance?

33 - Morale

Numbers 32:7-9 “Why do you discourage the heart of the children of Israel from going over into the land which Yahweh has given them? For when they went up to the valley of Eshcol, and saw the land, they discouraged the heart of the children of Israel, that they should not go into the land which Yahweh had given them.”

Motivation can often depend on how you are feeling. When things are going well we have all kinds of energy to work on some of the more challenging tasks. So if we want to begin with the end in mind, and keep going with the end in mind, then we need to keep our morale up to a positive level.

Personal Morale boosters	Personal Morale busters

Team Morale boosters	Team Morale busters

Application:

1. Think about your own life working in teams and groups. What are some of the morale boosters and busters that you have experienced?
2. If you are leading a team or a visionary project:
 - a. What are some of the ways you can develop the morale of the team – morale boosters? Make a short list.
 - b. What are some of the ways you can lose the morale of the team – morale busters? Make a short list.

Section G: Sensorial leadership

34 - Creating an environment

Whether it's a leadership meeting, an office appointment or a teaching engagement, there are ways to help people to feel at home and to encourage learning and progress to take place to the maximum.

Think of the 5 senses: touch, taste, smell, seeing and hearing. It is easy to simply think about the need to speak and listen to one another without involving the other senses. The time can be so much more effective and impacting if we involve all the senses so it becomes a really positive experience for people.

Here are some aspects of environment (please add more yourself):

Physical aspects	Emotional aspects
Location	Greeting and welcome
Size and shape of room	Interest shown and care given
Temperature of the room	Clear expectations of involvement
Food and drink available	Difficulties in relationship can bring tension
Furniture and décor	Issues the person is bringing with them
Lighting	Past history of relationships
Layout of furniture	Clear agenda
Level of positive and negative noise	

Application:

1. What do you enjoy about the particular meeting you are attending right now?
2. In what ways could these meetings be improved simply by changing the environment in which you meet?
3. How could the process of the meeting be changed to improve the enjoyment without changing the content?
4. How can your meetings develop by taking the 5 senses into consideration?

Section G: Sensorial leadership

35 - How do you learn to lead?

Every church, organisation and business has its approach to training leaders. Some have a formal training that each individual goes through, others assign a mentor or have you go through an apprenticeship. Others throw you in the deep end and see if you sink or swim!! What has been your experience? Here are four elements that can be a part of leaders' learning to lead.

	Learning mode	How you learn to lead in %	How do you help others lead in %
1	Responsibilities (job assignments)		
2	Training/education (formal, informal, non-formal)		
3	Shaping experiences (unique experiences, exposure, failures, hardships)		
4	Relationships (models, mentors, peers)		

Application:

1. How have you learned to lead? Put a % on the four elements above in terms of how you have developed in your leadership. Do you need to consider other ways of learning?
2. How do you help other leaders to lead? What % would you now give to the four elements? Do you need to consider other ways of helping others to lead?
3. Discuss in your group if you think different generations have required a difference emphasis?
4. Discuss how different organisations require a difference emphasis?
5. Do you need to adjust how you continue to learn to lead, and how you continue to help others learn to lead?

Results from a study in the U.S.A among top executives in business in the 80's discovered that the % came out as follows:

Responsibilities – 50%; Relationships – 30%;
Shaping experiences – 10%; Training/education – 10%

There is no right and wrong % but we obviously need to be training in the way that people are learning best!

Section G: Sensorial leadership

36 - The window of our lives

We need mentoring relationships for the area of our blind spots. Mentors can help us discover them and do something about them. Mentors can also encourage us to develop the window of openness and share our lives with others more, in order to narrow this facade window or mask that we put up.

Mentors can also help us to find our areas of hidden potential. We need to find people who will believe in us, have ambition for us and take risks with us, in order for us to discover our unknown potential. Of course ,this is the area that only God knows and so, as we listen to him and take the challenges He brings our way, we will develop in this important area.

1 John 1:7; James 5:16; Ephesians 4:15-16; Hebrews 10:24-25
Personal growth through open relationships, mentoring and "body life".

	What I know	What I don't know
What others know	Openness & honesty, Walking in the light with others	Blind spots, Strengths that need affirming, Weaknesses that need correcting
What others don't know	Facades & masks, Strengths and weaknesses that I need to share with others	Unknown potential, My potential for growth that can be developed by God as I respond to Him

Application:

1. What blind spots have you discovered over the last couple of years?
2. In what areas of your life do you live with a mask or facade? How can you develop a greater openness in your life?
3. What areas of hidden potential have you discovered recently?
4. What mentors do you have to help you in your growth?
5. What kind of environment is needed for maximum openness and honesty, uncovering our blind spots and masks, and moving us into our full potential?
6. Share your responses with your group and ask for their prayer.

Section G: Sensorial leadership

37 - Five languages of love

Five languages of love concepts taken from Gary Smalley and John Trent, *The languages of love* (Pomona, California: Focus on the Family publishing)

5 Languages of love	Column 1 Receiving love	Column 2 Giving love	Column 3 People you know
Physical touch (1 Peter 5:14) Do you remember times when words weren't needed; a hug or touch spoke volumes?			
Words of affirmation (1 Peter 4:11) Sharing appreciation for who the person is, thanks for what they've done and affirming them in the way it was done.			
Quality time (1 Peter 4:9) Often quality time is spent over a meal at the table with friends or in some joint activity that enables good interaction.			
Giving gifts (1 Peter 4:10) A gift is something bestowed feely. Something from the heart that is given to encourage and bless.			
Acts of service (1 Peter 5:11) In thinking of the person, you take the time to do something for them.			

Application:

1. Think about the five languages of love and decide in what order of priority you *receive* love. Place the numbers 1 to 5 in the priority order (1 being the highest) in column 1.
2. Now place the number 1 to 5 in priority order in column 2 for the way you think you *give* love. Note that we often give and receive love very differently.
3. What hinders you from growing in your weak areas?
4. Next, think of your family, friends and colleagues and decide how they best receive love from you. Write in their names.
5. Pray for one another that you would develop in the languages you find most difficult, in order to be able to give love in all 5 languages.

Section G: Sensorial leadership

38 - Heart for Hospitality

The ministry of hospitality is all about creating a warm, open, relaxing atmosphere that makes people feel welcome and at home. “Then Christ will make his home in your hearts as you trust in Him. Your roots will grow down into God’s love and keep you strong.” Ephesians 4:17 As Christ is made welcome in our lives, we are to make others welcome. As individuals, couples, families, teams and ministries, we are admonished to develop a heart for this ministry of hospitality. In other cultures like the Middle East, hospitality is the basis for all relationships and business negotiations. Let’s see how you as a team are doing.

Take a few minutes now to think of some words relating to hospitality using the acronym heart. Think of words starting with the letters H, E, A, R and T. This can be done individually or as a team, or a mixture of time on your own and then as a team.

	Example	Your words relating with hospitality starting with the specific letter.
H	Honouring	
E	Extravagant	
A	Available	
R	Responsive	
T	Time	

Application:

1. What makes you feel valued? How do you enjoy being treated?
2. What special things can you do to make people feel welcome?
3. What practical ways can you show hospitality to family, friends and colleagues?
4. Look at the words you have written and think about your team or group life together. Circle 3 of the words that would sum up how you as a group show hospitality.