

Jesus on Leadership

by C. Gene Wilkes

FRONT COVER

1. Leadership according to Jesus: "I'm on mission and I serve those who are on that mission." Bill Easum
2. For king, coach, pastor, or parent. Gene Getz

INTRODUCTION: DOWN FROM THE HEAD TABLE — A CALL TO SERVANT LEADERSHIP

1. Above all, leadership is a position of servanthood. Max Depree, *Leadership Jazz*
2. The principle of service is what separates true leaders from glory seekers. Laurie Beth Jones, *Jesus CEO*
3. People are supposed to serve. Life is a mission, not a career. Stephen R. Covey, *The Leader of the Future*
4. Ultimately the choice we make is between service and self-interest. Peter Block, *Stewardship: Choosing Service over Self-Interest*
5. Everyone who exalts himself will be humbled, and he who humbles himself will be exalted. Jesus, *Luke 14:11*

JESUS' MODEL OF SERVANT LEADERSHIP

1. Jesus taught and embodied leadership as service.
2. If we take a high-level look at Jesus' life, we see that everything He did was in service to His mission.
3. At least 3 times Jesus provided what we would call a mission statement:
 - Is. 61:1,2; Luke 4:18,19. Preach good news...proclaim freedom...
 - Mark 10:45. Did not come to be served but to serve and give life...
 - Luke 19:10. Came to seek and to save what was lost.
4. Where and how he led flowed from a clear sense of why he had come in the first place.
5. Jesus led others by casting a vision of how things would look when he completed his mission. (Matt. 13 and 25, Luke 15)
6. 7 Principles to Lead as Jesus Led
 - Jesus humbled himself and allowed God to exalt him.
 - Jesus followed his Father's will rather than sought a position.
 - Jesus defined greatness as being a servant and being first as becoming a slave.
 - Jesus risked serving others because he trusted that he was God's Son.
 - Jesus left his place at the head table to serve the needs of others.
 - Jesus shared responsibility and authority with those he called to lead.
 - Jesus built a team to carry out a worldwide vision.

7. Before we can lead as Jesus led we must move beyond a "head-table" mentality.
8. We who lead often overlook that the true place of Christlike leadership is out in the crowd rather than up at the head table.
9. Service, not status, is the goal of this kind of leader.
10. Head tables have replaced the towel and washbasin as symbols of leadership among God's people.
11. Service-centered leadership is the call. (Robert Greenleaf, Peter Block, Stephen Covey, Max DePree)
12. In the marketplace, the pendulum has swung from personality-centered leadership to character-based leadership.
13. Leadership: Serve those you lead.

HOW DO WE LEAD BY SERVING?

1. A servant leader serves the mission and leads by serving those on mission with him.
2. Mission is everything for the servant leader. It is the focus of every decision and action.
3. Passion (for the mission) is key:
 - Lyle Schaller—I think passion is the critical variable. It has taken me a long time to come around to that, but if a leader does not have a passion for the mission, you can forget the rest. I would insist the #1 quality of a leader be passion.
 - Bill Easum—It all goes back to why we are doing this...It's the mission...and the key leaders simply must have a passion for the mission. It is more than just maintaining or even growing a church, but believing your church can reach on entire city or a region; believing they can make a difference.
4. Leadership begins when a God-revealed mission captures a person.
5. Vision is a leader's unique rendering of the mission. Leadership turns to service when the leader equips those recruited to carry out the now-shared mission.
6. Four Key Concepts: The four operative concepts of servant leadership are: Mission, Vision, Equip, and Team.
 - Mission—God's call on your life. God called me to...
 - Vision—Your unique take on that mission. When the mission is complete it will look like this...
 - Equip—How you train others to join you on mission to complete the vision.
 - Team—How you mobilize those you have equipped to carry out the mission beyond your departure.

***The Servant Leadership
Model Of Jesus***

Messiah <i>(mission)</i>	Kingdom <i>(vision)</i>
Servant	Leads
Leader	Serves
Follow Me <i>(equip)</i>	The 12 <i>(team)</i>

Above the line: A servant who leads.
Below the line: A leader who serves.

7. The servant leadership model applies at home, in church, and in the marketplace. (Ex: Stay at home mom.)
8. A servant's heart is essential for this kind of leadership. A servant's heart allows the leader to put aside his own agenda in order to carry out that mission.
9. J. Oswald Sanders, *Spiritual Leadership* on natural and spiritual leadership:

<u>Natural</u>	<u>Spiritual</u>
Self-Confident.....	Confident in God
Knows men	Knows God
Makes own decisions.....	Seeks to find God's will
Ambitious	Self-effacing
Originates own methods.....	Finds and follows God's methods
Enjoys commanding others.....	Delights to obey God
Motivated by personal considerations	Motivated by love for God & man
Independent.....	God-dependent
10. You will never become a servant leaders until you first become servant to the Leader (God).
11. Seven Principles:
 - Humble your heart.
 - First be a follower
 - Find greatness in service
 - Take risks
 - Take up a towel
 - Share responsibility and authority
 - Build a team
12. Leadership is not something you pursue. Leadership is something others give to you. The mantle of leadership is bestowed on you by those who grasp your mission and choose to follow you. You are not the leader until the group you are leading says so.
13. Every great leader is a servant leader.

Principle #1: Humble Your Heart

1. True greatness, true leadership, is achieved not by reducing men to one's service but in giving oneself in selfless service to them. *J. Oswald Sanders, Spiritual Leadership*
2. If you truly want to be great, then the direction you must go is down. You must descend into greatness. *Bill Hybels, Descending into Greatness*
3. True leaders are, by definition, both magnanimous and humble. *Warren Bennis, Why Leaders Can't Lead*
4. Whoever humbles himself like this child is the greatest in the Kingdom of Heaven. *Jesus, Matt. 18:4*
5. More than any other single way, the grace of humility is worked into our lives through the Discipline of service. *Richard J. Foster, Celebration of Discipline*
6. Servant leaders humble themselves and wait for God to exalt them.

HUMILITY: THE LIVING EXAMPLE

1. Jesus taught that head-table seats are "by invitation only" rather than "by hook or by crook."
2. Humility frees us to serve others and will lead to rest, not exhaustion. (Matt. 11:28, 29)
3. As long as leaders worry about who sits at the head table, they have little time for the people they are called to serve.
4. True humility eliminates the burning need to be honored in the first place.
 - Luke 14:8—A person more distinguished than you may have been invited.
 - Luke 14:9—If you assume more honor than you have, you will end up embarrassed in front of your peers.
 - Final recognition comes from God.
5. Jesus humbled Himself (Phil. 2). He left the perfect set up in Heaven. Like Jesus, we must descend into greatness. God exalted Him. And God will raise us up...
6. Max DePree—A combination of self-confidence and humility seems to me to be crucial, for this oxymoronic quality makes it possible for the group to be decisive.
7. Warren Bennis—humility is among the basic ingredients of leadership. (Rob—interesting in Good to Great—level 5 leaders were self-effacing).
8. The difference between pride and authentic confidence is the source. God grants confidence to those who trust Him.

9. Ego produces pride. Anthony De Mello:
Disciple: I have come to offer you my service.
Master: If you dropped the "I," service would automatically follow.
You could give all your goods to feed the poor and your body to be burnt and yet not have love at all. Keep your goods and abandon the "I." Don't burn the body: burn the ego. Love will automatically follow.
10. Pride is the opposite of humility and God-centered confidence. Pride is an inflated view of who we really are. It is arrogant self-worship. It is God spelled E-G-O. Ken Blanchard, coauthor of *The One-Minute Manager*, reminds us that ego stands for "edging God out." He goes on to say, "When we start to get a distorted image of our own importance and see ourselves as the center of the universe we lose touch with who we really are as children of God. This "distorted image of our own importance" keeps us out of the lives of others and focused on what we alone want and think we need.
11. Relationships: God cannot work in a relationship until both people are willing to take the "I" out of the conversation and serve the needs of their partner. God will not work until both lay down their egos and humbly care for the other. Ego blocks God's work. Humility opens the door for reconciliation.

LEARNING TO BE HUMBLE: LEARNING TO WAIT

1. Pride causes you to build barriers rather than bridges. Pride will always place itself ahead of the mission and ahead of the people who are involved with you to carry out the mission.
2. Bible warns against pride:
 - The Lord detests all the proud of heart.
 - Pride goes before destruction, a haughty spirit before a fall.
 - Better to be lowly in spirit and among the oppressed than to share plunder with the proud.
3. Pride will push you to seek places you think you deserve rather than where God has chosen you to serve.
4. Blessed are the poor in spirit...humble of heart.
5. Richard Foster: More than any other single way, the grace of humility is worked into our lives through the Discipline of service.
6. Waiting produces the patience we need if we are going to reach eternal goals.
7. Warren Bennis observed that reflection is "a major way in which leaders learn from the past."
8. Quiet reflection gives the leader a transcendent view of events and choices.
9. Jesus had a sense of timing (Rob: "It's Time")
 - My time has not yet come. John 2:4
 - Time to leave the world. John 13:1
 - Time for glorification. John 17:1

10. Bob Buford, upon the loss of son.
Here's something you can't dream your way out of. Here's something you can't think your way out of, buy your way out of, or work your way out of...This is...something you can only trust your way out of.

Principle #2: First Be a Follower

1. In the 21st century organization, all leaders must learn to follow if they are to successfully lead. *Douglas K. Smith, The Leader of the Future*
2. All leaders are actual or potential power holders, but not all power holders are leaders. *James M. Burns, Leadership*
3. The Bible says comparatively little about leadership and a great deal about followership. Jesus did not invite Peter, Andrew, James and John to become leaders immediately. He said, "Follow Me." *Leith Anderson, A Church for the 21st Century*
4. A person can be assigned, selected, or designated for a position, but a person cannot be appointed to leadership. *Lovett H. Weems, Jr.*
5. Leaders both "lead" and "follow" in permission-giving churches. *William Easum, Sacred Cows Make Gourmet Burgers*

JESUS LED SO THAT OTHERS COULD BE FOLLOWERS

1. Good leaders cultivate the ability to read current events and thus have a strong sense of what the future may bring.
2. Agenda: Jesus had an agenda—to lay down his life as a ransom for many.
3. Leadership is relational.
4. Trust—Stephen R. Covey. Trust is the foundation of all effective relationships and organizations. Without a culture of high trust, true empowerment can neither be established nor sustained. Why, then, is the trust level in most organizations so chronically low? The reason is that trust is not the result of organizational imperative or program. In other words, it is not a quick fix. It is the fruit of trustworthiness at the personal level.
5. Max DePree—Building trust in organizations has become a chief responsibility of leaders, an essential duty especially in the eyes of the followers.
6. Warren Bennis claims that trust is one of six basic ingredients of leadership. Integrity is the basis of trust, which is not so much an ingredient of leadership as it is a product. It is the one quality that cannot be acquired, but must be earned. It is given by coworkers and followers, and without it, the leader can't function.

7. Trust is the foundation upon which relationships in every setting are built.
8. Bill Easum observes that: Trust and love are at the heart of permission –giving churches. Love lets go and permits the other to stretch his or her wings. Trust operates on mutual respect.
9. As long as position is honored above discipleship, church leaders will honor the ambition over the obedient.
10. Ambition is not the same thing as willingness to follow Jesus to the cross.

FIRST A FOLLOWER: ARE YOU?

1. Servant leaders follow Jesus rather than seek a position.
2. Douglas K. Smith: In the 21st century organization, all leaders must learn to follow if they are to successfully lead...Leaders at all levels and in all situations must pay close attention to situations in which their most effective option is to follow—not because the hierarchy demands they “obey.” But because performance requires them to rely on the capacities and insights of other people.
3. Max DePree: Becoming a good follower is important training to become a good leader.
4. Leadership begins with mission. Without mission there is no need or motivation to lead.
5. Biblical leadership always begins with a God-sized mission in the form of a call by God.
 - Joseph
 - Moses
 - Gideon
 - David
 - Isaiah
 - Nehemiah
 - Esther
 - Peter
 - Paul
6. Warren: Nothing recedes purpose. The starting point for every church should be the question, “Why do we exist?”
7. Jesus teaches that we learn to lead by learning to follow.

PRINCIPLE #3: FIND GREATNESS IN SERVICE

1. Keep your eyes on the task, not on yourself. The task matters, and you are a servant. *Peter Drucker, Managing the Non-Profit Organization*
2. Shepherd is not a figure of strong over weak or "lords" over servants. Quite the contrary. The shepherd figure is one of love, service and openness. *Lynn Anderson, They Smell Like Sheep*
3. Power, for the sake of lording it over fellow-creatures or adding to personal pomp, is rightly judged based. *Winston Churchill, Churchill On Leadership*
4. Whoever wants to become great among you must be your servant, and whoever wants to be first must be your slave. *Jesus, Matt. 20:26-27*
5. Jesus' most clear yet most avoided teachings on leadership...Mark 10:42-45.

JESUS DEMONSTRATES GREATNESS

1. If the 10 other disciples had understood that leadership is not a matter of position, James and John's request would not have been a threat to them.
2. Leading includes both the nurturing and discipline that parents must balance with their children.
3. Children rebel against those with whom they have no relationship. Parishioners refuse the leadership of those who they sense do not care for them.
4. In business, core values are the organization's essential and enduring tenets—a small set of general guiding principles; not to be confused with specific cultural practices; not to be compromised for financial gain or short-term expediency. James Collins observes that all enduring visionary companies have a set of core values that determine the behavior of the group.
5. Service—CORE VALUE.
6. Servant leaders give up personal rights to find greatness in service to others.
7. Paradox is often part of a leaders' style. Donald T. Phillips on Lincoln:
 - Charismatic, yet unassuming.
 - Consistent, yet flexible.
 - Victim of vast amounts of slander and malice, yet immensely popular with the troops.
 - Trusting and compassionate, yet demanding and tough.
 - Risk taker and innovative, yet patient and calculating.
 - Had a revolving door of generals whom he often removed and replaced, yet, in reality, he gave them ample time and support to produce results.

8. Lincoln led as the situation demanded. Jesus exhibited paradoxical styles of leadership.
 - He was gentle as a lamb, yet contagious as a lion.
 - He was yielding, yet aggressive when cornered by injustice.
 - He was gregarious, but spent much time alone.
 - He was meek, yet in control at all times.
 - He never had a formal education, yet he taught with great authority.
 - He was a conformist, yet an iconoclast.
 - He was a friend to the outcast, yet dined with insiders.
9. Jesus also demonstrated paradox in his teaching. But He was always about the Father's mission.
10. Doug Murren, *Leadershift*. Leaders of change—help people experience their future before they live it. Leaders who are able to manage paradigm shifts must learn to make others comfortable with a vision of the future.
11. Murren: Use anecdotes, folklore and metaphors—tell stories. Max DePree: Practice "tribal storytelling." Tom Peters reminds us that "people, including managers, do not live by pie charts alone...People live, reason, and are moved by symbols and stories.

WHAT STYLE OF GREATNESS DO YOU SEEK?

1. Peter Block, *Stewardship*: Stewardship asks us to serve our organizations and be accountable to them without care-taking and without taking control. And in letting care-taking and control go, we hold on to the spiritual meaning of stewardship: to honor what has been given us, to use power with a sense of grace, and to pursue purposes that transcend short-term self-interest.
2. Max DePree: Try to think about a leader, in the words of the gospel writer Luke, as "one who serves." Leadership is a concept of owning certain things to the institution. It is a way of thinking about institutional heirs, a way of thinking about stewardship as contrasted with ownership...The art of leadership requires us to think about the leaders-as-steward in terms of relationships: of assets and legacy, of momentum and effectiveness, of civility and values.
3. Richard Foster: When we choose to be a servant, we give up the right to be in charge. There is great freedom in this. If we voluntarily choose to be taken advantage of, then we cannot be manipulated. When we choose to be a servant, we surrender the right to decide who and when we will serve. We become available and vulnerable.
4. Jesus came to show what life in the Kingdom of God looked like, not to modify how the world did things.

PRINCIPLE #4: TAKE RISKS

1. Victory is only wrested by running risks. *Winston Churchill, Churchill on Leadership*
2. It is still a great risk in our society to offer new rules for the game. *Joel A. Barker, Future Edge*
3. Paradigm pioneers are always inquisitive, humble students. If they assume the status of expert, they can be the church's greatest obstacle to growth. *Doug Murren, Leadership*
4. By avoiding risks we really risk what's most important in life—reaching toward growth, our potential, and a true contribution to a common good. *Max Depree, Leading without Power*

JESUS, THE GREAT RISK TAKER

1. Kouzes and Posner describe leaders this way: Leaders are pioneers—people who are willing to step out into the unknown. They are people who are willing to take risks, to innovate and experiment in order to find new and better ways of doing things.
2. Leaders take risks because they see the future before anyone else can.
3. Doug Murren—Great leaders in the Bible like Moses, Joshua, Jesus, Peter, and Paul—were all paradigm pioneers. All paradigm pioneers have a different spirit from the naysayers about them. They have the ability to see a new thing, to perceive a bright future, to tap into the power of God.
4. Christ's servants tap into God's power. Otherwise. How could they see the future and have the courage to pioneer their way into it?
5. When we trust that God is in control of our life, we can take big risks.

HOW CAN YOU TAKE THE RISK

1. SERVE profile:
 - Spiritual Gifts are those gifts God gives through his Holy Spirit to empower you for service in the body of Christ. (The body is the best metaphor; it is the model organization.—Stephen Covey)
 - Experience is the second raw material God uses to mold you into a unique servant leader.
 - Your Relational style is another aspect of how God has molded you into a unique servant leader.

DISC	Smalley/Trent	LaHaye
Dominance	Lion	Choleric
Influencing	Otter	Sanguine
Steadiness	Golden Retriever	Phlegmatic
Conscientious	Beaver	Melancholic

Note: God didn't go looking for leaders. God looked for obedient people, whom he then formed into leaders.

- God also uses your vocational skills as raw materials for servant leadership.
- Enthusiasm is the last raw material God uses to mold you into a unique servant leader.

Principle #5: Take Up the Towel

1. Leaders live the vision by making all their actions and behaviors consistent with it and by creating a sense of urgency and passion for its attainment. *Burt Nanus, Visionary Leadership*
2. In washing the feet of the disciples, Christ gave an example of love, for this is the nature of love—to serve and to be subject to one another. *Martin Luther, Book of Jesus*
3. As the cross is the sign of submission, so the towel is the sign of service. Richard J. Foster, *Celebration of Discipline*.

JESUS' POWER—THROUGH SERVICE

1. Too many leaders fail when they leave they leave the mission to please their followers.
2. Jesus washed Judas' feet, too. Servants who live out the will of their Father in heaven do not fear human schemes. Their confidence is in the purposes of God, not their efforts to control circumstances.

HOW DO WE LEAD AS SERVANTS?

1. To model the mission is to act out what you are calling your followers to do.
2. If all you have to offer are words, few people will follow you. Your example will give them a picture of what you are talking about.
3. You cannot lead by consensus, but you must have consensus to lead. Consensus is a by-product, not a method, of good leadership. A 51% vote does not determine the will of God. A servant leader, however, gains the support of that 51 percent in order to complete the mission entrusted to the entire group. Personal preferences are secondary to divine purposes.

Principle #6: Share Responsibility and Authority

1. One sentence sums up the focus of Jesus' time on earth: "And he went everywhere teaching, healing and preaching." Since teaching is educating the mind and preaching is educating the heart, two-thirds of Jesus' work was education. *Laurie Beth Jones, Jesus, CEO*
2. Good equippers do it like Jesus did it: recruit 12, graduate 11, and focus on 3. *Lynn Anderson, They Smell Like Sheep*
3. The ideal equipper is a person who can impart the vision of the work, evaluate the potential leader, give him the tools he needs, and then help him along the way at the beginning of his journey. *John Maxwell, Developing the Leaders Around You*
4. Good leaders never give their leadership away. However, they do share both the rewards and responsibility of leading. *Calvin Miller, The Empowered Leader*
5. Jesus shared a BHAG with his disciples.

HOW DID JESUS DO IT?

1. Servant leaders remain responsible for the mission even when they recruit others to complete it.
2. Responsibility without authority disables rather than empowers followers. Responsibility must be paired with authority.
3. Kennon Callahan—More authority and fewer responsibilities help persons grow forward in their leadership; less authority and more responsibilities help persons develop passive behavior.
4. To equip gets its meaning from two different contexts in NT times. One was the medical world. To equip meant to set a broken bone in order to prepare it for healing. In that context, it meant "to put in order." The second context was the fishing industry. Fishermen would equip their nets at the end of a casting period. They would restore the net to its former condition and allow the sun to dry it in its designed position. IN this way they prepared the net for casting.

HOW TO EQUIP OTHERS FOR SERVICE

1. Five Steps:
 - Encourage them to serve
 - Qualify them to serve
 - Understand their needs
 - Instruct them
 - Pray for them
2. Paul gave Timothy a **2-2-2 plan** (from 2 Timothy 2:2):
Paul > Timothy > Reliable > Men > Others
3. Those who follow need to know where they are going and what is expected of them.
4. No servant leader should stand to lead until he kneels to pray with those he serves.

5. You serve because you have been called.
(*not primarily to make the world a better place...obedience issue*)

Principle #7: Build a Team

1. There is no success without a successor. *John Maxwell, Developing the Leaders Around You*
2. In order to build a true team spirit, you must delegate accountability and glory as well as responsibility. *Calvin Miller, The Empowered Leader*
3. Basic changes take place very slowly, if at all, because those with the power generally have no knowledge, and those with the knowledge have no power. *Warren Bennis, Why Leaders Can't Lead*
4. Good spiritual leaders are shepherds, not saviors, leaders not lords, guides not gods. *Lynn Anderson, They Smell Like Sheep*

THE TEAM JESUS BUILT

1. You will never be an effective leader until you include those you lead in what you do.
2. Teams are superior to individual effort for several reasons.
 - Teams involve more people, thus affording more resources, ideas, and energy than would an individual.
 - Teams maximize a leader's potential and minimize her weaknesses. Strengths and weaknesses are more exposed in individuals.
 - Teams provide multiple perspectives of how to meet a need or reach a goal, thus devising several alternatives for each situation. Individual insight is seldom as broad and deep as a group's when it takes on a problem.
 - Teams share the credit for victories and the blame for losses. This fosters genuine humility and authentic community. Individuals take credit and blame alone. This fosters pride and sometimes a sense of failure.
 - Teams keep leaders accountable for the goal. Individuals connected to no one can change the goal without accountability.
 - Teams can simply do more than an individual.
 - Teams are how Jesus did ministry.
3. Servant leaders multiply their leadership by empowering others to lead.
4. The Harvard Business School says that a team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountability.

5. Leaders build teams to multiply their influence. John Maxwell has demonstrated that a leader's highest return is "forming a dream team of leaders. According to Greenleaf, the leader in a group of leaders is "whoever in the council has the greatest team-building ability. Building teams is a core value for successful leadership in any organizations or movement.
6. Committees and teams are different. Committees belong to an institutional structure and mind-set. They protect and guide the institution. Committees are groups of people who meet and make decisions for others. Agendas and meetings are everything to committees. Teams, on the other hand, fit inside the structure and mindset of mission; they live not for an institution but for the purpose of reaching that mission goal. Teams don't make decision for everyone else. Their decision are for themselves only and are related directly to the task at hand. To a team, mission-related goals are everything. Committees control. But teams empower.

HOW DOES A SERVANT LEADER BUILD A TEAM?

1. Building a team involves four steps: Create a sense of togetherness, Empower with authority and presence, Account for the mission and the team's actions, Be a Mentor.
2. Peter Drucker—A common mistake is to believe that because individuals are all on the same team, they all think alike and act alike. Not so. The purpose of a team is to make the strengths of each person effective, and his or her weaknesses irrelevant.
3. The 7 Principles of servant leadership can become the shared goals of a marriage.
 - We will humble ourselves before God and toward each other.
 - We will follow Jesus first, pursue careers second.
 - We will give up our rights to be served and find greatness in service to each other.
 - We will risk everything earthly to gain anything eternal by trusting God with all our heart, soul, strength, and mind.
 - We will take up Jesus' towel of service to meet the needs of others.
 - We will share responsibility and authority with each other to reach our goals.
 - We will be a ministry team to carry out God's missions in our lives.
4. A true team is formed for a purpose, and that purpose drives the team throughout it's existence.
5. Does every team in your church know its mission as it is related to the overall mission of your church? Does every team in your business know its reason for functioning within the whole? Teams exist to score points or make goals. They cover ground and strategize to overcome an opponent. Teams with a purpose are the heart of an effective ministry or business.
6. Katzenbach—Teams leaders genuinely believe that they do not have all the answers—so they do not insist on providing them. They believe they do not need to make all key decision—so they do not do so. They believe they cannot succeed

without the combined contributions of all the other members of the team to a common end—so they avoid any action that might constrain inputs or intimidate anyone on the team. Ego is not their predominant concern.

7. Blanchard in *Empowerment Takes More Than A Minute* states that one of the three keys to empowerment is to replace the hierarchy with self-directed teams. Bill Easum teaches church leaders to empower with “self-organizing ministry teams.”
8. Ken Blanchard—Empowerment means you have the freedom to act; it also means you are accountable for results.
9. Key: Hold church accountable to its mission. It’s easy for other goals to turn into their own little missions and move away from the reason they became goals.
10. Matt. 5-7: Design for Discipleship
11. Stephen Covey: People and organizations don’t grow much without delegation and completed staff work, because they are confined to the capacities of the boss and reflect both personal strengths and weaknesses. Good leaders mentor and empower capable people to help them do the job.

CLOSING QUOTES

1. Robert Greenleaf—People will not accept the authority of existing institutions. Rather, they will freely respond only to individuals who are chosen as leaders because they are proven and trusted as servants. In the future, the only truly viable institutions will be those that are predominately servant-led. The servant leader is servant first...It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead.
2. Max DePree—A jazz band is an expression of servant leadership. The leader of a jazz band has the beautiful opportunity to draw the best out of the other musicians. We have much to learn from jazz-band leaders, for jazz, like leadership, combines the unpredictability of the future with the gifts of individuals.
3. Stephen Covey—Principle-centered leaders are service-oriented. Those striving to be principle-centered see life as a mission, not as a career. Their nurturing sources have armed and prepared them for service. In effect, every morning they “yoke-up” and put on the harness of service, thinking of others.
4. Calvin Miller—The spiritual life of the leader gathers itself around a single powerful idea—servanthood...The spiritual leader is one who yields to God for his or her best work.
5. Laurie Beth Jones—Jesus, the leader, served his people. Most religions teach that we are put here to serve God; yet, in Jesus, God is offering to serve us. Some people are shocked at the inference that God serves us. Yet this man who represented God—who was imbued with all the power of God—walked up to people and asked, “How can I help you?”

