

The Leader's Job Description



Dr. Jim Randall

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Introduction

The title of this first lesson in the “Leadership 101 and Beyond” series is “The Leader’s Job Description.” I could use the title of CEO Job Description. Still, the principles apply to anyone leading anything at any level. Using the business term will help you begin to think differently. Some believe that businesses and non-profit organizations are different. They are in many ways, but leadership and management principles are the same. My desire is to help you see things in a way that will open your understanding of the role of a ministry leader. The principles contained in this series of lessons are found in the Bible. The business world has found that these principles work well and have claimed them as their own. Too many church people divide the sacred from the secular. They will automatically reject things from the business world that are actually found in the Bible. It is time for the church to reclaim the godly principles given to us through the Bible and apply them to ministry.

You may not think of yourself as a Chief Executive Officer, but if you are the leader of any ministry organization or department, you are the CEO of that ministry or department. I will use the term CEO for the position of the top leader of a ministry or department. The title of Leader is for those under your authority who are leading others. As the CEO, there may be someone above you that you must answer to, but you are still the leader of the work assigned to you. You must begin to think of yourself as a leader, not just an employee. Suppose you have a desire to lead a larger ministry someday. In that case, you must learn leadership principles that will help you succeed and be promoted along the road to your destiny.

This lesson aims to help you become a more successful leader by sharing principles I have learned over the years from successful people and things

learned from my own mistakes. We should strive to be life-long learners, gleaning wisdom from every new experience we may have. Our purpose as ministry leaders is to see the Kingdom of God established throughout the earth.

I have heard it said, “A wise man learns from the mistakes of others; a normal man learns from his own mistakes, but a fool learns from no one’s mistakes.” A foolish person repeatedly makes the same mistakes, wondering why it’s still not working. Over the years, I have learned much about what not to do. Learn from the mistakes of others, and don’t be afraid to attempt great things for the Lord. Remember, the only people who don’t make mistakes are the ones who never do anything. Will you make mistakes? Yes. That is if you do anything new. Success is spelled “R-I-S-K.” As a leader, if you are not willing to take risks, you will not have much success. You must be willing to let God stretch you to the next level.

In the “Parable of the Talents,” you will remember that one of the stewards played it safe and hid what was given to him rather than using it for his master’s benefit. The Lord still feels that way about those in the church to whom He has given gifts and abilities, charging them with responsibilities to grow His Kingdom. To whom much is given, much is required. God will not require more than you have the ability to do. This is illustrated by the fact that the master in the parable gave resources to each steward according to his ability. Each steward was to increase those resources for his master. We are charged with increasing the Kingdom of God by using and developing the gifts, talents, and abilities God has given to us.

Applying the principles in this short lesson will help you become more successful in growing the work that God has entrusted to you. Be faithful in what is small, and God will reward you with something greater. God has given you everything you need to fulfill His call on your life and ministry. If He has given you a large vision, know that He is also faithful to provide you with what you need every step along the way to your goal. However, it is your responsibility to develop and use the talent of the team He has provided to help you accomplish the work entrusted to you. Learn

and apply these lessons to become more productive for His Kingdom.

“Repetition is the motor of learning.” That means you must repeat an action again and again for it to become a part of your life. An athlete exercises the same muscles again and again until he is as strong as he can be. In that same way, we must review, memorize, and put principles into action if they are going to become a part of our daily life and ministry. Some of the principles and illustrations in this first lesson will be repeated in this series of booklets. This is because they will help you remember the lesson until it becomes a habit.

Finally, you must learn that there is a difference between Principles and Methods. A principle is a law or fact that explains how or why something works, whereas a method is only a way of doing something. Principles will work anywhere, but methods are limited to similar situations. Focus on learning principles and how to apply them to each problem or opportunity you face. The methods of application of the principle will become apparent, and you will become more successful in your work.

** Some material in this booklet comes from my mentor, Dr. Dean Radtke, of the Ministry Institute and is used by permission.*



The Leader's Job Description

The leader's job description is five-fold, and it applies to all leaders, whether they are the leaders of a large organization, a small department, or any task assigned to them. You can have a successful ministry if you learn to follow these principles and train others to do the same.

These are the things you must do as a leader of any organization, group, or job assigned to you:

1. **Provide** Direction.
2. **Obtain** plans, ideas, and recommendations from those working with them.
3. **Commission** the work.
4. **Provide** success.
5. **Obtain** evaluation.

You will notice that the Job Description contains two Provides and two Obtains with a Commission in the middle. The CEO Job Description is stated this way to make it easy to remember what you should be doing as a successful leader.



1

Guiding Others Toward Success

Provide Direction – You must know where you are going in order to give clear direction to others.

A famous American Philosopher, Yogi Berra, who is more well-known for playing baseball for the New York Yankees, made a simple yet profound statement. He said, “If you don’t know where you’re going, you may end up somewhere else.” That means that if you don’t clearly understand where you want to go or what you want to do, you may end up accepting something less than the best. Always remember, “Good is only a substitute for God’s best.”

If a leader will lead, the people will follow. That means a leader must know where he is going and a general idea of how to get there. He must cast a vision by inspiring his people to follow. As a leader, you must provide clear direction for your people. If the direction is unclear, people will be confused about what to do.

Begin to think of yourself as the CEO (Chief Executive Officer) of your work. It may help you to overcome some of the old stereotypes you have learned from poor examples of leadership. In business, a CEO’s primary job is to make sure that the company is run in such a way that it makes a profit. Similarly, your primary job as pastor or ministry leader is to see that your church or ministry is run in such a way that it advances the Kingdom of God.

The purpose of the church is threefold. First, it is to glorify God. Second, it is to reach the lost; third, it is to build up the Body of Christ. The purpose of building up and strengthening the Body of Christ is to ensure the first two goals are met.

Our job as leaders is found in Ephesians 4:11-12 – “So Christ Himself gave the apostles, the prophets, the evangelists, the pastors and teachers to equip His people for the work of service, so that the Body of Christ may be built up.”

We call these five positions listed above Ministry Gifts. Their primary purpose is to build up the Body of Christ so that the Body of Christ will be equipped to do the work of the ministry. It is not for the pastor and others listed above to do all the work but rather to train faithful men who will also train others, as found in II Timothy 2:2.

As the leader, you are to set goals for the work God has asked you to do for Him. An easy way to remember how to set goals is to remember the word SMART. Each letter represents a word that will help you remember the principle. Every goal should contain the following elements so you will know if your goals have been set correctly.

SMART Goals should be:

Specific. The goal must clearly state what is to be achieved, by whom, where, and when it is to be completed. That means that your goal should be clearly identified so you will know when it is reached.

Measurable. Measurability applies to both the end result and the milestones along the way to achieving a goal. It answers the question of quantity – how much, how often, how many? The milestones are signs along the way that will encourage you that you are on the right track to achieving your goal. “A goal that cannot be measured is only a dream.”

Achievable. You should ensure that the goals you set are achievable. You must believe that you can do what you are setting out to do. If you set

unbelievable goals, you will unlikely achieve them. Children learn to crawl, then walk, and ultimately run. You must think big and stretch your faith, but not so big that your goals are unachievable now.

Relevant. Your goals must be relevant to what you want to achieve in both the short term and the long term. Clearly, understanding your vision, mission, and purpose is critical. Your team should be able to see the need and purpose of your goal.

Time-based. Part of goal setting is to set a time in which it is to be achieved. “A project will expand to fill the allotted time.” That means it will take all month if you set a goal to get something done within a month. If you set your goal to do it in two weeks, you can usually complete it within two weeks. People work slower when they think they have lots of time.

Don't set your goals too high to achieve or so vague that your team won't know when they reach them. Don't say things like, “Let's make this program a real success.” Or, “Let's get many people to come this year.” How will you know if you have been successful? How many people are lots of people? Instead, you might say, “Let's make this program a real success by having 50 more people come this year.”

Goals should be well-defined so your team can see they are achievable. This will help the team develop an overall strategy and smaller, measurable goals along the way that will ensure they are going in the right direction.

To set achievable goals, you must first accurately assess where you are currently, both physically and spiritually. Think of it this way. You have a road map, and your destination is clearly identified. However, if you do not know where you are currently located, how will you know which direction to go to reach your destination? Many people know where they want to go but not how to get there. If you know where you are located and your destination, you can quickly determine the best route. It will also help you decide what you need to get there and how long it will take. Without knowing exactly where you are located, physically and

spiritually, and what resources will be required, you will probably have great difficulty mapping out a successful strategy that will get you there on time to accomplish your goals.

The leader must know exactly where he wants to go and inspire his team to join him. He must be able to paint a picture with words that will convince them that with their help, they can all achieve their goal.



2

Cultivating a Problem-Solving Culture

Obtain plans, ideas, and recommendations from your people (Train your team to think and solve problems)

It is not the role of a successful leader to develop all the plans and do all the work. He will eventually burn out and quit if he does not learn to utilize those whom God has sent to help him. As the team leader, you must recognize that God has sent the people on your team to help you reach His goals for your ministry. Use them to obtain plans, ideas, and recommendations that will enable you to reach the goals God has given you to establish His Kingdom in your area.

You should be training your team members to develop their leadership skills while recognizing that they have specialized knowledge that you don't have. Learn why God sent them to you and not to someone else. They will have special skills, knowledge, or connections with people you may not have. God will use their skill set and expertise to help you succeed in what He has called you to do. Also, remember that God sends people to you so that you can pour into them something He has imparted to you.

2 Timothy 2:2. Paul tells Timothy to commit to faithful men the knowledge he has received so they can also train others. Knowledge is to be passed along to the next generation of leaders. God has sent the people you need on your team for you to succeed. Listen to them. You are still the leader and make the final decision, but they are there to help you with wisdom

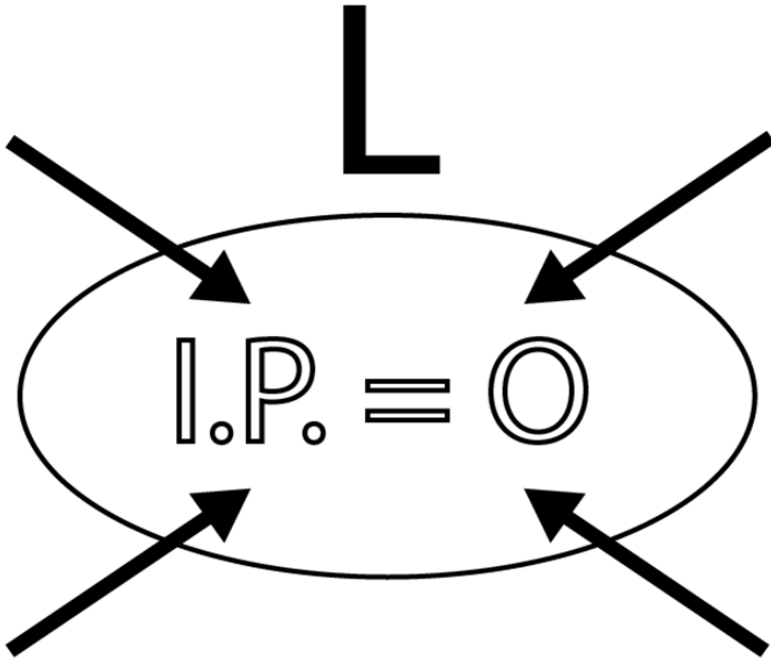
and specialized knowledge that you may not have. You must establish an atmosphere where they feel free to share things you may not want to hear.

There was a company in California during the Gold Rush era of the 19th century that made sails for ships and other canvas products like tents and awnings. One day, someone made a mistake when ordering a canvas shipment: putting the decimal in the wrong place. When their shipment arrived, they suddenly found that they had ten times the amount of canvas they could use. The CEO called his staff together and explained the situation. He said it made no difference how the problem happened but that they could not carry it on the books and would go bankrupt unless they found a way to use the canvas. He asked for ideas and suggestions about what they could do to use the canvas and stay in business. Different ones suggested things like dyeing the canvas, printing signs or designs on awnings, or making various sizes of canvas bags. However, one staff member had an idea that was very different from anything they had ever done before. He suggested that they make trousers from the canvas. He said that pants made from canvas would be durable and appeal to the thousands of miners going into the rugged wilderness in search of gold. The CEO was wise and would not let anyone say something like, "That's a dumb idea. Pants are made of cotton or wool or some blended fabric." He wanted new and fresh ideas to save the company, so he said, "Check into it and let me know what you find out." That was the beginning of the Levi Strauss Company, known worldwide as the inventor of Levis jeans.

The seven last words of a dying company or ministry are, "We never did it that way before."

You must learn to listen to your staff and ask questions while getting all the facts you need to make a quality decision. Don't let anyone criticize an idea given in response to creative problem-solving. Good decisions cannot be made without knowing all the facts. Remember, it is NOT your responsibility to know everything; instead, you should surround yourself with people who know more than you do about their area of responsibility and make quality decisions based on the facts. God sent your team because together with what you and they know, you can make

a quality decision based on the facts. Use your team. That's why God sent them.



Issues and **P**roblems = **O**pportunities

Think of the oval shape as a conference table with the CEO and his staff discussing their work.

The **L**eader (CEO) is represented by the “L” at the top. Ministry leaders are represented by the arrows.

The CEO / Leader should surround himself with competent leaders who will provide **Plans, Ideas, and Recommendations** for him to consider in

resolving issues and problems that arise in accomplishing your mission. This model works at every level, whether the CEO and his team, a department head and his staff, or anyone leading a team.



3

Delegating with Wisdom

Commission the work - We must share the weight of the ministry with those God has entrusted to us by delegating responsibility.

The CEO is the only person who can commission the work. He does that by effective delegation. The CEO alone decides what will and will not be done. He is the one set into that office to be responsible for the work. Success or failure depends on his leadership ability. Democracy and voting are not God's plan for leadership. "For God so loved the world, He did not send a committee." God's plan is to have one leader with whom He can communicate in order to give His instructions.

Only once in the Bible do we find the congregation being asked to vote. It is found in Acts chapter 6. There was a dispute between the Jewish believers and the gentile believers. The Gentiles felt that their widows were not being treated fairly and asked the Apostles, who were all Jewish, to do something about it. This was the first real test of the Apostle's leadership and authority. They needed real wisdom to stop the dissension among the people and establish a system that would make everyone happy, or they would have the first church split. God gave them wisdom for a solution that would solve the problem. The congregation, both Jews and Gentiles, were told to choose from among themselves seven godly men whom they all respected to make fair decisions relating to managing the daily distribution of food for widows and orphans. If the Apostles had chosen these first deacons (which means servants), there could always be voices of dissension if there was any discrimination against either group. God revealed to the Apostles that the whole congregation should decide

among themselves. This was the only wise way to stop the dissension. In every other place in the New Testament, leadership was appointed, and never again would you find a vote being taken by the church members regarding leadership.

The CEO should always ask his leaders for advice (plans, ideas, and recommendations) to know what they are thinking, but the responsibility of the final decision is placed on his shoulders. The CEO must be in tune with the Holy Spirit and be guided by His word, not personal interest, favoritism, or anything other than God's direction.

When you commission the work, it becomes the responsibility of the person to whom the work is given. You don't take it back. Instead, you ask questions to help them solve their problems and perhaps redirect the work. (There is a whole lesson on effective delegation, but I will try to give a short version here.)

The first thing you do when you give someone a job is to ask if they can do it. If they say, "Yes," then the next step is to ask them to repeat the details of the job you have just asked them to do for you. If they have not been taking notes, you are wasting your time. Train your people to **take notes** so they can refer back to them when needed. Work with them till they are able to repeat it back to you the way you told them to do it. When they do that, you then should say something like: **"It is now your responsibility that if anything should occur that would prevent you from accomplishing this task the way I delegated it, the way you agreed to do it, in the time frame you agreed to do it, it is then your responsibility to contact me immediately and let me know what YOU plan to do to solve the problem so the job can be successfully accomplished."** That's a lot of words, but you need to learn how to quote that statement. It is **VERY IMPORTANT**.

The job needs to be measurable in terms of quality and quantity, as well as in terms of time. Make sure you work with them and agree on a timetable for successfully completing the job. Remember, "A job will expand to fill the time allotted." That means if you give them a week to finish the task,

it will take a week, but if you tell them it needs to be done in four days, it can generally be done in four days. You need to stretch or encourage them to do things as quickly as possible without the quality of the job suffering.

Later, when your people tell you they can't do a job they said they would do, ask, "Why not?" Help them to find a solution. For instance, "I can't do the job you asked me to do because my car won't start." You ask, "Can you borrow a car from someone?" They will probably say, "Yes." Then you suggest that they borrow the car so they can do the job they made the commitment to do. They may say, "My babysitter can't come." You can ask, "Is there someone else you can call or get to watch your child?" They will usually think of someone. Always redirect them to come up with a solution for themselves. Don't tell them what to do, but get them to think of it by asking the appropriate question. Someone once said, "Thinking is hard work. That's why so few people do it." They are learning that if they call you with a problem or excuse, you will redirect it, so they have to think of a solution to their own problem. Soon, they will say, "If I call Pastor, he will just ask me what I think I should do or who I can get to help or some other suggestion, so I may as well just do it myself and not waste my time talking with him."

Your people are adults and leaders in training. They need to learn to think and solve their own problems in ministry. If you continue to solve their problems for them, they will never grow up, and you will always be answering the phone and spending time that could be used for something else. You have more important things to do than solving problems that they should be solving for themselves. After a while, they won't call with minor issues like that. Don't solve the problems for them; ask questions, make suggestions, and send them back to solve it themselves. They will grow up quicker that way. Don't be mean, but be firm.

Remember, you and those helping you with God's mandate are a team. Your job is to help them succeed by providing instruction and examples of how they should be helping those under them succeed. There may be times when you will need to intervene, but your primary job is to help them succeed on their own.

4

Empowering Success

Provide success for those entrusted to you.

You provide success by asking them, **“What do you need to accomplish the task I have just given you to do?”** They may need money, helpers, or some other resource. Tell them where they can get what they need or get it for them. One of your primary functions is to help them succeed by not doing their job for them. You should be willing to help them find the resources and personnel needed to complete the task. Do all you can to help them succeed, short of doing it yourself.

Remember CTTM. Coach, Teach, Train, and Mentor. **You must spend at least 30% to 50% of your time coaching, teaching, training, and mentoring your leaders.**

Coaching reminds them of what they have learned and encourages them to do it. There is more to it than that, but most people just need a bit of exhortation and encouragement that they are God’s chosen person to do that job, and they can do it. They need to feel that you believe in them and their ability to do the job you have asked them to do. If you assign them something they have never done before, you may need to help out a bit. Your job is to work with them to make sure they succeed, but not by doing their job for them. Their job is to make sure you succeed by accomplishing their part of the overall project. Most people only need a bit of encouragement and motivation to do more than they think they can do.

Teaching them what they need to know. God sent them to you for two reasons. First, it is to help you do what He has asked you to do, and second, it is to add value to them by training them to do new things they will need to fulfill God's long-range plan. We are to multiply ourselves by investing in the lives of others. Remember, Paul invested his wisdom, knowledge, and expertise in Timothy, who invested in faithful men who also invested in others. You must consider your teaching and training an investment, not a job. Give them the knowledge you have so they can accomplish their job. They need at least the basics, but skill comes with practice. Set regular instruction times.

Training differs from teaching in that training is working with them side-by-side. Teaching may only be a lecture or instruction. Think of it as if you were training a child to wash dishes at home. Proverbs 22:6 tells us that if we train a child in the way he should go when he is old, he will not depart from it. Note that the verse says, "train," not teach. Training is not about giving a lecture but about working with them to ensure they can do what you require. Training takes commitment. It requires some work and time, which you may think you don't have, but the reward will be worth it. Your people are watching you and will follow your example more than just what you say. They will have confidence if they are trained. Remember the old saying, "The apple does not fall far from the tree." That means they will reproduce after your example. If you invest time to teach and train them, they will do the same for their people.

Let me give you an example of the difference between teaching and training. Let's say you go to a pet shop and buy a dog that will become your family pet. When you purchase the dog of your choice, they give you a booklet entitled "How to Train Your Dog." When you get home, you and your new dog get right into the training. Your first lesson is how to roll over. Your dog is sitting in front of you as you begin reading the book and explaining what it means to roll over. He is happy and wagging his tail as the words flow from you, explaining in great depth the meaning of "Roll Over." As you finish, you are encouraged that your dog paid close attention. He seems to be smiling at you, and his tail wags in anticipation of what's next. You put your booklet down, look him in the eye, and give

the command, “Roll over!” However, the dog keeps looking at you and wagging his tail. You may need to explain again what you want him to do. You clear your throat, explain again, and give the command a little louder because perhaps he did not hear clearly the first time. You do this several times, but nothing changes, and he is still staring at you and wagging his tail. You finally conclude that either the pet shop sold you a dumb dog or they gave you a worthless booklet.

You may be thinking, “That’s not the way to train a dog.” However, pastors believe that’s the way to TRAIN their congregation and leaders: by teaching the same lessons over and over but never actually training them. To train a dog—or people—you must work with them, explaining and demonstrating what you want them to do and how to do it.

Mentoring. A mentor is someone who gives help and advice to a less experienced and often younger person. That means you, as a mentor, must be available to answer questions and correct things that are not quite right. It is more of a friendship between the teacher and the student. Mentoring is helping a gifted person to become more successful by pouring yourself into them. We might also call it discipleship. You want to give them everything they need to do the job expertly. It may seem like filling the role of a parent, helping them in other areas that may affect their performance, like relationships, use of money, etc. It is basically discipleship. Two Biblical examples are Moses and Joshua or Paul and Timothy. Not every mentoring relationship will be that close, but you get the idea that it is more than an employer-employee or teacher-student relationship. You pour into the disciple everything God has placed in you that they will need to fulfill their calling.

The following is an example of mentoring. It happens in close relationships whether you intend it or not. When my daughter was in Bible College, I stopped by for a visit. She and I were with one of her roommates in their dorm room. My daughter spoke a word of correction to her friend, and I felt it was a bit too direct. Later, when we were alone, I told her that I thought she was a bit too harsh in delivering the word of correction to her friend. My daughter looked directly at me and slowly said, “Dad, the

apple does not fall far from the tree.” She said that her directness was learned from me and that she was a product of my training and example. I had to concede that my prophetic motivational gift sometimes comes across as very direct. Good or bad, we make disciples of those we allow into our daily lives.

Be intentional in coaching, teaching, training, and mentoring those whom God has brought to us to train. Look at your followers and determine your impact on them through your teaching and personal example. Are you having enough impact to see yourself in them? Look carefully, and you may see both the positive and negative influences you have on their ministry and future. They will not be exactly like you, but God sent them to you so you can impart something they need. He must have felt that you had something they needed, or he would not have sent them to you. What is it? Are you doing a good job of investing yourself into them?



5

Nurturing Development and Progress

Obtain evaluation.

Once the job is complete, you must continually evaluate the results and performance of your team. Ask these questions:

1. What was supposed to happen?
2. What actually happened?
3. What do you account for the difference?

Your goal is to help your leaders do a better job the next time, regardless of how well they did, because there is always room for improvement. It also helps them determine if the way they did the job was the best way to do it. It is not a time for harsh criticism but for assisting them to learn and do better next time. You will want to help them develop a different strategy if the old one failed. You can also improve on a good strategy or performance and make it better.

We must evaluate to determine how well we did in reaching our goals. Your job is to direct people to give honest, accurate, and appropriate evaluations, but not harsh criticism. Don't allow criticism or use the word "failure." Instead, use words like "evaluation" and "lack of success." Be sure to say something like, "Thanks for taking the risk." You might also say, "You did about as well as I did the first time I tried something like that." Look for good things they did to encourage them, not just talk about

what they did wrong. This is a teachable moment. Look for times when you have their full attention so that you can impart wisdom to them. You might also say something like, “Come by my office in the morning, and I will go over this with you and help you find some solutions so you can succeed next time.”

“Feed success and starve failure.” If it worked, continue to do it that way while looking for ways to improve. If it does not work, don’t do it that way again; instead, look at why it failed and find an appropriate solution so you will succeed next time.

Failure is not a loss. It is a learning opportunity. You learned what not to do, so you won’t do it that way again. Thomas Edison, the inventor of the electric light, tried more than 10,000 items to use as a filament for his light bulb before he found something that worked. He didn’t give up but recognized that he was making progress because he found 10,000 things not to use. Over the years, I have learned much about what not to do in certain situations, and because of that, I have also discovered what works.

The seven last words of any dying organization are, “We – Never – Did – It – That – Way - Before.” If something is not working, look for a solution rather than continue to do what does not. I have heard it said, “The definition of insanity is doing the same thing again and again while expecting a different result.”

The purpose of evaluation is to praise and encourage success and correct anything that does not measure up. The Bible says, “For all have sinned and fallen short of the glory of God.” The words “fallen short” mean to miss the mark. How will you know you missed the mark if you don’t evaluate your actions? You must train your people to evaluate so they can make corrections along the way, not just at the end of the task. It is like road signs along a highway that lets you know you are going in the right direction.

When you need to call someone into your office to evaluate their poor performance, use the “Sandwich” method: bread, meat, and another slice

of bread. That means saying something good about them, the problem or issue, and finishing with something good. Tell them that you are going to talk, and they are going to listen. Tell them they will have time to speak at the end if they wish. Then say something like this: “John, you are a real man of God gifted in driving a car.” (Pause to let it sink in. A pause will seem longer than it actually is, but it will emphasize what you have to say more.) Then continue, “However, getting a ticket for speeding in a church van is not the behavior we expect around here. I expect you to be a responsible driver and follow the speed limit. Traffic tickets cost money and go on your driving record, which causes our insurance rates to increase.” (Be silent for a few seconds for your words to have an impact. It will seem like the longest 15 seconds in the world). Then say, “You are a good driver, and I know you can do better than this. From now on, I want you to be careful and be the good driver that I know you are.”

What you have just done is to say:

1. You are a Good person. Affirm them and let them know that you think they are valuable.
2. Identify the wrong behavior and perhaps why it is wrong.
3. Affirm them again and tell them specifically what new behavior you want to see.

This will let them know that you still think they are a good person, what you want corrected, and what you expect from future behavior. They will probably say something like, “Sorry, I just wasn’t paying attention. It won’t happen again. Thank you for understanding.” It works whenever dealing with a contrite person. However, suppose they want to argue with you. In that case, it indicates that the problem is much deeper than a mere speeding violation. It may suggest that there is another problem below the surface, and this is just the Lord’s way of helping you identify and deal with the problem. You want to help your people, not eliminate them just because they have a problem.

Remember, the purpose is not to condemn but instead to help them do better next time. This allows them to teach what you expect of them and

display the leadership skills they will need when dealing with their own underperforming subordinates. If the wrong behavior persists, you will need to take corrective action.

“A problem without a solution is a complaint.” Don’t let people dump problems on you. Your job is to help and guide your people to find solutions for themselves so they won’t always come to you for things they should be doing for themselves. Learn not to do things for people who can do it for themselves. When people come to you with a problem, always ask, “What do you think you can/should do about it?” Put it back on them to solve, though you could easily solve their problem. Your job is to train them. If they are going to become good leaders, they must learn to think and solve problems and not bother you with things they are capable of doing for themselves. If they say, “I don’t know what to do.” Tell them to think about it and come back tomorrow. If they say something like, “I guess I could do this or that.” You can say, “That’s a good idea. Why don’t you do that.” Or if they still can’t quite get it, give a hint that will help them. Your goal is to raise up leaders who can think.

Celebrate Noble Failure. When a person tries and still fails, don’t kick them while they are down; instead, help them see why they failed and what they need to do to correct it. **“Failure is an Event, not a Person.”** Learn what not to do and try again. You only fail when you fail to try. You can encourage people with stories from your own life when you were at their level of faith and experience. Encourage them to keep going and not give up. Let them know that you believe they will succeed next time and that you will help them. Your job is to ensure their success so they will become the leader God wants them to be. That’s why God sent them to you and not to someone else.



Conclusion

This lesson aims to help you become the leader that God has called you to be. The application of these principles of leadership will help you become more productive in your service to the Kingdom of God. Whether you are your ministry's CEO or lead the smallest department, this applies to you. If you learn and practice these principles, you will succeed in growing your ministry. They will work anywhere in the world, and the method of application will vary. Don't let fear or momentary failure stop you from becoming the leader God has called you to be, and never give up on the vision that God has placed in your heart.

I am reminded of a quote supposedly from one of Winston Churchill's speeches during World War II's dark days. He said, "**Gentlemen, Never give up, never give up, never, never.**" Whether he actually said that or not, it is something that we need to determine in our hearts. "**Never give up.**" God will help you become more productive for His Kingdom with each passing day and fulfill His calling in your life if you will persevere and continue to grow into the leader He has called you to become.



