Living and Leading INTENTIONALLY

31 Chapters for Growing as a Christ-centered, Spirit-filled, Healthy, Strategic Leader

Rick Mann, PhD
Rob Douglas, DMin

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By Rick Mann, PhD, and Rob Douglas, DMin

Published by: ClarionStrategy, LLC, Nashville, TN
www.ClarionStrategy.com / www.ClarionLife.org

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Dedication

From Rick:
To all those who aspire to live and lead intentionally with kingdom influence and impact on the lives of others. So many of you are OPEN to God's expanded work in your life and through your leadership. It is a joy to be a part of the journey with you.

From Rob:
This book is dedicated to the leaders in the Central Pacific District and to others throughout the country and overseas with whom I've served.

These people deeply long to cultivate a Constant Connection with Jesus and raise up leaders around them who are both strong right-handed (Christ-centered, Spirit-filled, and Healthy) while at the same time they are strong with the left-hand (Strategic Leaders). Whether in small, medium, or large roles, your character and passion for multiplying others to serve are opening the way for Equipping and Multiplying Leaders at every level in life and ministry. May your tribe increase!

Acknowledgments

From Rick:
This book would have never happened without the insights and support of Rob Douglas, our District Superintendent. Sure, his administrative support has been important, but what is more critical has been his mentoring of me in the spirit-filled life. I have always believed these things, but Rob puts them into practice at the next level. Rob's influence appears throughout this book. While you will not see his name mentioned over and over, I want you to know how instrumental Rob has been in the formation of these thoughts. Let me provide just a few examples. If Rob is preaching on being filled with the Holy Spirit, he uses a jar with rocks. You can see that imagery in this book. Also, Rob and I have spent hours talking about how we can build spirit-filled capacity in our lives. That is our hope for all who read this book. Thanks, Rob, for your investment in my life. We have the joy of living out these truths every day.

A special thanks to those who have had a particular spiritual impact on my life over the most recent decade, including Ted and Sandy Kang, Tim Meier, Mike Sohm, Jon Sterns, the late Martin Sanders, whose wisdom continues to guide me, Rob Reimer, Ron Walborn, and, of course, Cheri Mann.

Thanks to the hundreds of graduate students and leaders I have had the privilege of working with over the years who have shaped my thinking on these topics of strategic leadership.

Thanks go out to our publication team as well. This includes our editor, Kara de Carvalho, and our designer, Lieve Maas.

I would not be here today were it not for my deeply patient, loving, and loyal wife, Cheri. I also want to thank our sons, who have taught me that authentic leadership often means admitting when you don't have all the answers.

From Rob:

A special thank-you to those leaders who have called me into the Spirit-filled life. First of all, to my classmates David Barker and Kathy Dates, who told me that I needed to be filled with the Holy Spirit in eighth grade and celebrated that work as it took place in my life in ninth grade. To my parents, Merle and Elsie Douglas, whose prayers and modeling of a well-lived life in passion for Jesus have consistently called me to the 'Better Life', my gratitude for you cannot be measured! The list goes on to countless others who have exemplified the work and fruit of the Spirit's fullness, modeled countless times in grace and encouragement.

Thank you to Rick Mann for leading this book, to the Staff of the Central Pacific District, its District Executive Committee, and Licensing Leaders for joining me in this quest of seeing a region transformed to be a district that is living in the fullness of the Holy Spirit.

Special thanks to Stacy Douglas for her ongoing encouragement to continue to pursue even greater measures of fullness and further outpourings of what Christ wants to do even today. You are truly my better half!

Finally, to Jesus Christ, who pours out His Spirit upon those who are hungry. Without You none of this story is worth the writing or the living! I can't wait to see you face to face!

Preface

For most of my adult life, I have been captivated by Jesus. Spiritually, the centrality of Jesus is at the heart of our Christian faith. As a strategy professor and consultant, I have spoken many, many times about how Jesus is the greatest strategist of all time.

To understand the content of this book, it is best to understand how it came to be. I have taught formally on strategic leadership at the graduate level for many years and have coached leaders for much longer than that. As Professor of Leadership and Strategy, the first course I taught at Trevecca was, naturally, on leadership and strategy. My consulting firm, ClarionStrategy, seeks to build the strategic capacity of leaders and teams.

What I have noticed in consulting with Christian nonprofits and churches is that they were often more spiritual than strategic. This led to the development of the Strategic Leadership Incubator (or SLI), designed to help Christian nonprofit leaders lead both spiritually and strategically. I have also seen strategic board members overseeing these same organizations. Eventually, I saw the need to help spiritual leaders become more strategic and strategic leaders become more spiritual. At first, I called this the "Two-Handed Leader": leaders who could lead both spiritually and strategically.

Eventually, I saw the need to help spiritual leaders become more strategic and to help strategic leaders become more spiritual.

As I worked on the idea of the Two-Handed Christian Leader (both spiritual and strategic), I began to realize that spiritual leaders and strategic leaders alike needed to be healthy leaders, too. Lastly, I wanted to see leaders who could lead and multiply leaders like Jesus. The result is this unwieldy phrase: "Christ-centered, Spirit-filled, healthy, strategic leaders."

The result is this unwieldy phrase: "Christ-centered, Spirit-filled, healthy, strategic leaders."

To grow and multiply leaders who are Christ-centered, Spirit-filled, healthy, and strategic, I developed a workshop called *Living and Leading Intentionally* with Rob Douglas, an early Strategic Leadership Incubator participant.

Who Is This Book For?

The target audience for this material is everyone over 13, although you could use it with elementary-aged children as well. That may sound ambitious, but consider this:

- One of the primary audiences for this material is Christian **adults**. I believe than when Jesus said, "Ask the Lord of the harvest, therefore, to send out workers into his harvest field," he had them in mind.
- Next are Christian **teens**. In my experience, today's Christian teens are often under-challenged. Many of them want to make an impact in this world, but we have not always equipped them well to do just that. This is one attempt.

- There are many **pastors** who have embraced aspects of this framework in their own lives and ministries but still have some places where they can advance in multiplying leaders.
- And yes, even some **children** can embrace this material. A family could set this book on the dinner table and use it for family devotions.
- Lastly, I think there will be some people who have **yet to give their lives to Christ** who will find that path forward through these materials.

Regardless of whether you are an experienced leader or just a teen who wants to make a dent in the universe, our hope is that you can grow in all five aspects of this framework.

Using This With Your Daily Devotions

This book is intentionally laid out in a 31-day format. You can get up and read the chapter that corresponds with the day of the month. For example, let's say the day is March 18th. You can read Chapter 18, which is on Physical Health. To go deeper with the material, consider going through the material for a month and then repeating that process for a few months.

Podcasts Available

If you search for the *Multiply Your Leadership* podcast series on Apple or Spotify podcasts, you will see an episode for all 31 of these chapters.

NOTE: While there are 31 episodes in this series, they are not all in a row one after another. When these episodes were posted, we would do a section on Christ-centered or healthy, and then we would do a few other practical ministry episodes in between. Below is a chart with all the episodes listed. The numbers in the parentheses tell you the episode number.

Christ-centered, Spirit-filled, healthy, strategic leaders

1. **Christ-centered (3)**
2. Kingdom Identity (4)
3. Kingdom Worship (5)
4. Kingdom Presence (6)
5. Kingdom Power and Authority (7)
6. Kingdom Practices (8)

7. **Spirit-filled (13)**
8. Lord, cleanse me (14)
9. Lord, heal me (15)
10. Lord, declutter me (16)
11. Lord, enlarge me (17)
12. Lord, fill me (18)
13. Lord, use me (19)

14. **Healthy (24)**
15. Emotional (25)
16. Spiritual (26)
17. Intellectual (27)
18. Physical (28)
19. Relational (29)

20. **Strategic (32)**
21. Clarifying Priorities (35)
22. TEMP Resources (36)
23. Time Management (37)
24. Multiplying Leaders (38)
25. Focus and Discipline (39)

26. **Leaders (44)**
27. Self-leadership (45)
28. Family and Relational (46)
29. Volunteer (47)
30. Vocational (48)
31. Enterprise(49)

NOTE: The number in the parentheses () is the episode number in the Multiply Your Leadership podcast series (www.clarionlife.org/podcast)

Using This Book With a Small Group

One church made a calendar so that small groups could go through all the episodes one at a time each week. Because the episodes also come as 8-minute podcasts, some groups have people listen to them before they come, while other groups just listen to the episode at the beginning of the meeting.

What Level Are You At?

While this material is designed for everyone, including children, youth, and adults, there will be different levels of engagement.

- **Beginners**: If you are new to all this, take in what you can and don't worry about all the details. You can learn more each time you go through the materials.
- **Lay Leaders in the Church**: If you are serving or leading at your church, you are in the right place. This material was designed to help you with your leadership.
- **Marketplace Leaders in the Community**: This is not just a book for pastors. It is a book for all Christian leaders, whether in the ministry or in the marketplace. Some bi-vocational leaders have one foot in both worlds, as I have for most of my adult life.

- **Experienced Leaders:** If you are an experienced leader, you are in a good place to take this material and multiply leaders in your world. You can use this material with those you are leading.
- **Trainers**: If you are a trainer, feel free to contact us about using these materials to train leaders in your world.

No matter where you are in your leadership journey, there are tools here that will benefit you.

Accreditation Application

The Christian and Missionary Alliance interviews candidates for accreditation, which can lead to an approved, licensed ministry role. This book serves as a resource for candidates preparing for the accreditation interview, as it covers most of the topics that will be addressed. At the end of each of the five sections, there is an Accreditation Application section.

For more details on the interview, refer to "Appendix A" in this book. Also, there is an Accreditation Application section at the end of each of the five sections covered.

Introduction

I originally wanted to title this book ***AI According to Jesus.*** In today's world, AI refers to *artificial intelligence*. Every time I see the abbreviation "AI," however, I try to think of it as being about *Awareness* and *Intentionality*. Our goal here is to help everyone be more aware and intentional in their lives and leadership.

Awareness and Intentionality (AI)

Awareness has three dimensions that will be addressed here. First, there is **self-awareness** that is critical in our development as people and leaders. Second, there is **awareness of others** around us. Nearly every day, we interact with people and need to be aware of these interpersonal dynamics. This is where our Emotional Intelligence, or EQ, comes in. As we better understand ourselves and the people around us, that interaction hopefully goes forward in a way that blesses both them and us. A third, but often overlooked, aspect of awareness is **supernatural awareness**. God is always at work around us. Our goal is to sense what he is doing and enter into it. This is what Jesus did and this is what we want to do. In John 5:19-20, we read:

> Jesus gave them this answer: "Very truly I tell you, the Son can do nothing by himself; he can do only what he sees his Father doing, because whatever the Father does the Son also does. For the Father loves the Son and shows him all he does. Yes, and he will show him even greater works than these, so that you will be amazed.

Later in John 14:12-14, we read:

> Very truly I tell you, whoever believes in me will do the works I have been doing, and they will do even greater things than these, because I am going to the Father. And I will do whatever you ask in my name, so that the Father may be glorified in the Son. You may ask me for anything in my name, and I will do it.

This is the essence of spiritual awareness. Jesus was aware of what the Father was doing, and he entered into that work. We want to become aware of what Jesus is doing through the Holy Spirit and enter into that work. Is this clear or easy? No. There is a mystery to this process that we will never totally figure out. While we cannot understand it all, we can grow in our awareness. That is our goal through these materials.

As we become more aware, we also want to become more intentional. Being intentional is proactively leaning into what is important. I continue to be amazed that today, in 2025, Stephen Covey's *The 7 Habits of Highly Effective People,* which was written in 1989, is still Amazon's #1 best seller in the Leadership and Management and Business Management categories. What is Covey's first principle out of the seven? Be Proactive. We want to be proactive and intentional to lean in to all that God has for us.

Being intentional is proactively leaning into what is important.

As you move through these materials, keep AI in mind. If you can get up each day and be more aware of what God is doing and more intentional in entering that work, good things, if not supernatural things, will follow as you bless God and those around you.

Obviously, we didn't use the title *AI According to Jesus*. Instead, we turned to Jesus as our guide on this journey. We start off with Jesus as our **model** for life and leadership. Jesus is the ultimate example of spiritual and strategic leadership. He led spiritually with health and authority. He felt the burden of a purpose that was bigger than his human capacity. At times, he wanted to quit (Mt 26:39). Despite that desire, he chose to do what his father showed him to do. He led strategically in ways that multiplied his influence and impact for centuries to follow. Our question here is how we can follow the model of Jesus into the difficulties of modern life and leadership and complete the Great Commission in this world.

Jesus is the ultimate example of spiritual and strategic leadership.

In these materials, our goal is to equip you and others to live with integrity, influence, and impact, both spiritually and strategically. The five areas that we will focus on are:

1. Christ-centered
2. Spirit-filled
3. Healthy
4. Strategic
5. Leaders

A **Christ-centered** life looks to Jesus as the source of everything we need for life and leadership. He is the center of our identity, our worship, our authority, and more.

When our lives and leadership are **Spirit-filled**, we live and lead through the fullness and power of the Holy Spirit, the wisdom and di-

rection of the Scriptures, and in ways that are theologically thoughtful and sound.

When our lives and leadership are **healthy**, we are not as needy in unhealthy ways. We live and lead out of greater freedom and joy. We come to serve others, stewarding our lives in ways that bring glory to God and bless more people more.

Living and leading **strategically** means we have greater clarity on what's important. It also means that we understand that our TEMP resources are limited and must therefore be carefully aligned with our priorities. TEMP resources are time, energy, money, and people. While spiritual leadership is organic and life-giving, strategic leadership is also organized in a way that enables us to engage in endeavors that can grow in size, strength, influence, and impact.

Leaders move themselves and others forward with intentionality. Leaders help individuals and groups of people accomplish things they may not have done on their own.

Christ-Centered, Spirit-filled,
healthy, strategic leaders

Are you **growing** as a Christ-centered, Spirit-filled, healthy, strategic leader? Our hope is that these five words will increasingly describe your life and leadership and that your influence and impact will be **multiplied** in the lives of others. As your focus, discipline, and integrity grow, so will your impact. The integrity and soundness in your life will reflect Christ to others, expand your capacity for both spiritual and strategic leadership, and sustain you through the hardship that your leadership will require. Your life and leadership will not just be multiplied qualitatively. **You** will also be multiplied quantitatively. Your leadership will

raise up other leaders who will then multiply other leaders, following the example of II Timothy 2:2.

> And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others.

Lastly, our goal is that the integrity, influence, and impact of your life and leadership will be seen at home, at church, in your community, and at work. The end result will be your kingdom impact for generations to come.

The end result will be your kingdom impact for generations to come.

1.
CHRIST-CENTERED

The Central **Person** *in the Bible is Jesus.*
The Central **Message** *of Jesus is the Kingdom of God.*
The Central **Prayer** *of Jesus is the Lord's Prayer.*

I was once talking with a leader from another evangelical denomination. "Would you say that your group of churches is Christ-centered?" I asked him. He said, "I don't think so. I think for many of us, Jesus is more of an idea." I was sad to hear that because one thing is clear: Jesus is *the* big deal in the Bible.

In this section, we will look at the Lord's Prayer and five kingdom themes that always draw us back to Jesus Christ. These five themes include:

- **Kingdom Identity**: Understanding our identity in Christ.
- **Kingdom Worship**: Centering our worship on the person of Jesus Christ.
- **Kingdom Presence:** Experiencing the presence of Christ through the Holy Spirit.
- **Kingdom Authority:** Walking in the authority that we have in Christ.
- **Kingdom Practices:** Experiencing daily provision, forgiveness, freedom, and deliverance through Christ.

These five kingdom themes are central to our lives and leadership. On a practical level, you could disciple a person well from these five foundational themes alone.

On a practical level, you could disciple a person well from these five foundational themes alone.

We will be working through the text of the Lord's Prayer as found in Mt 6:9-13. The traditional version of this prayer is as follows:

Our Father, who art in heaven,
hallowed be thy name;
thy kingdom come;
thy will be done;
on earth as it is in heaven.
Give us this day our daily bread.
And forgive us our trespasses,
as we forgive those who trespass against us.
And lead us not into temptation;
but deliver us from evil.

For thine is the kingdom,
the power and the glory,
for ever and ever.
Amen.

NOTE: While the last section that begins with "For Thine is the kingdom" is part of several traditional versions, such as the Anglican *Book of Common Prayer*, it is not found in the original text of the Bible. In this book, we will be using the text from Mt 6:9-13 as found in the New International Version (NIV), which reads:

[9] Our Father in heaven,
hallowed be your name,
[10] your kingdom come,
your will be done,
on earth as it is in heaven.
[11] Give us today our daily bread.
[12] And forgive us our debts,
as we also have forgiven our debtors.
[13] And lead us not into temptation,
but deliver us from the evil one.

Growth Questions

1. If you have committed your life to Christ, when did you do that, and what did it look like? NOTE: If you have not, read through the chapter entitled "Application: Finding New Life and Fullness in Christ."
2. At this point in your life, how would you describe your relationship with Christ?
3. Have you totally surrendered your life to Jesus? For some, the surrender is 50% and for others it is 75%. Again, if you have not, read through the chapter entitled "Application: Finding New Life and Fullness in Christ."
4. What things do you do each day, week, or month to grow closer in your relationship to Jesus?
5. What do you find helps the most in drawing you closer to Jesus?

2.
Kingdom Identity

"Our Father in heaven"

(Mt 6:9)

If your identity is found in Christ, then it matters less and less what people think of you.

Leonard Sweet
Author of *Jesus Manifesto*

The Bible says that our real problem is that every one of us is building our identity on something besides Jesus.

Pastor Tim Keller
Author of *Encounters with Jesus*

WHY IT MATTERS

The starting point for our Christian lives and leadership is who we are in Christ. When this is foundational, we are in a good place. When this is missing, bad things will follow. In Neil Anderson's short book *Your Identity in Christ*, he writes:

> Nothing is more foundational to your freedom from Satan's bondage than understanding and affirming what God has done for you in Christ and who you are as His child. (2007, p. 7)

The Scriptures also have much to say about our identity in Christ. In the next section, we will explore how Ephesians' first chapter defines who we are in Christ.

HOW IT WORKS

We want to both *know* who we are in Christ and *experience* this in the depths of our hearts.

Knowing Who We Are in Christ

The Scriptures have much to say about our identity in Christ. In the first chapter of Ephesians, we see several statements on who we are in Christ, including:

> 3 Blessed be the God and Father of our Lord Jesus Christ, who has blessed us in Christ with every spiritual blessing in the heavenly places,
> 5 he predestined us for adoption to himself as sons through Jesus Christ, according to the purpose of his will,
> 7 In him we have redemption through his blood, the forgiveness of our trespasses,
> 11 In him we have obtained an inheritance,
> 13 In him you also, when you heard the word of truth, the gospel of your salvation, and believed in him, were sealed with the promised Holy Spirit,

In addition to the above verses in Ephesians chapter 1, there are many others. Again, I recommend Neil Anderson's book, *Your Identity in Christ.*

Experiencing Who We Are in Christ

It is not enough to know who we are in Christ. It is equally important to ***experience*** who we are in Christ. This is where we go from the head to the heart. Let's begin with some assessment and self-awareness. When

you listen to your heart and inner voices, what are you feeling when it comes to your identity? If you are unclear on your identity in Christ, either in your thinking or in your experience, this next section can help you move this forward.

WHAT TO DO NEXT

There are some practical things we can do to strengthen our identity in Christ. Some of these practical steps can help you grow in your identity in Christ *in a moment* (a breakthrough), while others will *take time* to walk out (learning Scriptures).

Learning the Scriptures

As you learn more about your identity in Christ, consider these passages, taken from Anderson's (2022) book, fittingly titled *Your Identity in Christ*.

I am accepted:

- John 1:12 I am God's child
- John 15:15 I am Christ's friend
- Romans 5:1 I have been justified
- 1 Corinthians 6:17 I am united with the Lord and one with Him in spirit
- 1 Corinthians 6:20 I have been bought with a price—I belong to God
- 1 Corinthians 12:27 I am a member of Christ's body
- Ephesians 1:1 I am a saint
- Ephesians 1:5 I have been adopted as God's child
- Ephesians 2:18 I have direct access to God through the Holy Spirit
- Colossians 1:14 I have been redeemed and forgiven of all my sins
- Colossians 2:10 I am complete in Christ

I am secure:

- Romans 8:1-2 I am free from condemnation
- Romans 8:28 I am assured that all things work together for good
- Romans 8:31-34 I am free from any condemning charges against me
- Romans 8:35-39 I cannot be separated from the love of God
- 2 Corinthians 1:21-22 I have been established, anointed, and sealed by God
- Colossians 3:3 I am hidden with Christ in God
- Philippians 1:6 I am confident the good work God has begun in me will be perfected
- Philippians 3:20 I am a citizen of heaven
- 2 Timothy 1:7 I have not been given a spirit of fear but of power, love, and a sound mind
- Hebrews 4:16 I can find grace and mercy in time of need
- 1 John 5:18 I am born of God and the evil one cannot touch me

I am significant:

- Matthew 5:13 I am the salt and light of the earth
- John 15:1-5 I am a branch of the true vine, a channel of His life
- John 15:16 I have been chosen and appointed to bear fruit
- Acts 1:8 I am a personal witness of Christ
- 1 Corinthians 3:16 I am God's temple
- 2 Corinthians 5:17-20 I am a minister of reconciliation. (pp. 4-7).

Listening to the Holy Spirit

During your time with the Lord, spend a few minutes asking the Holy Spirit to speak to your heart about your identity as a child of God. You may remember when the Father spoke to Jesus in Mt 3:17: "This is my Son, whom I love; with him I am well pleased." The Holy Spirit wants to speak to your heart today as well.

Praying for Breakthroughs

Most of us have strongholds in our lives for a host of reasons. A stronghold is an area where we feel stuck or unable to move forward. For example, someone may have had a troublesome relationship with their father. Even after their father's passing, they continue to wrestle with the emotional effects of that relationship. Many strongholds relate to some part of our identity. If you suspect a stronghold related to your identity in Christ, ask trusted friends, pastors, or ministry leaders to pray for you and with you so that you can experience a breakthrough.

NOTE: Strongholds can come from natural issues in our lives. Counseling can be helpful in dismantling these strongholds. Some strongholds can have supernatural features that are related to the powers of the dark world. I will mention the work of Rob Reimer, the author of *Soul Care*, and the insight he brings on discerning issues that may relate to mental health issues as opposed to oppression from dark spirits.

Growth Questions

1. How do you see yourself as a child of God?
2. Are you clear in your understanding of Jesus as the Son of God? Where do you need to grow in this area?
3. What are other features of your identity? Do you see yourself through your work (accountant, teacher, etc.) or through your family? (daughter, father, etc.)
4. How did your parents impact your sense of identity?
5. Do you have friends who support your identity in Christ? What are ways that they do this?

3.
Kingdom Worship

"Hallowed be your name"

(Mt 6:9)

Missions is not the ultimate goal of the church. Worship is.
Missions exists because worship doesn't.

John Piper

In worship, God captures your heart;
when He's got it, then the real work begins.

Matt Redman

As we look at kingdom fullness, we can begin by understanding our identity in Christ. We then continue by worshiping Jesus, who is the King of Kings and Lord of Lords. In the second phrase of the Lord's Prayer, we read, "Hallowed be thy name." God is worthy of our worship!

In one of the latter chapters of Revelation, the last book of the Bible, we read:

> 19:11 I saw heaven standing open and there before me was a white horse, whose rider is called Faithful and True. With justice he judges and wages war. 12 His eyes are like blazing fire, and on his head are many crowns. He has a name written on him that no one knows but he himself. 13 He is dressed in a robe dipped in blood, and his name is the Word of God. 14 The armies of heaven were following him, riding on white horses and dressed in fine linen, white and clean. 15 Coming out of his mouth is a sharp sword with which to strike down the nations.

> "He will rule them with an iron scepter." He treads the winepress of the fury of the wrath of God Almighty. 16 On his robe and on his thigh, he has this name written:
>
> **King of kings and lord of lords.**

In this chapter, we will unpack why kingdom worship matters, how it works, and what you can do next.

WHY IT MATTERS

Who and what we worship shapes our entire destiny. On this, John Piper writes:

> In the case of Jesus, he is infinitely admirable, and our admiration rises to the most absolute worship. Therefore, when we behold him as we should, the change is profound.

Not only is God worthy of our worship, but it is also good for us. When we are naturally ***self-conscious***, or we ***worship created things*** instead of the Creator, bad things follow, as we will read below in Romans chapter 1:21-24.

> 21 For although they knew God, they neither glorified him as God nor gave thanks to him, but their thinking became futile and their foolish hearts were darkened. 22 Although they claimed to be wise, they became fools 23 and exchanged the glory of the immortal God for images made to look like a mortal human being and birds and animals and reptiles.

HOW IT WORKS

It is helpful to understand not only the centrality of worship, but also what happens when worship gets sidetracked.

Christian Leaders on the Centrality of Worship

Christian leaders of every age and theological orientation have been captivated by the importance of worship. Here is an intentionally long list of examples:

> "I can safely say, on the authority of all that is revealed in the Word of God, that any man or woman on this earth who is bored and turned off by worship is not ready for heaven." —A.W. Tozer

> "I need to worship because without it I lose a sense of wonder and gratitude and plod through life with blinders on. I need worship because my natural tendency is toward self-reliance and stubborn independence." —John Ortberg

> "Many Spirit-filled authors have exhausted the thesaurus in order to describe God with the glory He deserves. His perfect holiness, by definition, assures us that our words can't contain Him. Isn't it a comfort to worship a God we cannot exaggerate?" —Francis Chan

> "God directs his people not simply to worship but to sing his praises 'before the nations.' We are called not simply to communicate the gospel to nonbelievers; we must also intentionally celebrate the gospel before them."—Tim Keller

> "And if we long to go where God is going and do what God is doing, we will move into deeper, more authentic worship." —Richard Foster

> "In the process of being worshiped… God communicates his presence to men." —C. S. Lewis

> "I must take time to worship the One whose name I bear." —Oswald Chambers

> "Worship does not satisfy our hunger for God—it whets our appetite." —Eugene Peterson

The Mistake of Worshiping Created Things

The first commandment is "You shall have no other gods before Me." In Romans 1:25, we read:

> 25 They exchanged the truth about God for a lie, and worshiped and served created things rather than the Creator—who is forever praised. Amen.

They exchanged the truth about God for a lie, and worshiped and served created things rather than the Creator—who is forever praised. Amen.

Time and time again, we see what happens when people worship **created** things rather than the **Creator**. This is at the heart of addiction recovery.

As so many have realized, created things make very poor masters. If you look to money, alcohol, drugs, pornography, or even chocolate cake for life, you will eventually be gravely disappointed.

The road to addiction recovery starts with two profound truths. The first truth is our **identity** in Christ. The second is **worshipping** the King of Kings and the Lord of Lords.

He Is the King of Kings and Lord of Lords

Jesus is far beyond being worthy of our worship. We could gaze on his greatness for ten thousand years and still long for more. He is the King of Kings and Lord of Lords.

My Chinese surname is Wan. The traditional character used in Hong Kong and Taiwan for this name is 萬, while the simplified character used in China is 万. The meaning of this character is 10,000. It can also mean infinite, innumerable, or everlasting. Here are some examples:

Wangu: (10,000 / ancient) Everlasting
Wanan (10,000 / peace) Completely secure
Wanbang (10,000 / countries) All nations
Wanming (10,000 / names) All names/people
Wanneng (10,000 / strength) Omnipotent

When we read "King of Kings and Lord of Lords" in Chinese (万 主 之 主 、 万 王 之 王) it can be translated literally as "10,000 Kings of Kings and 10,000 Lords of Lords." I am reminded that Jesus is infinitely above all lords and kings of this world both on earth and in heaven. This aligns with what we read in Ephesians 1:20-22:

> That power is the same as the mighty strength 20 he exerted when he raised Christ from the dead and seated him at his right hand in the heavenly realms, 21 far above all rule and authority, power and dominion, and every name that is invoked, not only in the present age but also in the one to come. 22 And God placed all things under his feet Jesus truly is above all things in this world, both in this present age, but also in the one to come.

Jesus is supreme above all. In this, I am reminded of the lyrics from the worship song "What a Beautiful Name" by Brooke Ligertwood and Hillsong Worship.

His Name is beautiful…
His name is wonderful…
His name is powerful…

People Engage in Worship Differently

Different people engage in worship in different ways. In his book, *Invitation to a Journey*, Robert Mulholland writes:

> We are unique persons, and our relationship with God always manifests that individuality. Our process of spiritual formation toward wholeness may be very different from others. (1993, Prologue)

Here is a sample of ways in which people engage in worship:

- Being in nature
- Being alone in song
- Being with others in song
- Solitude
- Time in the shower

There are endless ways to experience God's presence and power in worship. Before we move on to the practical ways in which we can engage in worship, we must understand that Jesus is worthy of all our worship.

WHAT TO DO NEXT

How can you deepen your life of worship? Here are several practical steps that can move you forward.

Self-Awareness and Worship

A good start on almost anything is increased self-awareness. What are you learning about yourself when it comes to worship? Do you do better

in worship by yourself or with others? Do you prefer to worship inside or outside? Take some time to think through and pray through the features that characterize your best worship experience. You may need some time and experimentation.

Worship Takes Time

Worship takes time. This can mean both time in length and frequency. You can dedicate blocks of several hours to worship God, or you can dedicate spurts of several seconds throughout the day to reconnect and refocus with God in worship.

As I look at my own spiritual rhythms in worship, I first try to incorporate informal worship in some form into my daily spiritual life. Second, I participate in corporate worship on Sundays at church. Third, I engage in extended worship each month when I take a day or two away in a retreat. Each of these formats allows me time to experience a greater fullness of the Lord in worship.

Lean Into Some Worship Planning

To move forward in worship, take some time to plan out your strategies. This can include times for worship services as well as experimentation with different forms and formats. Our hope and prayer for you is that over the coming months, you can go deeper in your kingdom worship with Jesus and the Holy Spirit.

Growth Questions

1. What are you learning about yourself and your worship style?
2. How can you build worship into your daily rhythms?
3. What about your Sunday worship experience is most meaningful for you?
4. What is a practical step that you can take this month to move forward in worship?
5. What attributes of God are most awe-inspiring for you?

4.
Kingdom Presence

"Your kingdom come"

(Mt 6:10)

God's presence is all that matters.

Francis Chan

Because of Christ and our faith in him, we can now come boldly and confidently into God's presence.

Eph 3:12 (NLT)

A spiritual kingdom lies all about us, enclosing us, embracing us, altogether within reach of our inner selves, waiting for us to recognize it. God Himself is here awaiting our response to His presence. This eternal world will come alive to us the moment we begin to reckon upon its reality.

A.W. Tozer

WHY IT MATTERS

Experiencing the presence of God takes our faith and infuses it with life. Our Christian faith is not just a set of stated propositions: it is an ongoing encounter with the Living God through Jesus and the Holy Spirit. Accordingly, we don't just want to hear about God's presence in the lives of others, past and present. Rather, we want to personally experience God's presence.

HOW IT WORKS

Just like the laws of the natural world, there are laws and principles at work in the supernatural, spiritual realm that we can learn and experience.

Experiencing the Presence of Christ Is Not Like Gravity

When you visit the seashore, it is different every time. Sure, there are waves and probably some wind. But the tides, temperatures, seasons of the sun, and sand are different with each visit. So it is when we experience God's presence in our lives. Jesus and the Holy Spirit are persons with personality and, therefore, are not unchanging forces like gravity.

Experiencing the Presence of Christ With Others

While we can certainly experience God's presence when we are alone, being with other believers adds an extra dimension, as we read in Mt 18:20: "For where two or three gather in my name, there am I with them."

In his book, *Living in Christ's Presence: Final Words on Heaven and the Kingdom of God,* Dallas Willard writes:

> Dietrich Bonhoeffer, in the first chapter of his wonderful book *Life Together*, has a discussion of how Christians never meet one-on-one; they always meet under the presence of Christ. That's the way we escape the dreadful habit that human beings have of sizing one another up. Does that identify anything that you are familiar with? It's one of the most dreadful things in human life, and only the love of Christ and the presence of the kingdom can bring us beyond it.

The Role of Solitude

At some point, experiencing God's presence and hearing his voice requires some solitude. On the topic of solitude, Henry Nouwen writes:

> Without solitude, it is virtually impossible to live a spiritual life…. We do not take the spiritual life seriously if we do not set aside some time to be with God and listen to him.

I like how Richard Foster describes solitude as "more a state of mind and heart than it is a place" in his book, *Celebration of Discipline*.

Next, we will look at some practical ways we can experience the Lord's presence both as we step away from the noise as well as when we press into the Lord in the midst of the noise.

WHAT TO DO NEXT

Embracing the Presence of God Takes Time

I am more of an activist than I am a spiritual contemplative or academic scholar. This means that I have to work at taking the time to be with Jesus and the Holy Spirit. It has been a discipline to develop the habits needed to move this forward.

While I am sad that this didn't happen in my younger years, I am thankful to see this practice developing in my current stage of life. Part of my motivation for this journey is studying the example of Jesus. While the multitude always wanted more of Jesus and his time, he regularly stepped away from the crowds to spend time with the Father alone. He did not do what he did because he was God. He did what he did because he was filled with the Holy Spirit and saw what the Father was doing.

Time in Blocks and Time Along the Way

To experience the deeper presence of God in our lives, we need to set aside blocks of time. While I gain so much from my daily time with the Lord, I gain even more during that day or two each month when I step away for a retreat. For me, a time of retreat is when I momentarily leave my work and daily responsibilities to spend time with God. This can take many different forms. I have gone to a retreat center by myself.

Sometimes, if Cheri is traveling, I have some retreat days at home. Overall, the goal is to find time for extended reflection, solitude, and prayer.

In the preface to his book, *The Practice of the Presence of God in Modern English*, editor Marshall Davis writes this about Brother Andrew:

> While assigned to the kitchen, working at the tedious tasks of cooking and cleaning, he developed the practice of living always in conscious awareness of God. Despite his humble position in the community, his reputation attracted many visitors from the outside who sought spiritual guidance from him. The practical wisdom that he shared would later become the basis for this book.

Brother Lawrence is famous for practicing the presence of God while he did the dishes. Sometimes, we do need to step away from all the noise to experience God's presence. That does not prevent, however, experiencing God in the midst of the grind.

Growth Questions

1. How would you describe the presence of Jesus in your daily life at this point?
2. When and where are you most likely to sense God's presence?
3. Can you brainstorm some times in your busy schedule when you could take a moment to lean into the Lord's presence, even in the midst of the noise?
4. Is there an author or living friend who models for you what it means to experience the Lord's presence? What could you do to learn from them?
5. What Scripture passage(s) show how Jesus stepped away from the crowds to spend time with the Father? Here are a few examples: Mk 1:12, Mk 2:13, Mt 14:13, Mt 14:23, Jn 7:10.

5.
Kingdom Authority

"Your will be done, on earth as it is in heaven."

(Mt 6:10)

The authority of the believer is not for a select few.
On the contrary, it is the possession of every true child of God.

John MacMillan
Author and Alliance Missionary in China
The Authority of the Believer, p. 5
(edited by Paul L. King)

Jesus called his twelve disciples to him and gave them authority to drive out impure spirits and to heal every disease and sickness.

Mt 10:1

After this, the Lord appointed seventy-two… I have given you authority… to overcome all the power of the enemy.

Lk 10:1, 19

A police officer can walk out into traffic and stop cars. This happens not because of their power but because of their authority. Let's look at how we can walk in kingdom authority through Jesus.

WHY IT MATTERS

In Ephesians 6:12, we read:

> For our struggle is not against flesh and blood, but against the rulers, against the authorities, against the powers of this dark world and against the spiritual forces of evil in the heavenly realms.

Kingdom authority matters because we are in a battle. Our battle is not a human, physical battle on this earth, but rather a spiritual battle in the heavenly realms.

HOW IT WORKS

Engaging a Biblical Worldview

Many suburban American Christians live simple lives. God is in heaven, and we are on earth. We do what he wants, and he blesses our lives. While this is a nice thought, it is not the reality we see in the Scriptures. Earlier, we read Ephesians 6:12, which paints the spiritual battle in which we find ourselves. We also read the following in verses 10 and 16:

> 10 Finally, be strong in the Lord and in his mighty power.
> 11 Put on the full armor of God, so that you can take your stand against the devil's schemes.
>
> 16 In addition to all this, take up the shield of faith, with which you can extinguish all the flaming arrows of the evil one.

These passages highlight the need to be strong in the Lord and ready for the battle. Between God in heaven and man on earth are the angels and demons that inhabit the middle realm of the spirits. You don't have to read far in the Bible to witness the reality of demons, as in James 2:19,

"You believe that God is one; you do well. Even the demons believe—and shudder!"

Spiritual Authority

As we grow in our understanding of the spiritual realm, which includes angels and demons, we don't need to be fearful. As we read in Ephesians 1:20-22:

> When he raised Christ from the dead and seated him at his right hand in the heavenly realms, far above all rule and authority, power and dominion, and every name that is invoked, not only in the present age but also in the one to come. And God placed all things under his feet and appointed him to be head over everything

Not only has Christ been raised up, but we have been raised up with him, as we read in Ephesians 2:6:

> And God raised us up with Christ and seated us with him in the heavenly realms in Christ Jesus.

Hopefully, you now have a clear and compelling picture of our world. God is in heaven. We are on earth. In between, there is a spiritual realm of angels and demons. God has given Christ authority over all things as he is raised up above all things. Lastly, we have this authority because we have been seated with him in the heavenly realms. It is a matter of understanding and exercising the authority we have in Christ.

Haunted Houses

Cheri and I have experienced many haunted houses, both in the U.S. and around the world. A haunted house is a place that has demons living in it. For several reasons, children and dogs often notice these supernatural presences before many adults.

We lived in a haunted house in Asia. One day, when I was returning home, a Chinese believer was leaving our house. He stopped me and asked, "Do you know who used to live in your house?"

"Why do you ask?" I replied.

He said, "Because the Lord showed me that whoever lived in your house killed a lot of people." He didn't know that a Japanese general had once lived in the house: even the door hinges and porcelain fixtures were stamped with Japanese characters. We have run into many other people who have lived in haunted houses.

The Name of Jesus Is Powerful

The good news is that in the name of Jesus, we can rid our houses and lives of evil spirits. On several occasions, we have taken a team of people through a house, praying as we go. When we are done, the manifestation of evil spirits is gone. Recently, we did this in a house in Nashville. After we were done, the owner said that for the first time in two years, he was able to get a good night's sleep.

WHAT TO DO NEXT

Growing in Your Biblical Worldview

For many years, I didn't believe in any of this. It was only after living in Asia and witnessing evil spirits firsthand that I began to realize how secular I was in my worldview. I see similar secular worldviews when I speak on these topics to suburban American churches, where people are often skeptical. When I address people from other parts of the world, they know full well what is going on. The only change is that in recent years, I see more non-Christians in the US stepping into practices that involve evil spirits. My hope is that American Christians won't be the last to see the world in all its spiritual reality.

Grow in Your Spiritual Authority

As you grow in your understanding of a biblical worldview and the authority we have in Christ, it is just a matter of time and practice before you can push back the darkness in people's lives.

Growth Questions

1. How biblical is your worldview?
2. Where in the Scriptures do you see evil spirits at work?
3. Have you or someone you have known ever experienced the presence of evil spirits?
4. What are some steps you can take this year to grow in your spiritual authority? (e.g. read a book, go to a conference, learn from others)
5. What reasons can you give for not being fearful of demons?

6.
Kingdom Practices

"Give us today our daily bread.
And forgive us our debts,
as we also have forgiven our debtors.
And lead us not into temptation,
but deliver us from the evil one."

(Mt 6:11-13)

Thus far, we have discussed four kingdom themes: kingdom identity, worship, presence, and authority. In this fifth, Christ-centered section, we will discuss four important kingdom practices.

While the Lord's Prayer frames out so much that is important about our lives in Christ, it is also practical. These four kingdom practices include:

- **Provision**: "Give us today our daily bread."
- **Forgiveness**: "And forgive us our debts as we have also forgiven our debtors."
- **Freedom**: "And lead us not into temptation."
- **Deliverance**: "But deliver us from the evil one."

Once we center Christ as the foundation for our identity, worship, presence, and authority, we have some practical kingdom practices that can help us every day.

WHY IT MATTERS

Kingdom identity, worship, presence, and authority provide each believer with the essentials for understanding and engaging the world around us. These four kingdom practices give us practical tracks to run on as we walk out our Christian faith. It is this daily walk that moves us forward to experience greater kingdom fullness.

HOW IT WORKS

Let's look at each of these four kingdom practices.

Daily Bread

Let's start with Mt 6:11, where we read, "Give us today our daily bread." You may be surprised to know that the verse has been interpreted in several different ways. In its simple reading, it is our humble request for God to provide our physical nourishment for the day. Many of us take this simple request for granted, but hundreds of millions of people around the world go to bed hungry each day. Some look at this as a reminder of God's provision for the people of Israel in the wilderness, where he provided them bread for just one day. Lastly, Jesus describes himself as the bread of life. In John 6:35, we read, "I am the bread of life. Whoever comes to me will never go hungry." Each and every day, we can look to Jesus as our redeemer and sustainer.

Forgiveness

In verse 12, we read, "And forgive us our debts, as we also have forgiven our debtors." Here, we are reminded that God has called us to lives of forgiveness. He has forgiven our sins, and we are, in turn, to forgive others. Ephesians 4 offers biblical truths on the topic of sin and forgiveness. First, we read in verses 26 and 27:

> "In your anger do not sin." Do not let the sun go down while you are still angry, and do not give the devil a foothold. Here we can see the danger.

Paul goes on to write in verses 31 and 32:

> Get rid of all bitterness, rage and anger, brawling and slander, along with every form of malice. Be kind and compassionate to one another, forgiving each other, just as in Christ God forgave you.

The stark reality here is that sin and unforgiveness not only lead to bitterness, but they can even make a foothold for the evil one.

I have heard others say that while bitterness may be killing you, those who have sinned against you often go on unaffected, having even forgotten what offended you.

Yes, forgiveness is really about you. It is your opportunity to find freedom from the pain and suffering you might continue to experience if you choose unforgiveness and bitterness.

Corrie Ten Boom, a survivor of Nazi concentration camps, said this on forgiveness:

> At that moment when I was able to forgive, my hatred disappeared. What a liberation! Forgiveness is the key that unlocks the door of resentment and the handcuffs of hatred. It is a power that breaks the chains of bitterness and the shackles of selfishness. What a liberation when you can forgive.

Take some moments today or this week and ask the Holy Spirit to show you where you might have unforgiveness. Today, you can find freedom from the bitterness that binds your heart and soul.

Dealing With Temptation

First, the simple prayer is that God would not lead us into temptation. We know that God does not lead us into sin, as we read in James 1:13: "When tempted, no one should say, 'God is tempting me.' For God cannot be tempted by evil, nor does he tempt anyone."

Second, some have talked about how "temptation" here could also be translated as tested. On this, the late Pastor Tim Keller (2014) wrote :

> Temptation in the sense of being tried and tested is not only inevitable but desirable. The Bible talks of suffering and difficulty as a furnace in which many impurities of soul are "burned off" and we come to greater self-knowledge, humility, durability, faith, and love. However, to "enter into temptation," as Jesus termed it (Matt 26:41), is to entertain and consider the prospect of giving in to sin.

Deliverance From Evil

The fourth kingdom practice here is related to deliverance. In the second half of verse 13, we read, "deliver us from the evil one." In his book *Soul Care*, Rob Reimer offers great insight on this.

> One of the big questions debated in some church circles is whether Christians can have demons. We know, certainly, that demons can influence Christians. We are told by Jesus to pray, "Lead us not into temptation, but deliver us from the evil one." So demonic forces can influence our thinking and tempt us. The question is to what degree can they influence us? I do not use the word "demon possession." That implies ownership, and Christians cannot be owned—we have been created by God and bought for a price by the blood of Christ. We belong to God; the ownership issue is settled. So I don't think "possession" is an accurate translation. I prefer to use the word "demonization," which describes demonic influence. I do believe that Christians can be afflicted

> with various degrees of demonization, and I think in some cases the only way to get them free is through deliverance or a power encounter. Therefore, in short, I do believe Christians can have indwelling demons and need deliverance.

My time in Asia helped me to see the active world of angels and demons and how demons can influence and impact people's lives. If you feel you may have demons impacting your life, I encourage you to read *Soul Care*. Cheri and I have not only read the book, we also attended Rob's Soul Care conference, which was very helpful on these topics of demons and deliverance.

WHAT TO DO NEXT

Below are some practical suggestions for how you can integrate these four kingdom practices into your life and leadership.

Daily Bread

Mornings are a good time to seek the Lord in the Scriptures, worship, and prayer. Many people like the 5-5-5 = 15 format. That is 5 minutes in the Scriptures, 5 minutes in worship, and 5 minutes in prayer. Our opening posture is offering our lives to the Lord in surrender for the day and then asking for his provision. We can seek his physical provision for such things as food, shelter, and clothing. We can also seek his spiritual provision as we experience Christ as the Bread of Life. The Word of God can also be our daily bread. The Word of God can refer to both the printed scriptures as well as the word that we hear from the Lord through the Holy Spirit's voice.

Forgiveness

It is a good practice to ask the Holy Spirit regularly who we need to forgive. We don't want any bitterness to keep us from experiencing the kingdom fullness of Christ through the Holy Spirit.

Dealing With Temptation

What temptations are you facing? Invite Jesus into these temptations, and he can help you find freedom through the power of the Holy Spirit.

Deliverance From Evil

In 1 Peter 5:8 and James 4:7, we read:

> Be alert and of sober mind. Your enemy the devil prowls around like a roaring lion looking for someone to devour.
> Submit yourselves, then, to God. Resist the devil, and he will flee from you.

God has given us authority over all powers and dominions in Jesus' name (Eph 6). We want to be proactive in resisting the devil and his demons in the powerful name of Jesus.

Growth Questions

1. Do you have a habit of seeking the Lord at the beginning of each day for his daily provision, both physically and spiritually?
2. Today, do you have any known unforgiveness or bitterness that you can confess and find greater freedom?
3. What are your most common temptations? Can you invite Jesus into these?
4. When have you experienced the presence of evil spirits?
5. What is the next step you would like to take in any of these four practices?

Application: Finding New Life and Fullness in Christ

NEW LIFE IN CHRIST

A girl at my high school once invited me to attend her church. I said, "No, no, no." I did not grow up going to church, and did not have any interest. Well, she kept asking. I wasn't interested in church, but I *was* interested in her and so I eventually said, "Yes."

That Sunday rolled around, and I found myself in a Baptist church in Dayton, Ohio. As the pastor gave his message, he talked about how we could find forgiveness for our sins and new life in Christ.

I thought to myself, *These nice church people don't have many sins to be forgiven, but I have truckloads of sin in my life.* When the invitation came, I followed a simple process that many churches use.

Admit

When the pastor gave the invitation to come forward, I quickly went forward. I admitted that I had sinned and fallen short of what God had for me. Walking forward during a church service is not the key here. The key is recognizing that we have fallen short of what God has for us. (Romans 3:23, Romans 6:23, Romans 5:8)

Believe

Second, based on what the Bible says, I believed that Jesus is the Son of God and that he came and died on the cross that my sins might be forgiven. (Romans 8:1)

Confess

Lastly, I confessed my sins and that I wanted to accept Jesus and his work for my salvation. It would be a while before I fully understood that I was a new person in Christ. However, that day, I put my faith in Christ and committed to following him going forward. (Romans 10:9, 13, John 3:16)

This process gives you the basics, but there is so much more to living out our new life in Christ. Reading through the Book of John is a great place to start. Below are some helpful verses.

Verses from the Book of John

The following verses are found in chapter 3 of the Book (also called the Gospel) of John:

> 3:3 Jesus replied, "Very truly I tell you, no one can see the kingdom of God unless they are born again."
>
> 3: 5-7 Jesus answered, "Very truly I tell you, no one can enter the kingdom of God unless they are born of water and the Spirit. Flesh gives birth to flesh, but the Spirit gives birth to spirit. You should not be surprised at my saying, 'You must be born again.'"
>
> 3:14-15 so the Son of Man must be lifted up, that everyone who believes may have eternal life in him.
>
> 3:16 For God so loved the world that he gave his one and only Son, that whoever believes in him shall not perish but have eternal life.

You too can make the life-changing decision to follow Jesus. Since I put my faith in Jesus decades ago, I have been blessed beyond measure. Sure, I needed lots of ongoing healing and growth, especially to find freedom from my tough upbringing. Through these many years, God has been faithful in walking with me on this journey.

If you have made the decision to follow Jesus, I would love to hear from you. Feel free to email me at Info@ClarionLife.org or Rick@CPDistrict.org

Fully Surrendering Our Lives to Christ

When I ask Christians whether they have fully yielded their lives to Christ, they often say no. When I ask them why, they say that they are fearful.

In his podcast, "Am I Completely Surrendered to Christ?" Pastor John Piper says, "We don't want to withhold anything from God anymore. We are eager to be totally at his disposal." In that same podcast, Piper lists the following key verses on the topic of full surrender.

- Luke 14:33: "Any one of you who does not renounce all that he has cannot be my disciple."
- Matthew 10:37: "Whoever loves father or mother more than me is not worthy of me, and whoever loves son or daughter more than me is not worthy of me."
- Matthew 22:37: "You shall love the Lord your God with all your heart and with all your soul and with all your mind."
- Philippians 3:7–8: "Whatever gain I had, I counted as loss for the sake of Christ. Indeed, I count everything as loss because of the surpassing worth of knowing Christ Jesus my Lord. For his sake I have suffered the loss of all things and count them as rubbish, in order that I may gain Christ."

You Can Have as Much of Jesus as You Want

Two people I admire and have learned from are Dr. Rob Reimer and Dr. Kelvin Walker. Kelvin serves as the District Superintendent of the Metro District of the Christian and Missionary Alliance. I think regularly of what Kelvin wrote in the front of Rob's book, *Spiritual Authority.*

> My friend Rob Reimer often says to me, and I paraphrase, "You can have as much of Jesus as you want. But you must be willing to pay the price." I thought that statement was only in reference to His presence. I now realize that it also relates to the expansion of His authority in my life and ministry.

In R.A. Torrey's sermon, "Why God Used D.L. Moody," he states:

> The first thing that accounts for God's using D.L. Moody so mightily was that he was a fully surrendered man. Every ounce of that 280-pound body of his belonged to God; everything he was and everything he had belonged wholly to God.

We can experience all the fullness of Christ that we want in our lives and leadership, but there is a price to pay.

Give Your Life Fully to Jesus Today

I don't know where you are in your relationship with Jesus today. Maybe you are deciding to follow Jesus for the first time today, or maybe you have been a follower of Jesus for some years. Regardless of how long it has been, I want to encourage and challenge you to give your life to Jesus in full surrender. Jesus is so good, so patient, and so forgiving. Wherever you are in your journey, you can experience more of his transforming work through full surrender.

Make This Commitment and Pray This Prayer Today

We start by telling Jesus that we want to give all that we are and all that we have to him. We want to fully surrender our lives now and going forward to him. You can pray this prayer:

> "Lord Jesus, today, I come before you in **full surrender** and ask that you would take all that I am and all that I have and draw me close to you. I thank you that you will walk with me all the days of my life."

Challenges Going Forward

If today is your day of full surrender to Jesus, mark the date in your journal and tell a trusted friend or pastor. The reason this is important is that you will undoubtedly face challenges and distractions in the days ahead. When they come, don't be surprised or discouraged. Continue your commitment to Jesus and walk with him.

ACCREDITATION APPLICATION

Below, we seek to make connections between the material found in this section and the accreditation process and interview that people will go through to be accredited for vocational ministry.

C&MA Accreditation Materials

Below, we include material from the first of six sections, which is labeled Kingdom-Minded.

Kingdom-Minded

An Alliance worker represents Jesus well by being invested in the local and global church community for the sake of demonstrating God's eternal and coming kingdom.

Kingdom Mindedness is demonstrated through:

- An ability to articulate a salvation story.
- Submission to believer's baptism in a local church.
- Active membership in a local church.
- Active service in the local church.
- A demonstrated ability to lead others to Christ.
- The active practice of Biblical stewardship including tithing and responsible debt management.
- An ability to work with people who are different then you.
- Sacrificial living for the sake of others.

Questions on This Topic

1. How have you shared the gospel with someone recently?
2. Who is one person you are investing in right now for the kingdom?
3. What are you doing to make sure that you are regularly rubbing elbows with those who don't know Christ?
4. Tell me about 1 person that you are regularly discipling either formally or informally.
5. If everyone gave to the GCF and tithed to their local church as you do, how would that look?
6. How does your ministry/service mirror that of Jesus' ministry?
7. Describe your understanding of how global missions is a part of the local church's DNA.
8. **Theological Understanding: Salvation** – You have befriended someone, and now he wants to understand how to become a child of God. What would you tell him? What is the Gospel? What words would you use to explain how to become a part of God's family? Are there other ways to heaven apart from through Jesus? Why or why not? What key Bible passages state this truth? How has Christ's death, burial, and resurrection enabled us to move from the kingdom of darkness into the kingdom of light? What blessings does this bring?

9. **Theological Understanding: Jesus** – Most Christological heresies deny either the deity or humanity of Jesus. Where in Scripture do we see evidence of both Jesus as fully man and fully God? How does this affect your faith or spiritual walk? Why is substitutionary atonement at the very heart of what Christ accomplished in His death on the cross and how does it impact your life and ministry? How can we move from death to life by His work on the cross? Why is the resurrection pivotal for our faith? What are three proofs of Christ's resurrection? Give three names given to Jesus in the New Testament and why they are important for you and those you disciple.

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7.

SPIRIT-FILLED

Be filled with the Holy Spirit

Ephesians 5:18

Being filled with the Spirit is simply this—having my whole nature yielded to His power. When the whole soul is yielded to the Holy Spirit, God Himself will fill it.

Andrew Murray

In my early years, I worked hard for God and was disappointed in the results. I finally realized that one of the keys was to be filled with the Holy Spirit and empowered in my life and leadership for his kingdom.

Over a century ago, spiritual giant Andrew Murray wrote the following in his book, *The Believer's Full Blessing of Pentecost:*

> The greatest need of the Church, and the thing which, above all others, believers ought to seek for with one mind and with their whole heart, **is to be filled with the Spirit of God**. (p. 103)

Murray was writing in 1890, a decade or more before the Pentecostal movement took off in the U.S. For Murray, as well as Dwight Moody, A.J. Gordon, and A.B. Simpson, the filling of the Holy Spirit was viewed as foundational for those seeking to go deeper with Christ. This movement, known as the Deeper Life movement or the Higher Life movement, recognized that the biblical mandate was to be filled with the Holy Spirit and walk in the Spirit's fullness.

In this Spirit-filled section, our goal is for each person to be filled with the Holy Spirit and experience the fullness that God desires for each of us. All together, we will cover these six prayers:

1. Lord, Cleanse Me
2. Lord, Heal Me
3. Lord, Declutter Me
4. Lord, Enlarge Me
5. Lord, Fill Me
6. Lord, Use Me

In John 7:37-39, we read:

> Jesus stood and said in a loud voice, "Let anyone who is thirsty come to me and drink. Whoever believes in me, as Scripture has said, rivers of living water will flow from within them." By this, he meant the Spirit, whom those who believed in him were later to receive. Up to that time, the Spirit had not been given, since Jesus had not yet been glorified.

Throughout this section, we will refer back to this illustration of a pitcher of water and a cup. The pitcher represents the Holy Spirit, and the cup represents our lives. God wants us to be filled with the Holy Spirit to the point of overflowing. He can then use us to bring living water to the dry, weary world that surrounds us.

Growth Questions

1. What is your past experience as it relates to being filled with the Holy Spirit?
2. Which Bible verse would you turn to explore this topic further? (Suggestions: Ephesians chapter 5, John chapter 7)
3. Can you identify a time after conversion when you were first filled with the Holy Spirit? What did that experience look like?
4. Can you remember any other times when you were filled with the Holy Spirit?
5. When you walk in the fullness of the Holy Spirit, how would you describe your life and leadership?

8.
Lord, Cleanse Me

Create in me a pure heart, O God,
and renew a steadfast spirit within me.

Psalm 51:10

No one wants to drink water out of a dirty cup. Similarly, the Holy Spirit does not want to fill our lives if we are walking in known sin. We read in Psalm 51:10 (ESV): "Create in me a clean heart, O God, and renew a right spirit within me." When we seek to be filled with the Holy Spirit, the starting point is to confess any known sin.

WHY IT MATTERS

Seeking to be filled with the Holy Spirit while we are walking in known sin doesn't make sense. Confession and repentance clear the way for the presence of the Holy Spirit and walking in continued fullness.

HOW IT WORKS

While experiencing the Lord's cleansing work is not complicated, it does require some significant soul searching.

God Will Forgive Our Sins

Through Jesus, we can find forgiveness for our sins. We read in 1 John 1:9:

> If we confess our sins, he is faithful and just and will forgive us our sins and purify us from all unrighteousness.

To experience the Lord's forgiveness, we need to first come and confess any known sin in our lives. Second, we need to ask the Holy Spirit to show us any sin in our lives. This two-step process provides for a complete cleansing that includes both known and unknown sins.

Confessing Our Bitterness or Unforgiveness

One area we don't want to neglect is any unforgiveness in our lives. I recently heard a pastor say, "Unforgiveness is like drinking poison and waiting for the other person to die." While it is common for us to hold on to an offense from another person, unforgiveness is most debilitating to the one offended, not the offender. Ask the Holy Spirit if you have any areas of unforgiveness so that through confession, you can walk in greater freedom.

This Is Not a One-Time Experience

Repentance and confession are an ongoing process that we can engage in each week or even each day. Just ask the Holy Spirit to reveal to you any sin that may be in your life and bring that into the light of Jesus. Once again, you can experience forgiveness and his cleansing, which is the starting point for experiencing a greater filling of the Holy Spirit.

Continually Asking for Forgiveness

Some people feel continued accusations concerning past sins. Once we have brought our sins to the Lord in confession, we don't need to keep revisiting them. We read in Revelation 12:10 that the Devil is the "accuser." If you hear condemnation in your head time and time again, know that this is the Evil One and not the Lord. The Lord is the one who forgives, while the Devil is the one who accuses.

The Water Cup Analogy

We opened this chapter talking about a dirty cup. To experience the filling of the Holy Spirit, we want to start by cleaning out our cup so that it can serve as a drinking vessel for ourselves and others.

WHAT TO DO NEXT

Don't wait until tomorrow when you can experience God's cleansing work today.

Ask God to Cleanse Your Heart and Soul Today

As we read in 1 John chapter 1, God desires us to come to him in repentance and confession and, at that point, promises to meet us there with forgiveness and cleansing. Take that step forward today as we seek to be filled with the Holy Spirit.

Consider a Total Life Confession

I want to encourage you to read Rob Reimer's book, *Soul Care*. In the chapter on repentance, Reimer talks about a total life confession. This is a healthy process that can help you process any secrets in your life. It is not as scary as it sounds, as Reimer explains in *Soul Care*:

> I want to encourage you to find a person with whom you can do a total life confession. Get everything into the light. Choose someone who is loving and truthful. Choose someone who can handle it, it won't cause them to stumble, it won't damage their faith, and your confessions won't hurt them personally. (p. 84)

Both Rob Douglas and I have worked through this process. Whether it is confession today or a total life confession, experiencing God's cleansing work puts us in a place where we can experience more of the Holy Spirit's work in our lives and leadership.

Growth Questions

1. What in your life today do you need to confess?
2. Have you asked the Holy Spirit to show you any unknown sins?
3. Who could you do a whole life confession with and how could you move this forward?
4. Do you have thoughts of repeated accusations? You might want to pray through this with a trusted friend or pastor.
5. How would you describe your level of freedom at this point?

9.
Lord, Heal Me

We have this treasure in jars of clay.

(2 Corinthians 4:7)

He heals the brokenhearted and binds up their wounds.

(Psalm 147:3)

I like to say that we are like cracked pots, and we leak. I became a Christian as I started college, and it forever changed my life. While I am thankful for the eventful Sunday when I found new life in Christ, it did not bring instantaneous healing. Coming from a broken home where my father drank too much, I still had brokenness and addiction in my life that needed to be healed.

WHY IT MATTERS

As I just mentioned, when we come to Jesus for new life, all the brokenness in our lives is not instantly healed. This is a process that can take time. If we don't engage in this process, our brokenness will continue to slow us down and keep us from experiencing the fullness of the Holy Spirit.

Instead, God invites us to come and find healing through Jesus and the Holy Spirit. When we experience greater healing, we are better able to experience the fullness of the Holy Spirit and love those around us.

HOW IT WORKS

There are some practical steps you can take to find greater health for your soul. First, when we leak, we can become very draining people, or "VDPs." Have you known a very draining person? This is someone whom you can love and pour into today, but tomorrow, they will be needy once again. Because we leak like a cup with holes in the bottom and sides, we need God's healing work to address our broken places.

Ask the Holy Spirit

Just as we can have unknown sins in our lives, we can also have unknown brokenness in our lives. When I experienced counseling for the first time, it was very helpful because it helped me to better recognize and understand the brokenness in my life.

A Breakthrough and a Process

Theologically and experientially, we believe that healing can happen immediately at a moment in time. Healing can also happen over time. I have witnessed physical and emotional healing take place before my very eyes. I have also observed cases where people need to work through issues over days, weeks, or even months. While we always want to be seeking after the Lord's healing as we seek him in prayer, we also need to be willing to do the hard work needed for emotional healing and be aware that it may take a while.

Brokenness and Bruising

I remember when, as a child, I broke my leg while I was snow skiing. I had to go to the hospital and have it set. While I had to wear a cast for some weeks, the pain was gone within a day or so. As an adult, I fell down some stairs and severely sprained my ankle. While nothing broke, the bruising caused my ankle to turn purple. This sprained ankle ached for weeks.

While brokenness in our lives can be painful, bruising—caused by misunderstandings, hurt feelings, and loss—can be even more painful.

As we go through life, we want to become more skilled at diagnosing what is going on in our hearts and souls. Knowing ourselves well and knowing how healing works can be of benefit not only in our own healing journey but also as we help others on their healing journey.

Healing Can Be a Painful Process

When I was in middle school, I was in an accident. My face was cut severely (although you probably couldn't tell today). When they took me to the ER, there was lots of blood. I still remember how the injury was not as painful as the process of sewing the cuts on my face. At the time, I wondered if it was worth it.

Some people do not work through healing in their lives with the Lord because healing from abuse, addiction, and other significant issues in our lives can be painful. We want to encourage you to seek the Lord *and* seek help as needed. While the process of healing can be painful, the result is greater freedom, joy, and fullness.

Areas of Healing to Be Addressed

In the next section of this book, we will discuss living healthy lives in detail. When it comes to healing, remember that healing may be needed in these areas:

- Our **physical** bodies can experience a wide variety of ailments. Some emotional issues may require medications that can only be prescribed by a physician or a psychiatrist.
- Our **emotions** can be a place of brokenness. Here is where a skilled counselor or therapist can be helpful.
- Our soul and **spirit** can be impacted by evil spirits. We will talk about this more in the next section. A skilled pastor or lay leader can be helpful here as they walk you through deliverance.

I like what Rob Reimer says on this: "You can't cast out human; You can't counsel demons." I have attended Rob's workshop on understanding issues of mental health and demonization. Some people mistakenly try to cast out a mental health issue as though it were a demon. Others will try to counsel out demons, which doesn't work. Wisdom comes from understanding which issues are related to mental health and which issues are related to demonization and addressing them accordingly.

Deliverance Is Sometimes Needed

We read in Ephesians chapter 6 that our battle is not against flesh and blood, but against principalities and powers. Principalities and powers are those dark entities in the spirit world. What does this passage call us to do? In verse 18, we read:

> Pray in the Spirit at all times and on every occasion. Stay alert and be persistent in your prayers for all believers everywhere. (NLT)

Remember that sometimes the principalities and powers can come against us in the form of evil spirits. These evil spirits haunt our homes as well as our hearts and souls.

Unfortunately, some Christian leaders do not believe that Christians can be impacted by demons. We believe that this position comes up short biblically, theologically, and experientially. Rob and I don't have the time or space here to share all the stories of Christians and even pastors who have experienced demonization, but we will say that it is a joy and testimony when both lay people and pastors find freedom from demons.

A simple but helpful resource on this is chapter 7 of Rob Reimer's book, *Soul Care*, which addresses deliverance. Other resources on the topic of deliverance can be found at the end of this chapter.

Water Cup Analogy

Imagine you have a Styrofoam cup with holes in the bottom. You could fill that cup all day long, but the water would continue to drain out of the bottom. For the cup to serve its purpose, we need to repair the holes so that it no longer leaks. In the same way, God wants to repair what is broken in our lives so that his presence doesn't just pass through us, but remains.

WHAT TO DO NEXT

Experiencing greater healing requires growing self-awareness and humility. When we think we are fine and the problem is out there with other people, healing is going to be delayed.

What Resources Are Around You?

When you move forward on your journey of healing, a number of resources can help you along the way.

- **Trusted Friends**: When it comes to finding greater healing and wholeness, godly friends can make all the difference. Great friends can pray for you that God will help you to push through the strongholds in your life.
- **Ministry Leaders**: Many ministry leaders are skilled in pastoral counseling, soul care, inner healing, and some are even trained in deliverance.
- **Christian Counselors**: Reading your Bible and praying more can be a great help in the healing process, but sometimes we need a trained professional to help us work through the brokenness of our lives. Many of us have experienced Adverse Childhood Experiences, or ACEs. These hardships can lead to brokenness as adults. Professional counselors can often help us process these experiences.
- **Good Books**: In these materials, I have mentioned both Rob Reimer's *Soul Care* and Pete Scazzero's *Emotionally Healthy*

Spirituality. Another book that I have benefited from is Rich Villodos' *The Deeply Formed Life*.

- **Good Podcasts**: I have already referenced several books, but there are also some great podcasts. One that I would recommend is *The Emotionally Healthy Leader* by Pete Scazzero.

When we find greater freedom from the brokenness of our lives through healing, the ongoing work of the Holy Spirit is more likely to move us forward in his fullness.

Growth Questions

1. Where in your life do you see areas of brokenness that need healing?
2. Where in the Scriptures do you see evil spirits at work?
3. Have you or someone you have known ever experienced the presence of evil spirits?
4. What steps can you take this year to grow in your spiritual authority? (e.g., read a book, go to a conference, learn from others)
5. What reasons can you give for not being fearful of demons?

10.
Lord, Declutter Me

But seek first the kingdom of God and his righteousness, and all these things will be added to you.

(Mt 6:32-33)

To be full of things is to be empty of God; to be empty of things is to be full of God.

Meister Eckhart

What is my task? First of all, my task is to be pleasing to Christ.
To be empty of self and be filled with Himself.
To be filled with the Holy Spirit; to be led by the Holy Spirit.

Aimee Semple McPherson,
Founder of the Foursquare denomination

If you looked at some of the rooms in our house, you would inevitably find a few that are pretty cluttered. Just as cluttered rooms are common, cluttered souls are also common.

WHY IT MATTERS

To experience the fullness of the Holy Spirit in our lives, we probably need to do some housekeeping first. Our lives can be cluttered with good things or bad things. Either way, we all need to come to that place in our lives where we dedicate all that we are and all that we have to the Lord. It is at this point that we can be filled with the Holy Spirit and experience a whole new level of his intimacy, presence, and power.

HOW IT WORKS

Most of us live full lives. We are busy. Our days are full, and where we live is full. To declutter our lives, we can start with AI. (Remember, in this book, "AI" stands for "Awareness and Intentionality.")

Awareness and Intentionality vs. Clutter

What is cluttering your life? Which is more cluttered—your calendar or your living space? Decluttering our lives begins with awareness and then moves to intentionality.

Good Clutter

There are many good things that can clutter your life. My father spent most of his life focused on golf. My mother spent most of her life focused on playing the card game of bridge. There is nothing wrong with either of these hobbies… until they become a distraction from other things in life, such as family or your relationship with God.

Bad Clutter

I spent many of my teen and adult years working through addictions in my life. It is never a good thing when alcohol, drugs, pornography, gambling, or other dark side issues end up as clutter in your life. If you are struggling with any of these, look for three important sources of help:

- Professional counseling
- A support group
- Spiritual leaders who can talk you through deliverance.

Whether something is good clutter or bad clutter, it can keep you from the fullness of the Holy Spirit and walking with Jesus.

Water Cup Analogy

When I explain this concept to others, I like to take a cup and fill it with golf balls. There is nothing wrong with golf, but if it fills our lives, we will not have sufficient room for all that God wants to do in us and through us.

WHAT TO DO NEXT

Take some time to pray and ask the Holy Spirit what needs to come out of your life.

Walking Out of Good Clutter

Our lives can be filled with wonderful things. If I went to weddings every weekend over the next four weeks, I would have a lot of fun. I would also be exhausted in the process. Take some time to look across your life, calendar, and space and see what the Holy Spirit shows you regarding good things you might want to thin out or eliminate. If you are like Cheri and me, you suffer from FOMO, or "Fear of Missing Out." In other words, we tend to lean into opportunities as they come up, which often leads to a packed calendar full of all kinds of fun things like travel. Knowing this about ourselves, Cheri and I have developed the habit of counting our travel days to make sure we don't end up with too many. We have found that we can handle 100 days of travel in a year without burning out. When we get much higher than that, even though we enjoy it, the pace starts to wear us down.

Walking Out of Bad Clutter

Our lives can also be full of bad clutter—things that not only take up space, but that we turn to when we feel needs in our lives. Early on, people talked about the sinfulness of pornography. In the digital age, we talk even more about how pornography is used as a coping strategy for people to deal with pain, loneliness, and even boredom in their lives. Some people don't turn to pornography to cope with their struggles;

instead, they may turn to alcohol, drugs, gambling, or even working too much to deal with their issues.

The first chapter of Romans reminds us of our tendency to look to created things for life (or dealing with life) rather than turning to the Creator. Created things can be good things or bad things. Either way, created things don't make good masters.

Next Steps as You Declutter

As you reflect in the natural realm on the things that are cluttering your life, identify at least one area where you can begin to thin things down. This could be clutter related to your physical space, emotional space, or calendar. In the spiritual realm, allow the Holy Spirit to show you some things that you need to move away from or at least thin out.

Growth Questions

1. Which adds more clutter to your life: your calendar or your physical space?
2. What are some steps you can take to make space for God's work in your life?
3. Can you name something in your life that is good clutter?
4. Can you name something in your life that is bad clutter?
5. What is the Holy Spirit showing you on this topic of clutter?

11.
Lord, Enlarge Me

"Oh, that you would bless me and enlarge my territory! Let your hand be with me and keep me from harm so that I will be free from pain." And God granted his request.

Prayer of Jabez (1 Chron 4:10)

It is time to put on some weight! Not physical pounds but spiritual muscle. The author with surgical precision and prophetic courage calls followers of Jesus to cultivate an intimacy with God that expands their capacity to carry his presence.

David Hearns, Former C&MA President, Canada
Endorsement of Spiritual Authority by Rob Reimer

We all have limited capacities. Sure, some of us sleep less, while others sleep more. That said, our capacities are not infinite. TEMP resources include time, energy, money, and people. Some may have more than others, but at some point, everyone's resources are limited. What a lot of people don't realize is that God can enlarge our capacities.

WHY IT MATTERS

We read in Ephesians 3:20:

> Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.

God wants to do more in us and through us than we think possible. For God to do that work, we have to be open to and expectant of what he has for us.

HOW IT WORKS

Let's look at how God can expand our capacities as we seek to serve him and bless more people more. To get the bigger picture, we will explore our natural and supernatural capacities.

Natural Capacities

I still remember the day I downloaded *Couch to 5K in 8 Weeks,* an app designed to help inactive people become more active. on my iPhone to help Cheri and me prepare for our first 5K run. Okay, maybe running/walking is a better description of our performance. Regardless, we found that by following the simple instructions, we were able to greatly expand our physical capacities and avoid injury.

In the same way, there are natural ways to expand our spiritual capacities. For example, I love to read biographies of spiritual leaders. These inspire me and give me ideas for further growth and development. For example, I was interested in learning more about fasting. I watched a video about how Derek Prince fasted for eight years of his life, or about a day a week for 60 years. In 2024, I decided I would fast at least one day a week. This simple practice has increased my experience of Jesus and the Holy Spirit as I have seen God's work in my life and through my leadership increase.

Supernatural Capacities

Some capacities can be increased through supernatural processes. I have seen and heard many powerful stories of people being set free from addiction and other strongholds in their lives. One remarkable example is the story of Jackie Pullinger, a British woman who moved to Hong Kong when she was about 20. Through her work in the infamous Walled

City, she witnessed dozens, if not hundreds, of heroin addicts experience freedom from addiction in a matter of days. Her experiences are detailed in her exciting (2007) book, *Chasing the Dragon*.

Some people grow their capacity to hear words of knowledge. Words of knowledge are those that God brings to mind that the person would not otherwise know.

I have experienced greater capacities in healing prayer. This is not to say that I have seen untold numbers healed. However, over the years, I have continued to pray for more and more people to be healed. Sometimes, I am disappointed when I pray for people and they are not healed. However, at other times, I have seen God miraculously heal people. I hate to say it, but sometimes even I am surprised!

The Analogy of the Water Pitcher

When I discuss this topic, I like to show people an 8-ounce cup of water. This cup can provide a person who is thirsty with fresh water. What it cannot do is quench the thirst of five people. I then pull out a gallon-sized pitcher of water, which can provide for five or more. The pitcher represents God's desire and ability to expand our capacities. But let's not stop there. What if we had a five-gallon bucket or a 55-gallon drum? These have a much greater capacity than our 8-ounce cup or even our gallon-sized pitcher. Let's pray that God continues to expand our capacities.

Understanding Anointing and Impartation

There are two biblical words that most evangelicals don't use much: *anointing* and *impartation*. Over the years, I have learned that these two words are invaluable as we understand our capacity for all that God has in store for us. While anointing can refer to using oil as a part of a process or ceremony, it also refers to God's blessings, affirmation, or empowerment. In his widely read textbook, *Systematic Theology* (2020), Wayne Grudem writes about anointing and impartation.

> **Anointing**
> When Jesus said, "This kind cannot be driven out by anything but prayer" (Mark 9:29), he cannot have meant that it was necessary to pray for a long time about that specific situation before the demon would be cast out, for he did not pray at all but simply spoke a word and cast out the demon at once. He must have meant, rather, that a continual life of prayer and abiding in God will result in a spiritual preparedness and a possession of a spiritual power through the **anointing** of the Holy Spirit that will be effective in conflict even over very severe demonic attack or influence. (p. 560)

Grudem goes on to write:

> Any pastor who has preached for a time knows the difference between preaching in his "natural" ability and preaching the same sermon under the **anointing** or empowering of the Holy Spirit. (p. 1292)

> **Impartation**
> In other cases the laying on of hands resulted in the **impartation** of some spiritual gift. In the incident just mentioned, the disciples at Ephesus "began speaking in tongues and prophesying" (Acts 19:6) after Paul laid his hands on them. Moreover, he reminds Timothy, "Do not neglect the gift you have, which was given you by prophecy when the council of elders laid their hands on you" (1 Tim. 4:14). (p. 1189).

If You Want Greater Anointing…

I once heard John Wimber, the founder of the Vineyard Association of Churches, say, "If you want to grow in your anointing, hang around people with greater anointing." I have taken this advice and have actively joined ministry teams and experiences alongside people who

clearly demonstrate greater anointing. As a result, I have seen increased anointing in my life.

Next, let's look at some practical ways we can expand our capacities.

WHAT TO DO NEXT

In Mark 12:30-31, we read:

> 'Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength.' The second is this: 'Love your neighbor as yourself.'

As we discuss in the section below, we can distill these two verses into these five capacities:

- Emotional
- Spiritual
- Intellectual
- Physical
- Relational

Expanding Your Capacities

Here, we will discuss some of the principles related to capacity in each of these five areas:

Emotional Capacity: When we think of emotional capacity, we think of expanding our hearts. This is our capacity to experience our emotions in relation to ourselves, to God, and to others. God can expand our hearts' capacity by healing our brokenness as well as by giving us his heart for others. For example, in Mt 9:35 we read, "When he saw the crowds, he had compassion on them, because they were harassed and

helpless, like sheep without a shepherd." We can ask God to give us this kind of compassion. We read in Colossians 3:12-13:

> 12 Therefore, as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience. Bear with each other and forgive one another if any of you has a grievance against someone. Forgive as the Lord forgave you.

We see here that we have compassion toward others because we are dearly loved as well as forgiven. These are the foundations from which we can love others with compassion.

Spiritual Capacity: We can grow our spiritual capacity as we come into intimacy and communion with God. As we draw nearer to God, we can see and experience more in the spiritual realm. Also, as we read in Ephesians 6, we can begin to engage the larger world of the unseen.

> 10 Finally, be strong in the Lord and in his mighty power. 11 Put on the full armor of God, so that you can take your stand against the devil's schemes. 12 For our struggle is not against flesh and blood, but against the rulers, against the authorities, against the powers of this dark world and against the spiritual forces of evil in the heavenly realms. 13 Therefore put on the full armor of God, so that when the day of evil comes, you may be able to stand your ground, and after you have done everything, to stand. 14 Stand firm then, with the belt of truth buckled around your waist, with the breastplate of righteousness in place, 15 and with your feet fitted with the readiness that comes from the gospel of peace. 16 In addition to all this, take up the shield of faith, with which you can extinguish all the flaming arrows of the evil one. 17 Take the helmet of salvation and the sword of the Spirit, which is the word of God.

> 18 And pray in the Spirit on all occasions with all kinds of prayers and requests. With this in mind, be alert and always keep on praying for all the Lord's people. 19 Pray also for me, that whenever I speak, words may be given me so that I will fearlessly make known the mystery of the gospel, 20 for which I am an ambassador in chains. Pray that I may declare it fearlessly, as I should.

Here, we see how we can expand our spiritual capacities as we put on the armor of God. As we pray in the Spirit, we can grow in our understanding of the greater mysteries of the Gospel, speaking these words forward to others.

Intellectual Capacity: We can grow our intellect through practice and study. Before I became a Christian and got married, I was not a good student in high school or college. I then went on to complete three master's degrees and a PhD. In the natural realm, this took growing in focus and discipline over a number of years. In the supernatural realm, I saw God's purposes for my life and work, which motivated me to work harder.

Physical Capacity: We are probably most familiar with this area. We can grow our physical capacity through natural exercise and conditioning. We can also experience increased physical capacity as we experience divine healing. As you will read below, there were some practical ways Cheri and I expanded our physical capacities.

Relational Capacity: We build our capacity to connect with others when we experience healing in our own hearts as well as greater intimacy with Jesus. Before I became a Christian, I was more introverted and withdrawn. Afterwards, the Lord opened my heart to new relationships through greater capacity.

Growth Questions

1. In which area(s) are you hoping to grow your capacity?
2. How would you describe the differences between natural and supernatural capacities?
3. Can you give an example of when you have grown one of your natural capacities? When have you grown one of your supernatural capacities?
4. When have you experienced greater anointing?
5. What impartation are you seeking at this time?

12.
Lord, Fill Me

Do not get drunk on wine, which leads to debauchery. Instead, be filled with the Spirit.

Ephesians 5:18

And the disciples were continually filled with joy and with the Holy Spirit.

Acts 13:52

Again, before you can be filled with the Spirit you must desire to be filled.

A.W. Tozer
How to Be Filled with the Holy Spirit

To live truly spiritual lives, we need to experience the regular fullness of the Holy Spirit. In the next section, you will find some truths about being filled with the Holy Spirit, living water, and some prayers that can help.

WHY IT MATTERS

To experience all that God has for us, we are, according to Eph 5:18, instructed to be filled with the Holy Spirit. Great Christian leaders of past and current centuries have also highlighted the need and value of being filled with the Holy Spirit in order to live out an empowered and more fully sanctified life that is set apart for all that God has in store for us.

HOW IT WORKS

Being filled with the Holy Spirit is not a mysterious process, but rather, moving through the processes described in the six chapters of this Spirit-filled section.

Baptized With the Spirit, or Filled With the Spirit?

Which is it? Should we be baptized with the Spirit or filled with the Holy Spirit? The answer to this question depends not only on whom you ask, but when you ask them. In the late 1800s, many Christian leaders who emphasized the Deeper Life would have talked about the baptism of the Holy Spirit and Pentecost.

- Andrew Murray (1828-1917)
  Wrote the book *The Full Blessing of Pentecost*
- A.J. Gordon (1836-1895)
  One writer states: "similar to R.A. Torrey, he believed that the Baptism with the Holy Spirit was subsequent to salvation."
- D.L. Moody (1837-1899)
  Wrote the book *Secret Power*
- A.B. Simpson (1843-1919)
  Wrote the book *Walking in the Spirit* and the two-volume *The Holy Spirit; or Power from on High*
- R.A. Torrey (1856-1928)
  Wrote the book *The Baptism with the Holy Spirit*
- Oswald Chambers (1874-1917)
  Chambers wrote: "I was determined to have all that was going, and went to my room and asked God simply and definitely for the baptism of the Holy Spirit, whatever that meant. From that day on for four years nothing but the overruling grace of God and the kindness of friends kept me out of an asylum."

As Pentecostal denominations developed in the early 1900s, Deeper Life leaders gradually moved away from this kind of language. Over time, several denominations, including the Christian and Missionary Alliance, moved toward using the term "filling of the Holy Spirit." Whichever terms you use, God has made provision for us to experience the filling of the Holy Spirit. We see this in Ephesians 5:18, when Paul writes to the Christians in Ephesus and instructs them to be "filled with the Holy Spirit." Next, let's look at what you can do to be filled with the Holy Spirit.

WHAT TO DO NEXT

Here are some next steps you can take to be filled with the Holy Spirit. For more details, refer to the section below entitled "**Application: How to Be Filled with the Holy Spirit.**"

Make Sure You Are a Christian

You cannot be filled with the Holy Spirit if you are not a child of God. This is the starting point.

Fully Confess Any Sins in Your Life

As believers, we experienced forgiveness for our sins and the regenerating work of the Holy Spirit at the point of salvation. When we are to be filled with the Holy Spirit, we want to once again confess our sins.

Fully Surrender Yourself to the Lordship of Christ

To experience the filling of the Holy Spirit, we need to be fully surrendered to Christ as Lord over everything in our lives.

Ask and Receive

Pray today for this gift of being filled with the Holy Spirit. If you would like, you can walk through this prayer process with a trusted Christian friend or pastor.

Walk It Out

Once you experience the filling of the Holy Spirit, work on developing the habit of listening for the Holy Spirit's voice.

Growth Questions

1. Can you recall a time after you became a Christian when you were first filled with the Holy Spirit?
2. What was that experience like?
3. Have you experienced additional filling subsequent to that initial filling?
4. Do you believe that all of the gifts of the Spirit are still active today?
5. What does it mean in Hebrews 13:8 when it says, "Jesus is the same yesterday, today, and forever?"

13.

Lord, Use Me

I will make you into a great nation, and I will bless you; I will make your name great, and you will be a blessing.

Gen 12:2

The baptism with the Spirit is not intended to make us happy, but to make us effective.

R.A. Torrey

He had a very definite enduement with power from on High, a very clear and definite baptism with the Holy Ghost.

R.A. Torrey
Why God Used D.L. Moody

God does not bless people for them alone. God blesses people so that they might bless more people more. When we are filled with the Holy Spirit, our goal is to be empowered in ways that God can use to bless others.

WHY IT MATTERS

In Acts 1:8, we read "But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth." God's plan is to empower his people through the Holy Spirit and then have them be his witnesses throughout the world. This is his plan, and he has no other.

HOW IT WORKS

On the topic of being used by God, R.A. Torrey writes:

> The baptism with the Spirit is not intended to make us happy but to make us effective. We should not look and long for ecstatic experiences but for power and efficiency for God. The baptism with the Holy Spirit is not even primarily for the purpose of cleansing from sin, but for the purpose of empowering for service. (p. 14)

Each Day, Pray That You Can Bless More People More

At the beginning of most days, Cheri and I pray that we can bless more people more through the simple prayer, "Lord, use me."

Experiencing God's Supernatural Work in Your Life

There may be times when God works supernaturally in your midst. These could include:

- **Words of Knowledge**: This is when God brings something to mind that you would not otherwise know. This can come in the form of words or impressions in your mind. For some, this comes as images. For example, recently, one of my coaching clients talked with me about a promotion. Earlier in the day, the Lord had told me that this was going to happen. When I shared this with the person, it was a confirmation of the Lord's work in their life. This doesn't happen with me all the time, but it does happen sometimes.
- **Healing Prayer:** The Christian and Missionary Alliance believes that healing prayer is for today. We may have opportunities to pray for those who need healing and see them supernaturally healed. This might be for simple things like a cold or a headache. It could also be for more significant ailments. For some reading with wonderful examples of healing, I recommend Craig Keener's book *Miracles Today: The Supernatural Work of God in the Modern World.*

Dr. Keener is a professor at Asbury Theological Seminary and in 2020 served as the President of the Evangelical Theological Society.

AI: Awareness and Intentionality

As mentioned in the Introduction, we hear the term "AI" almost every day. In our lives, "AI" usually means "Artificial Intelligence." I like to think of AI as "Awareness and Intentionality." First, I have to be aware of what God is doing around me. In Acts 11:23, we read:

> 23 When he (Barnabas) arrived and saw what the grace of God had done, he was glad and encouraged them all to remain true to the Lord with all their hearts.

As you read through the book of Acts, you see how Barnabas was a person who was aware of what God was doing in their midst. If we use "A" to refer to awareness, we can use "I" for intentionality. We can be intentional when we lean into what God is doing.

WHAT TO DO NEXT

There are some practical things you can do to increase the ways in which God can use you each and every day.

Start Your Day with Awareness and Intentionality

As you spend time with the Lord in the morning, you can pray the prayer that Cheri and I pray most mornings. "Lord, help us today to bless more people more."

Next, ask the Holy Spirit to grow your awareness throughout the day. Look and listen to see where he is at work. Use CPR to help you in your awareness and intentionality:

Caring: Look at the people around you. Ask the Lord for compassion as you see people. Learn people's names and use them. This shows that you care.

Praying: In 1 Thessalonians 5:17, Paul writes to "pray without ceasing." Pray for those around you and for the Holy Spirit to show you what he has for you throughout the day.

Reaching Out: Be intentional in reaching out and touching others. You can pray for them, serve them, or even provide a caring touch.

When we are aware of what God is doing, we can be more intentional and lean into the divine appointments He places in our path as we go through everyday life.

Take Some Risks

To see the Lord use you in greater ways, you will need to take some risks. Many years ago, I was scheduled to speak in December at Montreat Presbyterian Church in Montreat, North Carolina. This may not mean much to you, but Montreat is where my family has a home. It was also the home church of Billy Graham, and he often attended in December. I was very nervous. I felt the Holy Spirit wanted me to speak on healing. Before the appointed Sunday, I went and spoke with their famous pastor, Dr. Calvin Thielman. Today, there is a Calvin Thielman Lecture Series at the nearby Montreat College. I asked Dr. Thielman if it was okay if I spoke on healing and whether I could invite people to come forward at the end of the service. He said that would be fine. I asked him if they did this much as a part of the church's traditions. He said, "No." When the day came, I spoke on healing and invited people forward. Several people came forward, and some were healed. When we take risks, the Lord has room to work in new ways.

You might be surprised to know that many of the great Christian leaders of years past were not used by the Lord as we know of them until their later years. One example I can give is John MacMillan. In his book, *The Authority of the Believer*, we read this:

> In 1923, **at the age of 49**, MacMillan sold his printing business and **sailed with his wife and seven-year-old son for China** as a missionary with The Christian and Missionary Alliance,

later becoming an editor and professor. **During the next thirty years,** he became heavily involved in spiritual warfare, discovering through Scripture and experience that believers can exercise authority over the powers of darkness.

Some other examples include A.B. Simpson, who was 54 when the Christian and Missionary Alliance was formed. Chuck Smith was almost 40 years old when he founded the Calvary Chapel denomination. John Wimber was almost 50 when he founded the Vineyard Church denomination.

Growth Questions

1. Where have you seen others used by God in significant ways?
2. Where would you like to see the Lord work in using you?
3. When have you seen God use you in the lives of others?
4. What books could you read that might grow your faith in how God could use you?
5. Where could you take some faith-filled risks this year?

Application:
How to Be Filled With the Holy Spirit

In Ephesians 5:18, we are commanded to be filled with the Holy Spirit. This applies to the first time we are filled with the Holy Spirit as well as to all subsequent fillings. The process below can help you on your journey toward being Spirit-filled.

Make Sure You Are a Christian

If you are not a child of God, you cannot be filled with the Holy Spirit. This is the starting point. If you have given your life and accepted his payment on the cross for your sins, you are in a great place. If not, go to the Table of Contents of this book and look for the chapter entitled "Fully Surrendering Our Lives to Christ." That section will walk you through the process of experiencing new life in Christ.

Fully Confess Any Sins in Your Life

As believers, we experienced forgiveness for our sins and the regenerating work of the Holy Spirit at the point of salvation. Between that moment and the point in time when we pass from this earth and meet Christ face-to-face, we are moving through a process called sanctification. During this process, there are times when we need to pause, repent, and confess our known and unknown sins to the Lord. You can do that now.

Fully Surrender Yourself to the Lordship of Christ

To experience the filling of the Holy Spirit, we need to be fully surrendered to Christ as Lord over everything in our lives. Take some time today to quiet your heart before the Lord and tell him that your life is

fully his. In R.A. Torrey's short book mentioned above, *Why God Used D.L. Moody*, he starts off by saying:

> The first thing that accounts for God's using D. L. Moody so mightily was that he was a fully surrendered man. Every ounce of that two-hundred-and-eighty -pound body of his belonged to God; everything he was and everything he had, belonged wholly to God. Now, I am not saying that Mr. Moody was perfect; he was not. If I attempted to, I presume I could point out some defects in his character. It does not occur to me at this moment what they were; but I am confident that I could think of some, if I tried real hard. I have never yet met a perfect man, not one. I have known perfect men in the sense in which the Bible commands us to be perfect, i.e., men who are wholly God's, out and out for God, fully surrendered to God, with no will but God's will.

As with Moody, God is not asking us to be perfect, but he is asking us to be fully his.

Ask and Receive

In Luke 11:11-13, we see how God gives us the Holy Spirit as a gift.

> "Which of you fathers, if your son asks for a fish, will give him a snake instead? Or if he asks for an egg, will give him a scorpion? If you then, though you are evil, know how to give good gifts to your children, **how much more will your Father in heaven give the Holy Spirit to those who ask him!"**

Pray today for this gift of being filled with the Holy Spirit. If you would like, you can walk through this prayer process with a trusted Christian friend or pastor. In this process, some people will experience physical or emotional sensations. Others will not. Either way, you want to mark this

event as the time when you yielded your life to Christ and were filled with the Holy Spirit.

Walk It Out

Going forward, develop the habit of listening for the Holy Spirit's voice. Although not common, some will hear this voice as though it were an audible voice. For most of us, the Holy Spirit speaks to our hearts and souls with a soft voice, impressions, or even pictures in our minds. As we walk forward, we want to continue inviting the Holy Spirit to speak to us as we willingly obey his voice as best as we can sense it.

These Spirit-filled processes can be repeated throughout your life. You can also go through them with those around you.

ACCREDITATION APPLICATION

One of the six core areas for Alliance accreditation (See Appendix A) is:

Spirit-Dependent - An Alliance worker is engaged in the process of being conformed to the image of Christ through the power of and absolute dependency on the Holy Spirit for the sake of others.

In the accreditation materials, we read the following in the sub-section on "Theological Understanding: Sanctification."

> As a part of your spiritual journey and following your salvation experience, can you describe a time when you came to the end of yourself and found the need to fully surrender everything to the Lord and to be filled with His Spirit?

Christ As Sanctifier and the Holy Spirit

There is great overlap on the topics of Christ as Sanctifier and the Holy Spirit, as is seen in the following text, taken from Paul King's (2022) book, *What the Alliance Really Believes*:

Uniformity in the Testimony and Teaching of the Alliance." Out of this [1906] conference came the following doctrinal guidelines for belief in the sanctifying filling of the Spirit based on the emphasis of Christ as Sanctifier:

1. a definite second blessing, distinct in nature, though not necessarily far removed in time, from the experience of conversion.
2. the baptism of the Holy Ghost as a distinct experience, nor merely for power for service, but for personal holiness over the world and sin.
3. the indwelling Christ in the heart of the believer as a distinct experience.
4. sanctification by faith as a distinct gift of God's grace to every open and surrendered soul
5. growth in grace and the deeper filling of the Holy Spirit as distinct from and the result of the definite experience of sanctification.

This was reaffirmed by the Board of Managers in 1922 with just a few word description changes and an added sentence on spiritual gifts. These guidelines were eventually encapsulated in the 1928 *Statement of Faith for Alliance Schools*, which reads almost the same, word-for-word, as the 1965 *Statement of Faith.*

Additional Resources

Ashbrook, R. T. (2009). *Mansions of the heart: Exploring the seven stages of spiritual growth*. Jossey-Bass.

Buchanan, M. (2010). *Spiritual rhythm: Being with Jesus every season of your soul*. Zondervan.

Edwards, J., Murray, A., Simpson, A. B., Brengle, S., & Torrey, R. A. (n.d.). *7 Classics on the Holy Spirit: Distinguishing Marks of a Work of the Spirit, The Spirit of Christ, Walking in the Spirit, When The Holy Ghost is Come, The Person and Work of the Holy Spirit*.

Grudem, W. A. (2020). *Systematic theology, second edition: An introduction to biblical doctrine* (Second edition). Zondervan Academic.

Lloyd-Jones, M. (1985). *Joy Unspeakable: Power and renewal in the Holy Spirit*. Shaw Books.

*Murray, A. (1984). *The Believer's Full Blessing of Pentecost*. Bethany House Pub.

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Tozer, A. W. (2016). *How to be filled with the Holy Spirit*. Moody Publishers.

Wardle, T. (2014). *Draw close to the fire: Finding God in the darkness*. Leafwood Publishing.

Willard, D. (2021). *Renovation of the heart: Putting on the character of Christ - 20th anniversary edition*. NavPress.

14.
HEALTHY

Leaders with toxic behaviors thrive on controlling people instead of inspiring them.

Simon Sinek
Author of *Leaders Eat Last*

A leader must be able to identify when their own ego has become toxic.

Adam Grant
Author of *Give and Take*

In my work with leaders in both the ministry and the marketplace, I consistently see them agreeing on one thing: the need for healthy leaders. You can see it in *Christianity Today* as well as in the *Harvard Business Review*. To frame out this important topic, we will be looking at Mk 12:28-31, which reads:

> "Of all the commandments, which is the most important?" "The most important one," answered Jesus, "is this: 'Hear, O Israel: The Lord our God, the Lord is one. Love the Lord your God with all your heart and with all your soul and with all your mind and with all your strength.' 31 The second is this: 'Love your neighbor as yourself.' There is no commandment greater than these."

From this passage, we can look at the Healthy Five. The five areas of health and a few of the key professionals who work in these areas are listed here:

1. **Emotional** Health (Heart) – Psychologist, counselor
2. **Spiritual** Health (Soul) – Pastor
3. **Intellectual** Health (Mind) – Professor
4. **Physical** Health (Strength) – Physician
5. **Relational** Health (Love Your Neighbor) – Psychologist, counselor

When these five areas go well, team leadership usually goes better. When we read stories about ministry or marketplace leaders who have failed significantly, it is often related to one or more of these areas. Each of the following five chapters will unpack how to live and lead in a way that is healthy.

Before we jump into each area in more detail, remember that all five areas overlap. I once asked my counselor about the first thing he does when someone comes to see him with emotional problems. He replied, "The first thing that I do is to send them to a physician."

As he is well aware, problems in our emotional lives can sometimes be tied to issues related to our physical health. You will notice that each of these five areas has a specialist that begins with the letter "p." While we want to get all the help we can from each of these specialists, we want to remember that no one person can deal with all the problems that people face. Physicians cannot solve every problem with medication. Pastors cannot solve every problem through prayer.

I recently listened to a web-based seminar by Rob Reimer, the author of the books *Soul Care* and *The Soul Care Leader*. The focus of the seminar was discerning when issues are related primarily to demonic oppression and when issues are related primarily to mental health issues. We are bound to run into problems when we think that problems can only stem from one of these areas or the other.

Integrating Natural and Supernatural Health

We are all familiar with the natural processes of health. Here are examples:

- **Emotional Health** – Understanding our families of origin and how they affect us.
- **Intellectual Health** – Having a better understanding of the world around us. Reflecting on our own self-talk.
- **Physical Health** – Eating healthier and exercising regularly.
- **Relational Health** – Developing better skills in relating to others in areas such as boundaries, etc.

In all five of these areas, we can see God's supernatural work in our lives. Let's look at some examples:

- **Emotional Health** – God brings supernatural healing in areas of past wounding and trauma.
- **Intellectual Health** – God brings supernatural revelation in ways that cause us to see ourselves and others differently.
- **Physical Health** – God brings supernatural physical healing to such ailments as migraines, broken bones, and even cancer.
- **Relational Health** – God brings supernatural restoration to broken relationships through the divine release of strife and bitterness.

Most evangelical, Bible-believing Christians believe that God can do all things listed above, although they may not come to these with a high sense of expectation. Most evangelicals would regularly look to natural pathways for progress in these areas. This could involve counselors for emotional and relational health as well as physicians for physical health.

Those with a stronger spirit-filled focus or tradition often have a higher expectation that we should go to God first in addressing these various areas of health.

Some backgrounds (such as some Pentecostals) oppose seeing counselors and physicians unless absolutely necessary. They believe that the regular path to health is supernatural intervention.

Growth Questions

1. Which of the five areas do you feel strongest in today?
2. Which of the five areas do you feel is your weakest today?
3. Which area would you like to move forward this month?
4. What are some next steps you can take this month?
5. Who is someone you can talk with about your health areas?

15.
Emotional Health

It's Impossible to Be Spiritually Mature,
While Remaining Emotionally Immature

Pete Scazzero
From the cover of
Emotionally Healthy Spirituality

As mentioned previously, few people see eye to eye on what traits ministry and marketplace leaders need. However, one thing everyone seems to agree on is the need for emotionally healthy leaders.

Two books I recommend on this subject are *Emotionally Healthy Spirituality* by Pete Scazzero and *Soul Care* by Rob Reimer. Interestingly, both start off with similar stories: successful, beloved pastors whose wives don't like them. This ends up moving both pastors down a path toward greater emotional health.

The journey toward emotional health is so important, yet it is often neglected by those both inside and outside the church.

WHY IT MATTERS

When toxic leaders are in place, bad things follow. While the journey toward emotional health is not an easy one, it is critical for both you and those around you. On this, Pete Scazzero writes:

> While the traditional approach [to discipleship] typically focuses on providing helpful classes, engaging small groups, and ample opportunities to serve, the level of change in people's lives tends to be minimal. So is the impact. In contrast, *Emotionally Healthy Spirituality* books and resources are de-

> signed to help people experience beneath-the-surface transformation—spiritually and emotionally. Why? Because deeply changed people have a more powerful and more sustainable impact in the world. Changed people change the world (p. 6).

God wants to transform our lives and through our lives transform the lives of others.

HOW IT WORKS

The journey toward emotional health is neither simple nor short. It is a long, winding journey that will probably bring some pain and tears along the way. However, the rewards of this journey are great for you and those around you.

Start With Understanding Your Family of Origin

If you want to be emotionally healthy, you need to understand where you come from. Nearly everyone carries the good, the bad, and the ugly from their families, even when they don't want to.

Both Pete Scazzero and Rob Reimer recommend doing a genogram. Reimer describes a genogram in this way:

> This is a family tree diagram that displays your family sin history so you can see patterns and grow in self-awareness. At various sites online, you can find help to create a genogram.

EQ or Emotional Intelligence

While most of us have an idea of what IQ means, many do not understand what EQ means. IQ relates to how smart or intelligent we are. EQ stands for Emotional Quotient. The Cambridge Dictionary defines EQ as:

> a measurement of a person's emotional intelligence (= their ability to understand their own feelings and the feelings of others).

As a professor at a university, I know a lot of really smart (high IQ) people who do not have a high EQ.

Developing your EQ is an important part of your emotional health journey and is critical to your success in influencing others around you.

EQ and Leadership

In her 2019 HBR article, "Why Emotional Intelligence is Important in Leadership," Lauren Landy writes:

> The technical skills that helped secure your first promotion might not guarantee your next. If you aspire to be in a leadership role, there's an emotional element you must consider. It's what helps you successfully coach teams, manage stress, deliver feedback, and collaborate with others.
>
> It's called emotional intelligence, and it's one of the most sought-after interpersonal skills in the workplace. In fact, 71 percent of employers value emotional intelligence more than technical skills when evaluating candidates.

If you want to grow as a person and grow as a leader, your journey toward greater emotional health and emotional intelligence is critical.

WHAT TO DO NEXT

Building Emotional Health

Emotional health is a journey that never ends. Even as a grandparent, I continue to deal with and learn more about emotional issues in my life and in the lives of others.

An easy place to start is with reading. As I mentioned above, I would recommend that everyone read Pete Scazzero's *Emotionally Healthy Spirituality* and Rob Reimer's *Soul Care*. I have read both and

have been to one of Rob Reimer's Soul Care conferences. I am not alone in my belief that you could benefit from re-reading both of these books every year. If you are not much of a reader, Pete Scazzero and others have podcasts that can be very helpful.

You also need to find people with whom you can process your emotional issues. Rob Reimer talks about finding the right friend to do a total life confession with, which I would also recommend. This will take some work. Some people can process their emotional issues with their parents or spouse. For others, these would be the last people they would turn to. You might find a pastor who can help you with this. For me, paying a counselor has worked best. Good counselors provide three important things: 1) they care, 2) they are confidential, and 3) they are competent.

At a minimum, start reading or listening on topics of building emotional health.

Get Some Experience in Counseling

I once asked an experienced ministry leader if she had ever had any experience with counseling, and she said, "No." Why is this so common? It may be because many Christians think that by reading your Bible more and praying more, the issues we face will go away. Some charismatics and Pentecostals believe that issues and strongholds can be eliminated through prayer and deliverance. I have learned that fundamentalists, evangelicals, charismatics, and Pentecostals will all be held back if they don't understand the importance of counseling to good emotional health.

This is not to say that all counseling and all counselors are good. Some are very good, and some are not that good. I encourage you to ask pastors or friends for recommendations for a good, godly counselor. Fortunately, in our post-COVID world, there are a growing number of telehealth counselors out there. Yes, there will probably be some costs associated with this. If cost is an issue, you might see if there are any counselors you can meet with who use a sliding scale based on income.

Lastly, think of counseling as a part of your education, training, and development. Just as you might pay hundreds or thousands of dollars to take college courses, counseling can be a personal investment and a helpful part of your professional training.

A Disclaimer on Counseling

Before we leave this topic, I want to discuss a few challenges related to counseling. When my MBA students ask me for an important truth that can help them, I tell them three words: "Follow the Money." It can't be applied everywhere, but it can be helpful in explaining how some things work. You might be thinking, "What does this have to do with counseling?" The truth is that when you have money involved in any relationship, there can be a conflict of interest.

While many counselors are great, there is a financial transaction involved that can color the relationship. First, for some, it may take the form of continuing with counseling sessions for a long time. Second, there are reasons why a counselor tends to support what you have to say. This may be because they have a natural inclination to advocate for you as they do for all their clients. They may also naturally support you because you are paying them.

If you read articles about the growing number of adult children "divorcing" their parents, some will say it is because of counselors. How does this work? A 30-year-old is unhappy with their life, and so they go to see a counselor. In the course of the conversation, the client talks about all the things they don't like about their parents. It is natural for the counselor to support the client. What happens sometimes is that the counselor supports the client even when, in fact, the client's relatives are great people and the issues are really with the client.

When you visit a counselor, you want to keep these things in mind:

- Not every counselor is great, or they might be a perfectly good counselor, but just not a good fit for you. If you go for a few sessions and it doesn't seem to be working, you may want to try someone else.

- A good counselor will probe you about the other person's side of the story.
- Ask yourself whether the money involved may be motivating any of the counselor's behavior.

Psychologist Joshua Coleman agrees that therapy can sometimes be more harmful than beneficial when dealing with fractured relationships. In his *Psychology Today* article "When Therapists Encourage Family Cutoffs. Are We Helping or Harming?" Coleman writes:

> "A survey of mothers from 65 to 75 years old with at least two living adult children found that about 11 percent were estranged from a child. Of those, 62 percent reported contact less than once a month with at least one child, and the remaining 38 percent reported zero contact in the past year.
>
> A study in 1997 explored family relationships in later life and found that 7 percent of adult children had cut ties with their mother and 27 percent from their father. In 2020, research by sociologist Karl Pillemar showed that 1 in 4 Americans are estranged from their families—roughly 67 million people.

Application Questions

1. How has your family of origin affected your emotional health?
2. What are some life-giving activities that support your emotional health?
3. Have you worked with a counselor in the past? Was it helpful?
4. When have you experienced some down times in your emotional life?
5. What is something you can do this month to strengthen your emotional health?

16.
Spiritual Health

Every Christian would agree
that a man's spiritual health is exactly proportional
to his love for God.

C.S. Lewis

How is your soul today? Spiritual health is central to who we are as believers and impacts our relationship with God and with others.

WHY IT MATTERS

On the topic of spiritual health, Rob Reimer writes the following in *Soul Care:*

> Soul Care Principles changed my life. These aren't theoretical ideas to me. These are deeply transformational and transferable principles. Life change isn't haphazard or accidental. There are some basic spiritual truths and realities we can access that lead us to a healthier soul. It is somewhat analogous to physical health. If you want to be physically healthy, there are certain principles you have to follow—you have to eat right and exercise. If you violate those principles, then your health deteriorates. It is the same with Soul Care Principles. If you follow them, your soul can be healthy. If you ignore them, your soul suffers. (Introduction, para. 5)

If we are going to be healthy people and leaders, we cannot neglect our souls.

HOW IT WORKS

Spiritual health supports better relationships with ourselves, God, and others.

Spiritual Health and Our Relationship with God

We read in Ephesians 2:1-5:

> As for you, you were dead in your transgressions and sins, 2 in which you used to live when you followed the ways of this world… But because of his great love for us, God, who is rich in mercy, made us alive with Christ

Spiritual health begins with a relationship with God through Jesus Christ. If this is new to you, I suggest you go back and read the chapter entitled "Application: Finding New Life and Fullness in Christ." When I was a freshman in college, I had no idea what it meant to find new life in Christ. On that fateful Sunday in Dayton, Ohio, God forgave my sins, and I entered into a new relationship with Christ that began my journey toward greater spiritual health.

Developing an Intimate Relationship With Jesus

When I met Cheri for the first time in my dormitory at Miami University, we had a great conversation. As wonderful as that conversation was, it was just the beginning of a journey that has lasted decades. If we want to develop a close and intimate relationship with someone, it takes time.

It is the same in our relationship with Jesus. Unfortunately, in the early years of my Christian life and leadership, I didn't spend much time with Jesus. Fortunately, I discovered that to develop this relationship, I was going to need more than 5 minutes a day. Today, I foster that relationship through longer times in the Scriptures, prayer, worship, and journaling.

A Better Understanding of God and Ourselves

Many people have poor spiritual health because of how they view God and themselves.

WHAT TO DO NEXT

Start in the Bible

Nearly every morning, the first thing I do is read or listen to the Scriptures. The Bible can help us develop a more accurate picture of who God is and who we are. On the practical side, here are some things you can do with the Bible:

- Read a short book every day (I did this with Ephesians in 2024 and Colossians in 2025).
- Memorize verses
- Read through the Bible in a year (I did this in 2021, 2022, and 2023)
- Study passages
- Study themes through a particular book, portions of the Bible, or the whole Bible

Integrating Our Heart, Soul, and Mind

Our goal in this healthy section is to discuss:

- Emotional Health (our heart)
- Spiritual Health (our soul)
- Intellectual Health (our mind)
- Physical Health (our body)

While this book has a separate chapter on each of these topics, we should aspire to integrate these four aspects of our lives. To do so, we must integrate what we feel and think with our souls.

Application Questions

1. How would you describe your spiritual health today?
2. What spiritual rhythms do you find most helpful?
3. Who are some people in your world who demonstrate the spiritual health that you are after?
4. Which areas affect your spiritual health the most—emotional, intellectual, physical, or relational?
5. What would you like to do this month to strengthen your spiritual health?

17.
Intellectual Health

What comes into our minds when we think about God is the most important thing about us.

A.W. Tozer

God is always at work around us.

Henry Blackaby

Each of us has a worldview. The Merriam-Webster dictionary defines *worldview* as "a comprehensive conception or apprehension of the world, especially from a specific standpoint." Our worldview is how we frame the world around us. If you think that humans evolved from a primitive animal form, you will see yourself and the world differently than if you think of yourself as made in the image of God. Your worldview also affects how you treat those around you.

WHY IT MATTERS

How we think about God and ourselves is foundational to all that we are and how we see the world around us. You might be surprised to learn how many Christians think about themselves and God in ways that do not differ greatly from secular people. As Francis Schaeffer writes:

> People function on the basis of their worldview more consistently than even they themselves may realize. The problem is not outward things. The problem is having, and then acting upon, the right worldview—the worldview which gives men and women the truth of what is.
>
> *Complete Works, Volume* 5, (p.252)

HOW IT WORKS

Our goal is to build a worldview that is consistent with who God is and how he has created the world around us, as laid out in the Bible. This process is a journey of identifying patterns in our thinking that are not true and replacing them with patterns that are true.

Developing a Biblical Worldview

Naturally, the best place to start in developing a biblical worldview is with the Bible. In Romans 12:2, we read:

> Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will.

We can continue with Colossians 2:8:

> See to it that no one takes you captive through hollow and deceptive philosophy, which depends on human tradition and the elemental spiritual forces of this world rather than on Christ.

Building a biblical worldview takes time and work. Here are resources that can help with that process:

- The Bible
- Good books on relevant topics
- Material and biographies from godly Christian leaders
- Taking relevant courses from Christian professors

Worldview Problems: Moralistic Therapeutic Deism

One of the challenges to a biblical worldview is Moralistic Therapeutic Deism. Here are the central tenets of this view, as described by Christian Smith and Melina Lundquist Denton in their 2005 book *Soul Searching: The Religious and Spiritual Lives of American Teenagers*.

1. A god exists who created and ordered the world and watches over human life on earth.
2. God wants people to be good, nice, and fair to each other, as taught in the Bible and by most world religions.
3. The central goal of life is to be happy and to feel good about oneself.
4. God does not need to be particularly involved in one's life except when God is needed to resolve a problem.
5. Good people go to heaven when they die.

These views are common across American cultural Christianity. They just don't align with orthodox, biblical theology.

Worldview Problems: Cessationism vs. Continuationism

Is God at work today? The answer to this question depends on whether you are a cessationist or a continuationist. Let's provide a brief overview of the two views:

- **Cessationists** typically believe that certain spiritual gifts, such as prophecy, healing, and tongues, ceased after the time of the Apostles. Additionally, this view would hold that much of what Jesus and his disciples did is not for today.
- **Continuationists** typically believe that these spiritual gifts continue to be in use today. This view would look to Heb 13:8, which reads, "Jesus Christ is the same yesterday and today and forever." This supports the view that healing and deliverance, as seen in Luke 8, 9, and 10, continue in our day.

In this book, we hold to a continuationist view, which sees God continuing to be at work today. If you would like more information on healing and prophecy, I suggest you refer to Wayne Grudem's book, *Systematic Theology*, which is the most widely-sold theology text on Amazon.

How We See and Talk to Ourselves

It is one thing to understand the elements of a biblical worldview; it is another to thoroughly integrate it into our minds and our daily thinking. Do we see ourselves as a part of what God is doing today? Do we move through our days and our lives with a sense of expectation?

In the opening words of this chapter, we read the words of Henry Blackaby: "God is always at work around us." This should help us grow in our awareness of his presence and our intentionality as we lean into to what he is doing.

WHAT TO DO NEXT

Practical Ways to Build a Biblical Worldview

What you read, watch, and listen to can help you build a stronger and more biblical worldview. I encourage you to read the Scriptures daily and to regularly read the works of godly Christian leaders, including their biographies. I recommend V. Raymond Edman's book, *They Found the Secret*. This book is not long, but it includes brief biographies of:

- J. Hudson Taylor
- Samuel Logan Brengle
- John Bunyan
- Amy Carmichael
- Oswald Chambers
- Charles Grandison Finney
- Adoniram Judson Gordon
- Richard C. Halverson
- Frances Ridley Havergal
- John Hyde
- Dwight Lyman Moody
- Handley C. G. Moule
- Andrew Murray

- Robert E. Nicholas
- William P. Nicholson
- Eugenia Price
- Charles G. Trumbull
- Walter L. Wilson
- John Allen Wood
- W. Ian Thomas

Edman served as a Christian and Missionary Alliance missionary in Ecuador, and later as the president of Wheaton College when Billy Graham and Jim Elliot were students. Once you have read Edman's book, you can choose which of these twenty you want to follow up on. I personally have read other, more extensive biographies of Hudson Taylor, Andrew Murray, D.L. Moody, Amy Carmichael, John Bunyan, and Oswald Chambers, but you can choose whichever leaders speak to you.

Engaging the Scriptures More Deeply

When I spend more time in the Scriptures each day, my intellectual life benefits as well. Here are a few practices that have been of help in my own journey:

- Read the Scriptures each morning before you do anything else.
- Read through the Bible in a year.
- Listen to the podcast series, *The Bible with Nicky and Pippa Gumbel* (Classic or Express)
- Read through a shorter book of the Bible each day (e.g. Ephesians, Colossians, Philippians, etc.)
- Memorize Scripture portions

In closing, remember that you are a product of what you watch, read, and listen to. Take some time to reflect on your screen time habits (both on the TV and on your phone) as well as what you read and listen to. Are these input sources helping you to become a better version of you?

Application Questions

1. What kind of self-talk is running through your brain?
2. Is your identity in Christ strong and central or weaker and more peripheral?
3. Is the content you consume drawing you closer to God?
4. What would you like to read or listen to more this year?
5. Which Christian author has encouraged you the most?

18.
Physical Health

Exercise is the key not only to physical health but to peace of mind.

Nelson Mandela
Former President of South Africa

Physical fitness is the first requisite of happiness.

Joseph Pilates

Staying physically healthy can improve your emotional well-being.

Center for Disease Control

If you don't take care of your body and health, your days on this earth may be fewer than they would be if you were more intentional about maintaining your health.

WHY IT MATTERS

Everywhere you look, people are talking and writing about physical health. Our physical health affects everything else in our lives. When our physical health is compromised, we often struggle in other areas of our lives. The most frequent causes of death—heart disease, strokes, diabetes, and even cancer—relate to areas that we can impact. While we can't control everything related to our health, there is a great deal that we can do to sustain better health.

HOW IT WORKS

When I googled "Top Ways to Maintain Good Health," the first hit was from the Centers for Disease Control. The following seven CDC recommendations are a great place to get started:

1. Keep up with **regular health appointments**, testing, screenings, and vaccinations.
2. **Eat healthy**. Have fruits and vegetables, lean protein, whole grains, and low- or no-fat dairy. Limit foods with unhealthy fats, salt, and added sugars. See Healthy Eating Tips.
3. Get enough **sleep**. Go to bed and wake up at the same time each day to help you sleep better. Adults need 7 or more hours per night.
4. Move more and **sit less**. Every little bit of physical activity helps. Start small and build up to 2½ hours a week. You can break it into smaller amounts of time, such as 20 to 30 minutes a day.
5. **Limit alcohol** intake. Choose not to drink, or drink in moderation on days you drink alcohol. Moderation means having 2 drinks or less a day for men or 1 drink or less a day for women. Find out more at Drink Less, Be Your Best.
6. **Avoid** illegal **drugs** or using prescription drugs in ways other than prescribed. Don't take someone else's prescription. Substance use treatment is available, and recovery starts with asking for help.
7. **Avoid smoking**, vaping, and the use of other tobacco products. People can and do quit smoking for good. (CDC, 2025)

Diet and Health

Some like to say, "you are what you eat." Most Americans consume more calories than they burn, which often leads to adding 1-3 lbs. per year. As a result, many people are 20, 40, or even 60 lbs. overweight by the time they are 50 or 60 years old. I remember being about 50 years old and weighing in around 185 pounds. I got tired of the BMI chart saying I was overweight, so I looked at the chart to see what normal would be and discovered I needed to weigh 174 or less.

About five years ago, I made a decision to turn things around. I decided I would weigh myself every day, and the average needed to be less than 170 at the end of the year. As I write this today, my year-to-date average is 169.90, and so I am on track for the year. I like this approach because I can eat anything I want on any given day. The Centers for Disease Control (CDC) issued a report in April of 2024 about the need for adults, especially those over 50, to be more active.

Sitting Is the New Smoking

When I got my Apple Watch some years ago, I noticed that one of the health apps measured my stands each hour. To get a stand each hour, I need to walk around for a minute or two each hour. This got me interested in the dynamics of our sedentary lifestyle. If you follow any kind of health news, you will see a number of stories on the need to be more active, even each hour. This can include watching the stands on your Apple Watch, using a stand-up desk, and/or being active each hour.

Exercise and Health

The CDC recommends at least 150 minutes of moderate exercise each week, or just about 20 minutes a day. Hitting this minimal level of exercise has the following 4 benefits:

1. Improved sleep.
2. Lowered risk of heart disease, stroke, some cancers, and type 2 diabetes.
3. Reduced stress.
4. Improved weight management.

Building better health is not complicated, but it does take intentionality. Improving your diet and being more active can give you more energy and add years to your life.

WHAT TO DO NEXT

Once again, let's start with being **aware** and **intentional** when it comes to your holistic health.

Your Weekly Diet

To get started, evaluate what you eat each day. There are several ways to do this:

- A simple paper food journal.
- Use one of the many phone apps out there to track your daily calories.

As you become more aware of what you are eating, consider adopting these simple strategies:

- Drink water, not calories. Okay, black coffee doesn't count. In the South, sweet tea is one of the biggest culprits for excess calorie consumption.
- Reduce your sugar intake.
- Consider eating two meals a day instead of three.
- Weight Tracking.

As I mentioned earlier, an easy, practical way to keep your weight in check is to weigh yourself on a digital scale daily and then keep a running average of your weight throughout the year. Just pick a healthy weight and then decide to stay at that weight or lower for the rest of your life. I like the flexibility of being to eat whatever I want on any given day.

Becoming More Active

A sedentary lifestyle is a good place to address as you move to a healthier lifestyle. I still remember downloading the app *Couch to 5K in 8 Weeks* to my phone. I have never enjoyed running, but each year, it was

getting harder to keep my weight where I wanted it without that sort of intense cardiovascular exercise. I now use my Apple Watch to make sure I get at least 30 minutes of exercise each day, which includes running.

Application Questions

1. How is your physical health at this stage of your life?
2. How would you like your health to look in five years?
3. What are some habits and practices you could put in place to move your health forward?
4. When was the last time you had a physical?
5. Are there things in your family history that may impact your physical health going forward?

19.
Relational Health

The major lesson is the overriding importance of positive interpersonal relationships throughout the lifespan.

"Review of *The Good Life*
(Summary of the Harvard Happiness Study)"
Richard J. McNall, *Wall Street Journal*

Quality relationships are what matter most. That is the central takeaway of the Harvard Happiness Study, which has been ongoing for over 80 years. Over these decades, a team of Harvard researchers has followed the lives of several hundred Harvard students and several hundred disadvantaged youth from Boston. As they tracked these individuals and their descendants, the conclusion became clear: the key to long-term happiness and well-being is the quality of our relationships. For example, when participants turned 50, researchers looked at both their cholesterol levels and the quality of their relationships. Surprisingly, relational quality was a better predictor of how healthy and happy they would be at 80 than cholesterol levels.

WHY IT MATTERS

Darrel Johnson, the author of the book *The Trinity,* writes:

> **At the center of the universe is a relationship**. That is the most fundamental truth I know. It is out of that relationship that you and I were created and redeemed. And it is for that relationship that you and I were created and redeemed.

Both an eight-decade study on human relationships and a theological study on the Trinity came to the same conclusion: relational health is key.

HOW IT WORKS

The sad news is that these are not good days for relationships. A Harvard report entitled "Loneliness in America: How the Pandemic Has Deepened an Epidemic of Loneliness and What We Can Do About It" drills down on this growing issue.

The World is Moving Toward Loneliness

As we discuss at several points in this book, loneliness is on the rise. This impacts families as well as more and more adult children.

Joshua Coleman, PhD, a psychologist in private practice and senior fellow with the Council on Contemporary Families specializing in family estrangement, sees both the parents and the adult children. In "A Shift in American Family Values Is Fueling Estrangement," *The Atlanta*, 2021 writes:

> A survey of mothers from 65 to 75 years old with at least two living adult children found that about 11 percent were estranged from a child. Of those, 62 percent reported contact less than once a month with at least one child, and the remaining 38 percent reported zero contact in the past year.

Quality Relationships Take Intentionality to Develop

Developing a network of good relationships takes time and effort. The general trends of our society are not helping us, as people are experiencing greater loneliness in their families, at work, and in their communities.

As we have said throughout this book, if you want to build quality relationships, start with Awareness and Intentionality. Begin by assessing where things are right now. Are there some people in your life who

you feel are encouraging and supportive? Where do you experience very draining people (VDP)? This awareness can help you see the bigger landscape of your relational network.

Next, what are some ways you can be more intentional? Recently, I spoke with a man who is about 60 and who lost his wife to cancer some years ago. He was feeling lonely, so we talked about how he could connect with others. We decided that he would try to connect with a person or a group at least once a week. When I checked in with him recently, he said that things were not perfect, but with this new intentionality, things were getting better.

A resource that I would recommend here is Jennie Allen's book *Find Your People*. This book was both a *New York Times* bestseller and awarded Book of the Year by the Evangelical Christian Publishers Association.

WHAT TO DO NEXT

Start by Assessing Your Relationships

As loneliness in America continues to grow, we can reflect on our own network of relationships. Who can you turn to in times of need? How often do you connect with people in your world? Does this happen once a week, once a month, during the year, or not at all?

How We Can Address Loneliness

Once we have assessed our network of relationships, we can plan some next steps. The easiest place to start is by reaching out to our existing relationships. We can strengthen these by taking some time to connect over a phone call, over Zoom, or in person.

Remember that there are different rhythms to relationships. A local relationship might work well to meet regularly each month face-to-face. Other, more distant relationships might be better suited for an extended

time together once or twice each year. You can also do a combination of the two. I have a good friend I talk with throughout the year, and then we meet for a few days as well.

Your success in developing and deepening relationships will probably depend on two things. First, you need to understand yourself and your situation well. Second, you need to realize that relationships don't happen without some awareness and intentionality. Be encouraged. You can make progress in this important area.

Application Questions

1. How would you describe your current network of relationships?
2. Is your natural family network a place where you can find support?
3. Where can you start this year in developing and extending your network of relationships?
4. Do you have a church home where you can build some relationships?
5. What are the barriers to moving these relationships forward?

Application:
Growing as a Healthy Leader

There are leaders everywhere, but unfortunately, there are not healthy leaders everywhere. Our goal is to grow your leadership influence and impact, but to do so in a way that is healthy.

Start With the Hard Questions

Look in your soul and ask the hard questions. If you were going to go off the rails, what would be the cause? Here are some examples:

- Addiction patterns such as pornography, alcohol, etc.
- Working too much.
- Neglecting key relationships, including family and friends.

Grow in Self-Awareness and Humility

Self-awareness is central for healthy leaders. Each stage of life can bring different self-awareness issues. Humility is the willingness to look at ourselves and realize we that we don't have it all figured it out.

Paul says this about himself:

- I Cor 15:9 – For I am the least of the apostles.
- I Tim 1:15 – Christ Jesus came into the world to save sinners—of whom I am the worst.
- Ephesians 1:8 – I am the very least of all the saints.

Over time, Paul saw himself differently. As we continue to grow in self-awareness, this is hopefully true in our lives as well.

Ask Your Family First

I like to say, "If it doesn't work at home, it doesn't work." If you ask Cheri how I am doing and you don't get a solid answer, then I should take a serious and long pause. At that point, people need to just step away and re-evaluate where they are at and how they can move forward in a healthier way.

Resources That Can Help

You don't have to go through this journey alone. There are resources that can help us each become the best version of what God wants us to be.

- **Counseling**: I asked a senior leader I was working with whether they had ever been through any counseling. They said, "No." I told them that it could be good for them and they would better understand the process, which would help them develop others.
- **Coaching**: While counseling is often more backward-looking, coaching tends to be more forward-looking. Meeting with my coach each month has been invaluable to my development.
- **Support Groups**: When I was working out of my addiction patterns, going to a support group was very helpful.
- **Physician**: I meet a number of mature, high-functioning Christian adults who have medication(s) as a part of their journey. It could be for ADHD or other issues. Don't be afraid to explore how physical issues could be affecting your emotional and spiritual health.

ACCREDITATION APPLICATION

In this section, we will connect with two core characteristics: 1) Self-Aware and 2) Self-Discipline.

Self-Awareness is demonstrated through:

- An ability to articulate one's spiritual gifts and their implementation for ministry

- The increasing ability to understand and appropriately manage one's personality, motivations, and leadership style
- A growing understanding of emotional intelligence
- The ability to articulate one's personal life journey and its impact on one's current journey
- An ability to demonstrate how one's identity is found in Christ
- A growing awareness of one's blind spots
- An ability to discuss the importance and role calling plays in ministry leadership
- An ability to develop and understand the place of vision and values in ministry leadership

1. What area(s) in your life (i.e.: identity, competency, character, integrity) are an ongoing struggle? How are you seeking help to grow in these areas? Is there a community you are connected with that is aware of these issues? Please describe.
2. What has been your biggest struggle in life?
3. What is the deepest craving of your heart right now?
4. In the three passions of the soul, where do you struggle the most? Acceptance, Security, or Significance?
5. Using their character references, read off a few of the responses to the question, "Please list and explain any personal or spiritual areas where you would encourage growth or further development in this person." *Then ask,* "Anything there surprise you?"
6. What habits or personality traits tend to hinder close relationships? (Looking for possible sharp edges)
7. If you were going to get derailed in ministry, what would likely be the cause?
8. **Theological Understanding: Divine Healing** – What is the scriptural basis for the position that physical healing is provided in the redemptive work of Christ? How would you walk someone in your church through prayer for physical healing? Give the steps you would take someone through. How would you walk someone in

your church through healing prayer for their emotions or past emotional trauma? Give the steps you would take someone through. Has healing by Jesus been a part of your own journey? Please explain why or why not.

Self-Disciplined

In this area, which is one of the six core characteristics, we see these subsections:

- Physical Health
- Emotional Health
- Relational Health
- Marriage and Family Health

Self-Disciplined – An Alliance worker displays kingdom-oriented rhythms, which lead to greater kingdom awareness, receptivity, and productivity.

Self-discipline is demonstrated through:

- A healthy work/life balance.
- Emotional well-being (the ability to grieve/celebrate/and have fun).
- The demonstration of biblically healthy personal relationships (marriage/single).
- The demonstration of covenant relationships (accountability).
- An appreciation for physical and mental health.
- The demonstration of a willingness to pursue personal restoration when necessary.

Questions

1. Have you started something from scratch, grown it, and handed it off to someone? Or are you more comfortable with taking something that exists and making it better? Please cite some examples.
2. What lessons have you learned about time management? What area are you weak in when it comes to managing your time?
3. Is there anything you are practicing that you know God does not want you to be involved in? Are you free of addictions? If so, how long have you been free?
4. What disciplines do you have in your life to help you abide in Christ?
5. What disciplines do you have in your life to help you stay fresh?
6. What disciplines do you have in your life to help you rest?
7. What is something you gave up or changed in your lifestyle to allow you to be more available for kingdom work?

Additional Resources

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20.
STRATEGIC

The essence of strategy is choosing what not to do.
Strategy is about making choices, trade-offs;
it's about deliberately choosing to be different.

Michael Porter
Harvard Business School Professor

Convenience culture seduces us into imagining that we might find room for everything important by eliminating only life's tedious tasks. **But it's a lie**. You have to choose a few things.

Oliver Burkeman
Four Thousand Weeks: Time Management for Mortals

Thus far, we have explored what it means to be spiritual leaders by examining the qualities of **Christ-centered, Spirit-filled, healthy** leaders. Now, let's look at what it means to be a strategic leader.

You might be asking yourself whether strategic leadership is important and why it shows up in a Christian book. In a *Forbes* article entitled "The Three Strengths of a True Strategic Leader," Kate Beatty writes:

> Statistics show that fewer than 10% of leaders exhibit strategic skills, a woefully inadequate number considering the demands on organizations today.
>
> The job of strategy is not limited to a few top executives. **Strategic leaders are needed throughout our organizations** if they are to **adapt**, **innovate,** and **succeed** well into the future.

I believe that most of us have a desire to see our organizations *adapt, innovate, and succeed well into the future*—whether our organization is a ministry or in the marketplace.

In this section, we will look at the following five topics:

1. Clarifying Your Priorities
2. Allocating Limited TEMP Resources
3. Time Management According to Jesus
4. Multiplying Leaders
5. Focus and Discipline

Growth Questions

1. How would you currently assess your strategic thinking?
2. Who are people you know who lead strategically?
3. How are you with time management?
4. Do you currently have emerging leaders you are investing in?
5. Do you see yourself as a disciplined person?

21.
Clarifying Your Priorities

To change your life, you need to change your priorities.

Mark Twain

The key is not to prioritize what's on your schedule, but to schedule your priorities.

Stephen Covey

The essence of strategy is deciding what not to do.

Michael Porter
Harvard Business School Professor

What do you care about most? You can't advance your priorities if you are not clear on what they are.

WHY IT MATTERS

Clarity on where you are going and what you care about helps you to say "yes" to some things and "no" to other things. When I work with coaching and consulting clients, the first question I ask is always, "What do you want to do, and how can I help?" Once this is clarified, we can now develop strategies to get there. Without focus, it is hard to move forward in a meaningful way.

HOW IT WORKS

The process of clarifying your priorities can be both simple and agonizing.

Strategy in 10 Words / One Word

A simple definition of strategy can be found in just 10 words:

> Advancing what you care about
> with your limited TEMP resources.

A one-word definition of strategy is *intentional*. When you have greater clarity and are more intentional, you can make better decisions.

A one-word definition of strategy
*is **intentional.***

Vision Helps With Discipline

In Proverbs 29:18, we read, "Where there is no vision, the people perish." I prefer the translation in the New American Standard Version:

> Where there is **no vision**, the people are **unrestrained**.

When we have clarity and vision, it helps us to restrain ourselves with discipline as we move toward our goal.

When I was in high school, I was on the wrestling team, and Thanksgiving always fell during our season. While everyone else in my family enjoyed the holiday feast, I sat at the table and ate very little. I had a clear goal in mind to compete in a specific weight class. My vision kept me disciplined even during a holiday centered around food.

Clarifying priorities involves reflecting on those areas that you care about most and then deciding what to focus on as you move forward. Before we go into more detail on clarifying your priorities, let's look at how these topics can be applied to your personal life, your professional life, and your organizational life (or as I like to call it, your "PPO").

Understanding PPO

Throughout this section, we want to see how these topics apply to our personal, professional, and organizational lives. For example, if you want to know how you spend your money, you can assess your family finances, as well as the budgets you manage at work, and how your organization uses these resources among all its people and teams.

On this point, I love the late Clay Christensen's article (in *Harvard Business Review*) and book (published by Harvard University Press) entitled, *How Will You Measure Your Life?* Adopting a faith-based approach, Christensen emphasizes that you don't want to win at work and lose at home. In Christensen's courses, he always stressed the need to apply all the strategies that he taught both at home and at work. As we move through the following sections, give some thought as to how you can apply these principles to your personal life, your professional role and team, and your larger organization.

Where Do You Want to Go?

Vision is described as a picture of your preferred future. When you paint this picture, you then have greater clarity on where you want to go. This application of vision can be used in your personal life, professional life, and organizational life.

A good way to advance your vision for your life and/or the team that you lead is to clarify 2-3 priorities for this year and next. For example, say that you want to get better at using your time. You could start by looking at how you manage your time in your personal life and then turn to the team that you lead.

What Do You Value?

If vision is about gaining clarity on where you are headed, values focus on those things that you care about. As you live out your personal and professional life, what values do you want to champion? Below, I offer a few examples of things I care about.

What Are Your Priorities?

Take some time this month to reflect on your priorities for this year. You can pick one, or even two or three, but you can't pick ten. I suggest starting with a list of 5-10 possible priorities and then working through them via extended thought and prayer. Here, we are reminded of the words of Jesus in John 17:4:

> I glorified you on earth,
> having accomplished the work
> that you gave me to do.

These words show us how Jesus came to do the work the Father had for him. In the same way, we can ask the Lord what work he wants us to focus on this year and next.

Living and Leading Strategically Is About Tradeoffs

Most people acknowledge that they cannot do it all. That is the main premise of Oliver Burkeman's book, *Four Thousand Weeks: Time Management for Mortals*. Four thousand weeks is about 77 years. If we have 4,000 weeks to live and not 10,000 weeks, we need to choose carefully what we want to do. To live and lead more strategically, you will confront a nonstop series of decisions that will require you to make tradeoffs. The key here is that by being strategic, you can make decisions that align with your vision and values.

Jesus Prioritized People

When we read through the Gospels, we consistently see that Jesus valued people. In Mt 9:35-36, we read:

> Jesus went through all the towns and villages, teaching in their synagogues, proclaiming the good news of the kingdom and healing every disease and sickness. When he saw the crowds, he had compassion on them, because they were harassed and helpless, like sheep without a shepherd.

From this passage, we see how Jesus prioritized people. We see his heart and compassion for the people around him. We also see how Jesus prioritized his time with the 12 disciples. While he spent time with the multitude, he would step away from the crowds to invest in the 12. Our hope and prayer in this book is that all of us will reflect on Jesus' priorities in our lives and leadership.

WHAT TO DO NEXT

As you work through the following topics, keep PPO in mind:

- **Personal**: Work through the mission, vision, and values for your personal life that ring true to you *outside* of work.
- **Professional**: Your mission, vision, and values in your work context might be slightly different from those in your personal life.
- **Organizational**: Further, the mission, vision, and values of your organization may be aligned with you personally and professionally or may not. Only you can decide how much alignment you need between your personal MV3 and that of your organization.

There are practical steps you can take to clarify your priorities. This begins with what many people call mission, vision, and values. This doesn't have to start out as a hard process. Just draft some language

around these three important topics. Below, I offer some examples from my life and work.

Mission: Here, we ask the question, "Why do you exist?" I answer this question with, "My personal mission is to bless more people more." I see this as an extension of Genesis 1 and 2. I believe I was created to bless more people more. We see this in Genesis 12, where God highlights how he has called a people to himself to bless more people. I believe this was true for Abraham, Israel, and the church, and it is true for me today.

Vision: What does your preferred future look like? I see a future where there is a surplus of Christ-centered, Spirit-filled, healthy strategic leaders everywhere who advance the Great Commission.

Values: What do you care about? These are some of my key values:

- **The Centrality of Jesus**: He is the central person in the Bible, and he is the center of my life.
- **A Biblical Worldview**: Many worldviews exclude the supernatural work of Jesus, which included these three dimensions: He preached the kingdom, healed the sick, and delivered people from demons. This is kingdom normal.
- **Multiplying Leaders**: I believe that my central calling is to raise up leaders everywhere.
- **All of Jesus for All the World Needs All of Us**: I am particularly interested in equipping and mobilizing teens, women, people of color, and people from other cultures and countries.
- **The Growing Role of Marketplace Leaders in Advancing the Great Commission.** We will not get there if just 1% of the population who are clergy do all the work. We must also mobilize the other 99% in the marketplace. More precisely, there are about 160 million workers in the US and only about half a million pastors. This means that only about one-third of 1% are clergy. Let's try to mobilize everyone everywhere.

Growth Questions

1. What are some possible priorities you might focus on this year and next?
2. How much clarity do you have on your priorities this year?
3. Do these few priorities for this year affect your decision-making?
4. What were some of the priorities of Jesus that you would like to see lived out in your life and leadership?
5. Have you told some of the people around you about your priorities for this year?

22.
Allocating Limited TEMP Resources

Our relationship to our limited time
has always been a difficult one.
We recoil from the notion that this is it—that this life…
is the only one we'll get a shot at.
We're even ***limited,*** *apparently,*
in our capacity to embrace our ***limitations.***

Oliver Burkeman
Four Thousand Weeks: Time Management for Mortals

You may have a low capacity or a high capacity, but everyone has limited TEMP resources. Again, TEMP resources are time, energy, money, and people. Living and leading strategically is about using these limited resources to advance what you care about.

WHY IT MATTERS

To elevate your strategic leadership, you need to align your resources with your priorities. This is true for CEOs as well as frontline workers at the local store or church. Many people have regrets as they get older, but I never hear people say that they regret saving money when they were young or spending more time with their family. When people use their TEMP resources strategically, they will outpace their peers in so many areas. Here, we will look at how we can each align our resources with what we care about.

HOW IT WORKS

If you want to live and lead more strategically, begin looking across your life and work with greater **awareness** and **intentionality**.

It Starts With AI

If you want to better understand the strategic use of TEMP resources, just pick one area and apply greater awareness and intentionality. For example, let's start with time. Take your top priority or two and see how much time you allocate to it this month. Recently, I received a text from a friend who is writing his first book. He set aside a few days to knock out some writing. In his text message, he admitted how hard it was to avoid giving in to distractions that keep him from his writing. Distractions will prevent you from strategically allocating your TEMP resources.

Giving even an hour a day to your priorities can be more challenging than you think. Even with my commitment to a half-hour of exercise a day, I can get sidetracked by other pressing matters. However, when I increase my awareness and intentionality around exercise, I usually find things come together well.

NOTE: If you want to find time for writing or exercise, you do it at 5 AM or right before you go to bed. Few people have other commitments at those times of day. This may be one of the reasons that Robin Sharma's *The 5 AM Club* is one of the top sellers on Amazon this year in the area of personal time management. Being that I am not a morning person, I can always manage to get in my 30 minutes of exercise if I resolve to not go to bed until it is done.

Aligning TEMP Resources With Priorities

If you want to be strategic in your use of key resources, you need to do two things. You need to have **clarity** on your priorities and on your TEMP resources. First, you cannot align your resource use with your priorities if you don't have any priorities. Second, you cannot align your resources with your priorities if you don't know how you are using your resources. Before we get into the practical details, let's go back to a quote

that is at the beginning of the last chapter. Michael Porter is one of the greatest strategists of the last 50 years. He says, "The essence of strategy is deciding what not to do." In his book, *Four Thousand Weeks: Time Management for Mortals,* Oliver Burkeman puts it this way:

> The more firmly you believe it ought to be possible to find time for everything, the less pressure you'll feel to ask whether any given activity is the best use for a portion of your time.
>
> You need to learn **how to start saying no** to things you do not want to do, with the recognition that you have only one life.

Many people can't say no for one of two reasons. First, they believe they have time for everything. Or second, they don't have the courage and discipline to say "no." In the next section, we will provide some practical suggestions on how to make this work.

Getting Clarity on Over-Commitment

When you commit to more than you can do, you will either underperform or you will overwork. You can underperform in several ways. First, you might miss your agreed-upon deadline. Second, you might cut corners to get it done, and quality will suffer. If you don't underperform, you will then overwork. Maybe you stay up past midnight to get a project done, which leaves you tired the next day and (potentially) less effective with the next task at hand. When underperformance or overwork shows up once in a while, it's not the end of the world. When they become a pattern, we have a problem.

As you increase your awareness and intentionality, you will hopefully get better at assessing how long things will take and be able to manage your workload accordingly. This is part of becoming a healthier and more effective professional.

WHAT TO DO NEXT

Above, we talked about getting clarity on two things: your priorities and your allocation of TEMP resources. A couple of lists can help you with this.

Tracking With Lists

I used to never maintain physical or digital lists. I would just try to keep track of things in my head. David Allen, the author of the iconic book *Getting Things Done*, says that your brain is good for processing things but not storing them. I like to say, "Don't remember it—write it down." The popular notebook company, Field Notes, has a popular maxim which states: "I'm not writing it down to remember it later, I'm writing it down to remember it now."

Many times, I have been talking with someone about something and observed that they aren't writing anything down on a notepad, a phone, or a computer. I would often see them unintentionally neglecting things that are their responsibility.

Here are a few lists that can help:

- My priorities list (What do I care about?)
- My task list (What commitments have I made?)
- My date list (We call this a calendar)

Whenever we make a commitment, it needs to go on one of these lists. We can then refer back to our lists on a regular basis. Most people do not do this. When they don't, they either drop the ball or they eventually run out of capacity.

Better Systems

Strategic leaders have greater capacity, not because they are smarter, but because they have **better systems**. In James Clear's best-selling book, *Atomic Habits*, he talks about how we don't need better goals; we need better systems to support those goals. Here are a few of his thoughts:

> Goals are about the results you want to achieve. **Systems** are about the processes that lead to those results.
>
> If you want better results, then forget about setting goals. Focus on your system instead. What do I mean by this? Are goals completely useless? Of course not. Goals are good for setting a direction, but **systems** are best for making progress. A handful of problems arise when you spend too much time thinking about your goals and not enough time designing your **systems**. (p. 24)

Times of Reflection

Before we leave this topic, I want to talk about times of reflection. Whether your systems are good or your systems are bad, it is nonetheless helpful to step back and look at your life for each week, each month, or each year. This is when we ask the hard, but important questions. What is working, what is not, and what am I going to do about it going forward?

Growth Questions

1. How much clarity do you have on your priorities for this year?
2. How much clarity do you have now on your use of time and money?
3. How would you like to improve your systems to better support your goals?
4. How do you keep track of your commitments—on your calendar, to-do list, or both?
5. How would you like to see your use of time resources change this year?

23.
Time Management According to Jesus

Your time is limited,
so don't waste it living someone else's life.

Steve Jobs

What you pay attention to will define,
for you, what reality is.

Oliver Burkeman
Author of *Four Thousand Weeks: Time Management for Mortals*

When we look at the life and leadership of Jesus, we see some patterns in his time management. These patterns can help us to be more strategic in our own time management.

WHY IT MATTERS

We don't want to wake up one day in ten-plus years and look back on how we used our time with significant regrets. Most followers of Christ want to see God use their lives in meaningful ways so that they can bless more people more and advance the Great Commission.

This is not about whether you have a full-time role in the ministry or the marketplace—it is about the TEMP resources God has entrusted to us.

HOW IT WORKS

As we discussed earlier, time management is less complicated than you might think. I like some of the insights from Oliver Burkeman's book, *Four Thousand Weeks: Time Management for Mortals.* A recent reviewer of the book writes:

> Burkeman frames his argument in two parts: deciding what is important to us once we've acknowledged life's finitude. (John Geracitano, 2024, para. 3)

Notice these two parts. First, we read, "Deciding what is important to us." This is the clarifying your priorities part. Second, we read "we've acknowledged life's finitude." This is realizing that we have limited TEMP resources. Let's explore these two pieces further.

Using AI With Time Management

Once again, we are using AI to stand for **awareness** and **intentionality**. Here is a simple example. Let's say you want to exercise more. Are you aware of how much you have exercised in the last four weeks? Once you bring that awareness to mind, you can now be more intentional in reaching your goals going forward.

Looking at the Priorities of Jesus

When we look at how Jesus spent his time, three things stand out, including:

- Time with the multitude
- Time with the Father
- Time with the 12

Jesus Spent Time With the Multitude

Jesus loved people and had compassion for them, as we read in the following verses:

- When he saw the crowds, he had compassion on them, because they were harassed and helpless, like sheep without a shepherd. (Mt 9:36)
- And when Jesus went out He saw a great multitude; and He was moved with compassion for them, and healed their sick. (Mt 14:14)
- Then Jesus, moved with compassion, stretched out His hand and touched him. (Mk 1:41)
- 'I have compassion on the multitude, because they have now continued with Me three days and have nothing to eat.' (Mt 15:32)

When we read across the Gospels, we see that Jesus was in contact with the multitude regularly.

Jesus Spent Time With the Father

Understanding the foundation of Jesus' spiritual leadership begins with his intimacy with the Father. In John 5:9, we read, "The Son can do nothing by himself; he can do only what he sees his Father doing, because whatever the Father does the Son also does." In order to know what the Father was doing, Jesus often stepped away from the multitude and the 12 to spend time with the Father. Here are some examples of Jesus and times of solitude:

- But Jesus often withdrew to lonely places and prayed. (Lk 5:16)
- One of those days Jesus went out to a mountainside to pray and spent the night praying to God. (Lk 6:12)

On this, Henry Nouwen writes:

> Without solitude it is virtually impossible to live a spiritual life… We do not take the spiritual life seriously if we do not set aside some time to be with God and listen to him.

Just as Jesus spent time with the Father, we too are invited to do the same.

Jesus Spent Time with the 12

Jesus picked 12 disciples to invest in throughout his ministry. Why he picked these 12, we are not quite sure. Part of it came from his time with the Father. Jesus spent the night in prayer before he named the 12. We read this in Luke 6:12-13:

> One of those days Jesus went out to a mountainside to pray, and spent the night praying to God. When morning came, he called his disciples to him and chose twelve of them.

We also see some of this in John 17:9:

> I pray for them. I am not praying for the world, but for those you have given me, for they are yours.

As we look across the sweep of the Gospels, we see how these disciples were the ones who would go on to advance the Gospel across the region. Not only did Jesus spend days and days with them, but he also gave them authority to do what he did. *They* were his strategic focus.

Assess Your Current Time Usage in Five Areas

As we think of our own lives and leadership, we can start with the three areas that Jesus focused on and then add in family and work. This results in a list of the following five areas:

1. **Time with the Father**
2. **Time with the 12**
3. **Time with your Family**
4. Time with the Multitude
5. Time with Work

Notice that the first three areas are in bold. The reason for this is that these three areas are strategic and are less likely to occupy your time as compared to time with the multitude and time with work.

We suggest that you schedule the first three areas of your life and leadership each week or month. The other two areas (multitude and work) will tend to take up all of your remaining time.

Clarifying Your Priorities and Limited Resources

Above, we offered a ten-word definition of strategy: "Advancing what you care about with your limited TEMP resources." Here, you can apply your AI tools. Start with awareness of your priorities and then see whether you can more intentionally align your priorities with the allocation of your limited TEMP resources.

Assessing Your Time Usage: Time Logs

While many people keep a financial budget, most people would agree that their time usage is just as important or more so than their use of financial resources. Therefore, we suggest that you keep a time log occasionally to see what you can learn.

WHAT TO DO NEXT

Do a Time Study for 2, 4, or 6 Weeks

The only way to have clarity on how you use your time is to do a time study. Decades ago, the board of a nonprofit I worked for asked me to turn in my hours each month. After a few months, they gave up, as they were saying, "You work too much." I think the person before me worked about 30 hours per week. I found the process so helpful that I have been doing it ever since.

Starting With Buckets

I have worked with dozens and dozens, if not hundreds, of leaders on time management. The easiest way to start is with three buckets. Label your three buckets: sleep, work, and life. Each day, jot down how many hours you sleep. This is not hard. Put down when you go to bed and when you get up. Then, just do the math and record how many hours you were in bed. Don't worry about the quality of your sleep at this point. Next, jot down when you left for work and when you arrived back home. Do the math, and you have your work hours. Start with 24 hours, subtract your sleep hours, and then your work hours. You are left with your life hours. Do this for 2-3 weeks and look for any patterns. If you had some odd weeks mixed in like vacation or other time anomalies, track a few more normal weeks.

Once you have 2-4 normal weeks of data, look and see how your data compares to 56-hour buckets. Yes, if you take 168 hours in a week and divide them into three buckets, you get 56-hour buckets. This is a good place to start as you look at your data sets.

You might think that 56 hours is too much for work. However, if you work exactly 40 hours each week, you also have to include commuting time—when you leave your home and when you arrive back home. You may also have a few hours of work to finish up in the evening or on weekends. For many people who commute to their workplace, 56 hours is a pretty close approximation. Once you have some high-level clarity on your buckets, let's take your buckets and turn them into pies.

Next, Let's Move to Pies

When I do this with people, I ask, "How big is your work pie?" People will ask, "What do you mean?" I will follow up with, "Is your typical work week 30, 40, 50, 60, or 70 hours?" You tell me your pie size, and we can continue our analysis.

Let's say a person claims their work pie is 50 hours. Once we have clarity on the size of your workweek pie, we can begin to look at how you slice up your work pie. Let me start with a simple example. If

someone tells me that their work pie is 50 hours, I will say, "Okay, slice up your pie three ways." One slice is for commuting. One slice is for lunch and any other non-work activities. Lastly, the remainder is for regular work. For example, let's say that your commute is 15 minutes each way each day. That equals 150 minutes over five days, or 2.5 hours. Then you have 30 minutes each day for lunch and personal phone calls. That also equals 150 minutes or 2.5 hours. So far, our three slices equal:

- 2.5 hours for commuting
- 2.5 hours for other non-work activities such as lunch and personal phone calls
- 45 working hours.

Now, let's take our 45 working hours and slice them up according to function. Here is an example:

- 9 hours of meetings
- 9 hours of email and phone calls
- 9 hours of individual research and analysis
- 9 hours of problem-solving
- 9 hours of future reading and planning.

The total here is 45 hours.

Growth Questions

1. Have you tracked your time in the past?
2. In the coming months, where would you like to spend less time?
3. In the coming months, where would you like to spend more time?
4. How is your time with the Father and your time with the 12?
5. When during the day or week are you most productive?

Additional Resources

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24.
Multiplying Leaders

And the things you have heard me say
in the presence of many witnesses
entrust to reliable people who will also be qualified
to teach others.

2 Timothy 2:2

To add growth, lead followers—to multiply, lead leaders.
A leader who produces other leaders multiplies their influence.

John Maxwell

There are other forms of valuable leadership within the Church,
but biblical disciple-making is the most impactful. Here's why:
Discipleship leadership releases an organic, primitive, unstoppable,
multiplying force that can change the world.
Empowering leaders prioritize supernatural provision
and natural preparation.
There is a marked difference between Christians who have a
multiplying impact for the Kingdom and those who do not.

Larry Walkemeyer
The Empowerment Factor:
Increasing Your Personal Multiplication Capacity

To be a follower of Jesus is to be not just a disciple, but a disciple-maker. It is God's desire for us that we raise up disciple-makers who themselves will make disciples.

WHY IT MATTERS

Jesus did not raise up followers just to be followed. He raised up followers who would multiply leaders. When we follow the example of Jesus, we raise up multiplying ministry leaders who then multiply leaders. When we fail to multiply leaders who will multiply leaders, we slow the advance of the Great Commission.

Some will ask the question, "Are we all leaders?" We will address that some in this section and more in the section on leaders.

HOW IT WORKS

When it comes to being strategic through multiplying leaders, we can look at the examples of Jesus, Barnabas, and Paul.

The Example of Jesus

A simple example of how Jesus multiplied leaders can be found in Luke 8:1, 9:1, and 10:1, as we see three lessons:

Luke 8:1 – After this, Jesus traveled about from one town and village to another, proclaiming the good news of the kingdom of God. The Twelve were with him.

In Luke 8, we see how Jesus went out to preach the good news of the kingdom. In this process, he took the 12 disciples along with him. This is our **first lesson**. Go and do what Jesus did and take some people along with you to observe the process.

Luke 9:1 – When Jesus had called the Twelve together, he gave them power and authority to drive out all demons and to cure diseases.

Here we see Jesus sending out the Twelve. This is our **second lesson**. Once you have demonstrated the ministry with others watching, send them out to give it a go. You can go with them to observe as well.

Luke 10:1 – After this the Lord appointed seventy-two others and sent them two by two ahead of him to every town and place where he was about to go.

If you were to think that significant ministry was just for Jesus and the 12, you would be wrong. Here in Luke 10, we see Jesus sending out the 72. But if you look at Luke 10:2, you can see that 72 were not enough. We read "He told them, 'The harvest is plentiful, but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field.'" This is the **third lesson**. You want to continue the process of moving more people into talking with others about spiritual things. For more on this, you can read *CPR & CPR+: How Caring, Praying, and Reaching Out Can Bless and Develop People.*

Jesus 1) modeled ministry, 2) commissioned others to do the same, and 3) said that we should pray for even more workers.

Each day, my watch goes off at 10:02 so I am reminded of the call in Luke 10:2 to pray for more workers for the harvest. I invite you to do this as well.

The Example of Barnabas

If it were not for Barnabas, we might not have had the Apostle Paul. Here are 13 characteristics we see in the life and leadership of Barnabas that caused him to be a multiplying ministry leader who multiplied leaders. Each characteristic is accompanied by its reference from the Book of Acts.

1. Encouraging (4:36)
2. Generous (4:37)
3. Eyes of faith (9:27)
4. Trusted (11:22)
5. See God at work (11:23)
6. Balanced celebration and exhortation (11:23)
7. A good man of character (11:24)
8. Full of the Holy Spirit and faith (11:24)
9. Evangelistic
10. Active (11:25)

11. Invested time (11:26)
12. Willing to step back (chapters 11,12,13,14)
13. Able to manage strife (15:39)

For more on each of these 13 characteristics, you can check out the *Multiply Your Leadership* podcast series (https://sites.libsyn.com/478650/site) and listen to episodes #69-81. Each episode is about 8 minutes.

The Example of Paul

Multiplying leaders begins with vision. Paul had that vision and practice, as we read in 2 Tim 2:2:

> And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others.

Rob Storey and I discussed this in an interview for this book. I will paraphrase the discussion. At the time, Rob was just finishing up his term as the District Superintendent of the MidAmerican District of the Christian and Missionary Alliance. He said that the greatest catalyst for multiplying leaders is the senior pastor. Then he said that the greatest bottleneck to multiplying leaders in the senior pastor. When the senior pastor has a vision for multiplying leaders, good things will follow. When the senior pastor does not have a vision for multiplying leaders, not much is going to happen.

Some pastors live and lead out of Ephesians 4:11-12, which reads:

> So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip his people for works of service, so that the body of Christ may be built up.

When pastors see leadership multiplication as core to who they are and what they do, multiplication is almost sure to follow. While this strategy is certainly biblical, it is not common. Many, if not most, pastors live out a leadership pattern focused on Sunday preaching, meetings, and answering emails and texts. This does not lead toward leadership multiplication.

Having a vision of leadership multiplication is a great place to start. Next, we need to adopt strategies that will continue the process. Once again, let's look to Jesus as our model. While Jesus spent hours and hours with the multitude, he consistently met with the 12 both individually and as a group.

Once, a preaching professor told me that I could be a great preacher if I gave 30 hours a week to the task. I said that I was unwilling to go from 15 hours to 30 hours in preaching preparation each week because I needed those 15 hours to invest in emerging leaders. I have no regrets when I look back at my strategic choice and the leaders that resulted.

Group Meetings and One-on-One Meetings

I meet with dozens and dozens of leaders one-on-one each year. Why? Because there are some things that can only be addressed in personal settings. This don't mean that we can't use group meetings as well.

If I am coaching five people from the same organization, I often alternate between group meetings and individual meetings. The group meetings are more efficient, and the individual meetings have a special place. I suggest that you try both and see what works for you. Just remember that there are some very important things that can only happen in one-on-one settings.

The 7-Step Multiplication Process

- **Identify**: Look for those 5-10 people who you think would be available for continued development. You don't have to be confident of their interest.
- **Recruit**: Have coffee with each of them to hear their stories and their future growth interests.

- **Equip**: Begin with some simple one-foot fences that would be helpful in their development. An easy place to start is by going through with them the six Christ-centered chapters found at the beginning of this book. You can also talk with them about the content found in my CPR & CPR+ book.
- **Place**: What would be an appropriate ministry placement for each person? You don't want to over-challenge people, and you don't want to under-challenge them. You are looking for something that seems like a good fit and will enhance their experience.
- **Support**: Provide some simple CPR support by caring for them, praying for them, and reaching out to them each month.
- **Supervise**: As they grow in their ministry experience, look for places where you can help them improve their skills. You want to continue to be supportive, but you are also looking for growth and improvement.
- **Multiply**: Talk with them about the people in their world they can invest in.

For more on growing as a multiplying ministry leader who multiplies leaders, listen to the *Multiply Your Leadership* podcast series, beginning with episode #66. That series can be found on both Apple and Spotify podcasts. You can also find this podcast series at www.clarionlife.org/podcast.

WHAT TO DO NEXT

An easy way to get started in leadership multiplication is to work through the material in the book *CPR & CPR+: How Caring, Praying, and Reaching Out Can Bless and Develop People*.

Using CPR+ to Develop and Multiply Leaders

In the CPR book, the letters stand for Caring, Praying, and Reaching out. This starts off as an everyday way to bless more people more as we

touch those around us. Let me give a simple example. When Cheri and I dine out, we ask the server who comes to our table their name. Let's say that our server's name is Kristen. After we order, I will say, "Kristen, when our food comes, we are going to pray for it. I wondered how we could pray for you: health, family, finance, work, or school? She might ask, "Could you pray for my mom, Sue, who is going in for surgery this week?" When Cheri and I return to the restaurant next month, I will reach out to Kristen and see how her mother is doing.

CPR+ takes this to the next level. The goal is to be used by God in the lives of emerging leaders with an eye toward their growth and development. Let's say there is someone named John in our small group who seems to be interested in growing closer to the Lord and being used in the lives of others. I will invite John for coffee. With Caring+, my goal is to hear John's story. The only way I can help John become the best version of himself is to know him well. At the end of our time together, I will ask John where he would like to be in 3-5 years. A common answer includes wanting to grow closer to the Lord and be used in the lives of others. Now we know how to pray.

Now we move to Praying+, where we are seeking to see God's work go forward in the areas we just discussed. People do not experience significant growth and development without the work of the Holy Spirit in their lives, which is why we are praying for this.

Next month, I invite John out for coffee once again. This time, I let him know that I have been praying for him and discuss his progress forward. As we near the end of our session, we discuss some resources John can access that will help him to move forward. We can call these small assignments "one-foot fences." They are not hard, but they are intentionally designed to move John forward.

We will repeat this process in the coming months with the goal of seeing John continue to grow and develop. After several months, I will begin to talk with John about people he could meet with. This process is called Reaching Out+.

CPR+ is a helpful process that can help a person to grow in their own leadership development. Not only does this process help the individual, but it is also a process that they can replicate with others.

Earlier in the chapter, I mentioned a conversation with Rob Storey. Now I will give you a bit more of the story (pun intended). Rob was a helicopter pilot in my church that I met with regularly, doing CPR+ along the way. At one of our meetings, I asked Rob about meeting with some other people. He said, "I'm not sure if I know what I would do." I replied, "Just do with them what we have done together." The story doesn't end there. At the same restaurant, at a later date, I asked Rob, "What do we call a person who oversees 5-10 families?" He said, "We call them a small group leader." Then I asked, "What do we call a person who oversees five groups?" He said, "We call them a small group coordinator?" Finally, I asked, "What do we call a person who oversees 10 small groups?" He said, "I don't know." I said, "We call them a pastor. Have you ever thought about being a pastor?" He said, "No." When we got back to the church, Rob ran into someone and said, "Do not have lunch with Rick Mann, he will ruin your life." Rob went on to become a pastoral intern at our church and then pastored in Grand Junction. A few years later, I got a call from one of our sons, who is also an Alliance Pastor: "Did you hear the news that Rob is the new District Superintendent in Nebraska?"

We never know where the CPR+ process will end up. All we need to do is keep the process going with several people.

Growth Questions

1. Do you see yourself as a multiplying ministry leader who multiplies leaders?
2. How many one-on-one meetings do you typically do each month?
3. What materials would you use if you were to do some equipping as a part of your one-on-one meetings?
4. How can you increase your leadership multiplication going forward?
5. Who are 2-3 people you could meet with this month?

25.
Focus and Discipline

Discipline is choosing between what you want now and what you want most.

Abraham Lincoln

AI can be life-changing when it stands for ***awareness*** and ***intentionality***.

Rick Mann

For years, I have been captivated by the below paragraph in Jim Collins' book, *Good to Great and the Social Sectors* (the follow-up to his iconic 2001 book, *Good to Great: Why Some Companies Make the Leap, and Others Don't).* This second *Good-to-Great* book focuses on nonprofits, or what he calls the "Social Sectors." Most of the readers here are familiar with Jim Collins' iconic book, *Good to Great*, which remains a best-seller to this day. What you probably didn't know is that Collins' book centers around discipline. He writes:

> In a sense, much of this book is about creating a culture of discipline. It all starts with **disciplined people**. The transition begins not about trying to discipline the wrong people into the right behaviors, but by getting self-disciplined people on the bus in the first place. Next, we have **disciplined thought**… Finally, we have **disciplined action**. (p. 126)

We will unpack these three disciplines more in the "How It Works" section below. Here are the opening five sentences of Collins' book, *Good to Great and the Social Sectors.*

> We must reject the idea—well-intentioned, but dead wrong—that the primary path to greatness in the social sectors is to become "more like a business." Most businesses—like most of anything else in life—fall somewhere between mediocre and good. Few are great. When you compare great companies with good ones, many widely practiced business norms turn out to correlate with mediocrity, not greatness. So, then, why would we want to import the practices of mediocrity into the social sectors?

It doesn't matter if we are talking about a for-profit or a nonprofit: discipline is needed to be good or great.

WHY IT MATTERS

We can talk all we want, but without consistent focus and discipline, we are not going to make the progress we desire. It is about:

- Clarifying who you are and where you want to go.
- Clarifying your priorities for this year and next.
- Choosing your strategic measures of progress.
- Strategically allocating your TEMP resources.

When you have a clear focus on these four elements and discipline for execution, good things will follow.

HOW IT WORKS

The book *Atomic Habits* by James Clear has had a remarkable run. As I write this in December of 2024, the book continues to be the #1 most-read book on Amazon. It has sold over 20 million copies and has been a *New York Times* bestseller for more than five years running.

Atomic Habits is about how focus and discipline can change your life. Unlike many self-help authors, Clear emphasizes the need to focus on your systems rather than your goals. Here, he writes on focus:

> Goals are about the results you want to achieve. Systems are about the processes that lead to those results… If you want better results, then forget about setting goals. Focus on your system instead.

Later, Clear picks up the discussion on discipline:

> The idea that a little bit of discipline would solve all our problems is deeply embedded in our culture. Recent research, however, shows something different. When scientists analyze people who appear to have tremendous self-control, it turns out those individuals aren't all that different from those who are struggling. Instead, "disciplined" people are better at structuring their lives in a way that does not require heroic willpower and self-control. In other words, they spend less time in tempting situations. The people with the best self-control are typically the ones who need to use it the least. It's easier to practice self-restraint when you don't have to use it very often. So, yes, perseverance, grit, and willpower are essential to success, but the way to improve these qualities is not by wishing you were a more disciplined person, but by creating a more disciplined environment. (pp. 92-93)

Focus Is About Clarity

In Covey's book *The Four Disciplines of Execution*, we read:

> The **first discipline** is to **focus** your finest effort on the one or two goals that will make all the difference, instead of giving mediocre effort to dozens of goals.
>
> Execution starts with **focus**. Without it, the other three disciplines won't be able to help you. Why do almost all leaders struggle to narrow their focus? It's not because they don't think focus is needed. Every week, we work with dozens of leadership

teams across the world and, almost without exception, they acknowledge that **they need greater focus**.

Despite this desire, they continue to find themselves with too many competing priorities, pulling their teams in too many different directions. One of the first things we want you to know is that you are not alone. **The inability of leaders to focus is a problem of epidemic proportions.**

Do You Have Shiny Object Syndrome (SOS)?

I naturally am always looking for that next adventure. Some refer to this as "Shiny Object Syndrome," or SOS. I once had a coach who said, "Rick, your leadership success will be determined by your ability to manage your SOS through focus and discipline." While I have not always succeeded in managing my SOS well, I am aware that this is an area I struggle with, and it has helped me lean into the challenges of getting important work to the finish line.

Discipline Is About Focus Over Time

To avoid the SOS trap, we need to maintain focus over time. If we have a problem with not finishing things well, it is because we lose our focus over time. Discipline helps us maintain our focus to the finish line.

WHAT TO DO NEXT

Once again, awareness and intentionality are key here. Does your self-awareness tell you that you are better at starting things than you are at finishing them?

Focus On What Is Left, Not What Is Done

In her book, *9 Things That Successful People Do Differently*, Heidi Grant Halverson distinguishes between evaluating how much you have done versus how much you have left to do:

> Intuitively, both approaches have their appeal. But too much to-date thinking, focusing on what you've accomplished so far, will actually undermine your motivation to finish rather than sustain it.

Here is a broader discussion on what it means to look at where we are and where we want to go:

> Achieving any goal also requires honest and regular monitoring of your progress—if not by others, then by you yourself. If you don't know how well you are doing, you can't adjust your behavior or your strategies accordingly. Check your progress frequently—weekly, or even daily, depending on the goal. It's just not possible to stay motivated without feedback. No one is comfortable operating in a vacuum. Fundamentally, this is a result of the way our brains are wired. We subconsciously tune in to the presence of **a discrepancy between where we are now and where we want to be.** When your brain detects a discrepancy, it reacts by throwing resources at it: attention, effort, deeper processing of information, and willpower. (p. 13)

As you move forward, remember these simple principles:

- Clarify what you want to accomplish.
- Look at systems that will support your goals.
- Focus on what is left to be done rather than what you have done so far.
- Take time to celebrate when you get to the finish line.

Start Small

A little over a decade ago, Admiral William McRaven delivered a commencement speech at UT Austin called the "Make Your Bed" speech, which has been viewed on YouTube about 40 million times. McRaven's

big idea: start small and see how that can change your life, influence others, and maybe even impact the world. His book, *Make Your Bed*, is still a top 10 self-help book on Amazon.

While this process is not complicated, we have discussed several principles that run contrary to our natural inclinations. What should you do? Start small and continue to maintain your focus and discipline.

Growth Questions

1. Would you say that you are more naturally focused or more scattered?
2. What have you learned about yourself when you have successfully moved important work to the finish line?
3. What advice would you give to someone who struggles with SOS?
4. Have you found someone who helps you to stay focused? This could be a family member, trusted friend, co-worker, counselor, or coach.
5. Is your present role well-suited to your current level of focus and discipline?

Application:
Growing Your Strategic Leadership

To help you grow in your strategic leadership, we revisit these 10 words:

- Advancing What You Care About
- With Your Limited TEMP Resources.

Clarifying Your Strategic Priorities

In the classic children's book *Alice in Wonderland*, Lewis Carroll writes, "If you don't know where you are going, any road will get you there." Many people have not clarified their priorities, and so they are neither aware of where they are nor intentional about where they are going. Take some time to clarify your priorities for this next week, next month, and next year. This is the first step toward strategic leadership for both yourself and others.

Allocating Your Strategic Resources

Albert Einstein once said, "The definition of insanity is doing the same thing over and over and expecting different results." If you want to get to a different strategic place, you will need to adjust how you allocate strategic resources. Where could you reallocate your time, energy, money, and people going forward so that you can advance what you care about?

Do a Time Log Study

In finishing my time log for the most recent year (2024), I noticed several things. First, I met my goal of weighing less than 170 pounds for the year. This followed a similar format. I set the goal, I put the systems in place to weigh myself every day and then put that data into my time log. I also touched base with my coach on this goal at our monthly meetings.

Lastly, I set out to spend an hour with the Lord each day. On this one, I came up some hours short of 365. The good news is that this was my best year ever, and the impact on my spiritual life has been dramatic.

If you don't want to keep track of all this over the course of an entire year, try keeping a time log for just a few weeks. What you learn about yourself in the process will probably be worth the time it takes.

ACCREDITATION APPLICATION

If you are seeking accreditation for ministry leadership, you are probably committed to growing your strategic leadership.

The last of the six areas covered in the accreditation process is Self-Discipline. Here are some questions from that area:

1. Have you started something from scratch, grown it, and handed it off to someone? Are you more comfortable with taking something that exists and making it better? Please cite some examples.
2. What lessons have you learned about time management? What area are you weak in when it comes to managing your time?
3. Is there anything you are practicing that you know God does not want you to be involved in? Are you free of addictions? How long have you been free?
4. What disciplines do you have in your life to help you abide in Christ?
5. What disciplines do you have in your life to help you stay fresh?
6. What disciplines do you have in your life to help you rest?
7. What is something you gave up or changed in your lifestyle to allow you to be more available for kingdom work?

As you work through these questions, what do they tell you about yourself and where you might need to grow? Use these areas and see if you can use **awareness** and **intentionality** to grow in self-discipline.

Additional Resources

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26.
LEADERS

Management is doing things right;
leadership is doing the right things.

Peter Drucker

The key to successful leadership is influence,
not authority.

Ken Blanchard
Lead Like Jesus and
The One-Minute Manager

Leaders help individuals and groups of people move forward with important endeavors that they couldn't or wouldn't have accomplished on their own.

In this leadership section, we will look at these five levels of leadership:

1. Self-Leadership
2. Leadership with Family and Friends
3. Volunteer Leadership
4. Vocational Leadership
5. Enterprise Leadership

While we often think of leadership as involving other people, the most important leadership begins with ourselves, our families, and our friends. On a larger scale, we can look at volunteer leadership that is so important to the more than 1.8 million nonprofits in the U.S. (this includes churches).

Vocational leadership is what happens every day in the workplace, as people are paid to bring team leadership of some type to their organizations.

Finally, enterprise leadership is for those leaders who lead large or complex organizations that might even transcend state or national borders.

Leadership will look different for each person. Some leaders are wired for team leadership or leading in smaller, less complex organizations. Others have capacities that can help larger and more complex organizations thrive.

Different people also have different aspirations. Some are reluctant leaders who only take on greater responsibility when asked or invited. Others enjoy the adventure and challenge of building larger endeavors with a vision of touching more people in more places. Because we believe that leaders are hand-crafted and not mass-produced, our goal to help each person become the best version of themselves.

There is another reality that we can't shy away from: everywhere we look, we see a shortage of leaders. In that regard, our present time is not so different from Jesus'. He once said:

> The harvest is plentiful, but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field. (Luke 10:2)

Is Every Christian a Leader?

You may be asking this very question. On this topic, I like what Larry Walkemeyer has to say in his book, *The Empowerment Factor*.

> "Not every Christian is a leader!" These were the words a gifted pastor of a significant church passionately challenged me with. Everyone in the group of pastors turned their eyes to me since (as the cohort leader) I was trying to convince them to more fully activate "the priesthood of all believers." I replied, "The

only way to discuss the validity of your statement is to agree on the definition of a leader." This, of course, was a challenge because if you Google "leader," you find a plethora of definitions.

So my approach was to move away from the term leader and move to Scripture. So I asked, "Do you believe Jesus was speaking to all believers when he said, 'Go and make disciples' in Matthew 28:19?" The pastor knew the obvious answer and couldn't deny the truth that disciple-making is God's call for every Christian. No matter how rare disciple-making is among American Christians, the fact remains that it is the invitation and expectation of Jesus for all his followers. Then I inquired, "Is discipleship a form of leadership?" The answer was, "Again, it depends on your definition of leadership." I said, "OK, let's move to perhaps the simplest definition of leadership available. One that is stated by Christian leadership expert, John Maxwell: 'Leadership is influence, nothing more, nothing less.'"

So I continued, "Is discipleship a form of influence?" Of course. In fact, discipleship is the most valuable form of influence a person could ever engage in. I understand why the pastor was pushing back against my statement. My leadership definition was built around a person-to-person influence, while his was built around the ability to influence a team or organization. Not every Christian has the gifts or skills to cast vision, inspire participation, delegate positions, or organize and synchronize tasks to accomplish a mission… However, when we simplify "leadership" down to "discipleship," we discover that through the Spirit's power we are all empowered to exercise influence and lead people closer to Christ. I would argue that this is the most powerful form of leadership we can exercise… Discipleship leadership releases an organic, primitive, unstoppable, multiplying force that can change the world.

Our hope and prayer are that you would be OPEN to being that worker or leader in God's harvest field. We believe that we are called to be people of influence for the kingdom with the people in our world. With that in view, we are here to help you on that journey.

Growth Questions

1. What is your strongest leadership level at this point? (e.g. self-leadership, volunteer leadership, etc.)
2. At what level of leadership would you like to grow the most in these coming months? (family leadership, vocational leadership, etc.)
3. What is a leadership challenge you would like to take on this year or next?
4. Who is a leader that you admire that you could talk with or meet with this year?
5. What leadership book would you like to read this year?

27.
Self-Leadership

Self-leadership always precedes team leadership.

Michael Hyatt

You won't be a leader worth following,
if you don't lead yourself well.

Andy Stanley

The hardest person to lead is often yourself. That is why this section on leadership starts with self-leadership. Financial expert Dave Ramsey likes to say, "If you can control the person in the mirror, you can be skinny AND rich." As many of us know all too well, controlling ourselves proves to be harder than it sounds.

When I was in my 20s and 30s, I aspired to lead others. The problem in those years, however, was that I wasn't leading myself well, which meant things did not go well.

WHY IT MATTERS

If you don't lead yourself well, nothing else matters. The world may not say that, but we hold Christian leaders to a higher standard. Unfortunately, it seems that hardly a month goes by without a report of another Christian leader doing poorly. Our hope and prayer here is that we can each lead ourselves well, which can provide a foundation from which we can lead others well.

If you don't lead yourself well,
nothing else matters.

HOW IT WORKS

When it comes to leading yourself well, we start with self-awareness and humility.

Self-Awareness and Humility

Some years ago, when I was teaching a course on leadership, I used a book by Gary McIntosh and Sam Rima entitled *Overcoming the Dark Side of Leadership*. In more recent years, I did some work with Sam Rima. One day, I asked him. "Sam, you have worked on developing leaders for most of your life. What are a couple of things that you think are most important?"

Without much hesitation, he replied, "Self-awareness and humility." In some ways, I wasn't too surprised. In the second chapter of my book, *Strategic Leaders Are Made, Not Born*, I write:

> High self-awareness helps all leaders to live, lead, and serve better. On the importance of self-awareness, we read the following from Bill George, the former CEO of Medtronic and now a popular professor at Harvard Business School: "When the seventy-five members of the Stanford Graduate School of Business Advisory Council were asked to recommend the most important capability for leaders to develop, their answer was nearly unanimous: Self-Awareness" (p. 69).

Growing self-awareness needs to be a critical lifelong learning focus. Let me give you an example. I once asked the VP of an organization why an AVP was not doing well. They emphasized that while that person was good at carrying out the work of the senior leader, the person didn't do as well with people below them. Just because a person does well at one level does not mean they do well at other levels. This is why growing self-awareness is a never-ending journey.

The Journey of Self-Leadership

Self-leadership does not begin or end at a certain time. The journey of self-leadership continues for a lifetime. Sometimes, people ask why I continue to meet with my coach each month, year after year. While coaching engagements usually last for months, not years, my coach (who also happens to be a licensed counselor) continues to help me become the best version of myself. That includes learning more about myself and how to better leverage my strengths and offset my weaknesses each month. It just goes to show—even individuals with a lot of leadership experience like me can always stand to improve.

Taking the Blinders Off

We use blinders on horses so they can't see what is going on around them. When leaders have blinders, their self-awareness is compromised. How they see themselves is not how others see them. We must remove our blinders and seek the input of others if we are to grow in our self-awareness.

WHAT TO DO NEXT

If you want to grow your self-leadership through greater self-awareness, assessments can be a good place to start.

Using Assessments

I like to say that assessments can be helpful but they are not perfect. Here are some of the more common assessments you could use:

- **Myers-Briggs Temperament Inventory (MBTI):** This has been used widely in college settings for years. I am an ENTP. This profile means that I am extroverted, like working with ideas, and am open to the world of possibilities. It also means that I can be an absent-minded professor because I am more analytical than organized.
- **DISC:** Good for exploring work styles. I am a high D and high I, which means I like progress with people. I am also a low S and low C, which means I tend to move fast and am not always good with the details.
- **StrengthsFinder (Now called Gallup CliftonStrengths).** This is an easy-to-use assessment that highlights your five leading strengths out of 34. My five are: Individualization (Let's help people become their best), Strategic (Let's figure out a better way), Activator (Let's get started!), Futurist (Let's look forward), and Woo (Let's connect).

As you reflect on the features of your personality and leadership style, spend some time considering the bright side of your life and leadership as well as the dark side.

Serious Introspection

To lead yourself well, you have to be willing to face things that you may not like. As we look at the life and leadership of Paul, we see a pattern that has been replicated in the lives of many leaders, both ancient and contemporary: the more you grow, the humbler you become. As we follow Paul, he goes through these stages:

- I am the least of all the apostles. (1 Cor 15:9)
- I am the least of all the saints. (Eph 3:8)
- I am the worst of all the sinners. (1 Tim 1:15)

Paul's example offers a lesson for all of us. As we grow in Christ and move along in sanctification, we often see ourselves as coming up short of all that God has for us. This is a healthy process. As we read in 1 Peter 5:6:

"Therefore, humble yourselves under the mighty hand of God, that He may exalt you at the proper time."

Get the Input of Those Around You

We mentioned earlier the need to take the blinders off and get input from others. Ask trusted family members and friends to give you needed input. Just keep in mind that most people will not give you candid feedback, especially family and friends. You can do two things. First, see if you can find a candid friend or co-worker—you know, the person who doesn't mince words because they have your best interest in mind. Second, do an anonymous 360 assessment with the stakeholders around you. Feel free to contact us if you would like help with this. A simple, free SurveyMonkey survey can help you gain clarity on this in just one hour.

Making Progress Each Year

I am writing these words in December of 2024. At the end of each year, we have the opportunity to **reflect** on the past year and **look forward** to the next year. If we approach this process with humility and curiosity, we have the opportunity to grow and become a better version of ourselves.

Take some time to reflect on what you have learned about yourself in recent months and where you would like to grow going forward. It can be helpful to ask your spouse or a trusted friend for some honest feedback.

Growth Questions

1. What are you learning about yourself this year?
2. What do you see as your growth areas going forward?
3. What are your bright sides (strengths) and your dark sides (weaknesses)?
4. What assessments have you taken and how have they helped you?
5. How would you describe your natural level of humility?

28.
Family and Relational Leadership

A man should never neglect his family for business.

Walt Disney

If anyone does not know how to manage his own family, how can he take care of God's church?

1 Timothy 3:5

We regularly read news stories about leaders who struggle to lead their families well. Rudy Giuliani, hailed as a hero for his leadership of New York City in the aftermath of 9/11, was denied custody of his children in the divorce court. Jack Welch, the iconic CEO of GE, divorced his wife and married an HBR editor who interviewed him for an article. While these individuals are well-known, we could add a number of pastors to this list as well.

WHY IT MATTERS

I like to say, "if it doesn't work at home, it doesn't work." We need to lead ourselves and our families well before we aspire to greater leadership. When we are leading well in our public worlds but not in our private ones, we have problems. I like to paraphrase Clay Christensen's wonderful book, *How Will You Measure Your Life,* this way: "We don't want you to win at work and lose at home."

HOW IT WORKS

Building healthy relationships can be harder than it sounds. Some larger trends in our society are causing people to be lonelier, more isolated, and more divided than ever before. The good news is that we can do something about it.

Looking Deeper into the Issues

America is a land of lonely people. If you go to the website for the U.S. Department of Health and Human Services, you will see a 2023 article entitled "New Surgeon General Advisory Raises Alarm about the Devastating Impact of the Epidemic of Loneliness and Isolation in the United States." In this and other articles, the Surgeon General says that half of American adults are experiencing loneliness.

Along these lines, more and more adult children are cutting off ties with their parents. Reporting on the website *The Hill* indicates, "One quarter of adult children estranged from a parent." If you look at the Amazon category of books, "Parent and Adult Child Relationships," you will see titles like *Rules of Estrangement: Why Adult Children Cut Ties and How to Heal the Conflict.* What this shows is the need to lead well in our family relationships.

Building Healthy Family Relationships

There is no end to the list of books and movies that deal with dysfunctional families. In an earlier chapter, we looked at the need to grow as emotionally healthy adults. This is a journey we are all on and this can spill over into family relationships. I love a phrase I once heard from a counselor: "curious compassion." When we come to people who are different from us with curious compassion, we can learn more about them and be in a better place to be the hands and feet of Jesus in their lives.

Building Healthy Friendships

In Arlin Cunnic's (2025) article, "I Have No Friends: Here's What to Do If You Feel This Way," he highlights these common reasons why people struggle making friends:

- **You're shy.** For some, it isn't easy to start conversations with people they don't know. So you avoid social situations and stay in rather than go out to meet new people.
- **You have social anxiety.** Social anxiety is the feeling of intense fear in social situations. It can be paralyzing and prevent you from doing things that might make you happy, like making friends or meeting new people.
- **You move around a lot**. It can be challenging to make and keep friends if you move a lot. When you start to feel comfortable with a new friend group, you might find yourself needing to start all over again.
- **You're a loner**. Maybe you just prefer being alone. Some people (especially introverts) feel they should have more friends, but in reality, they feel comfortable spending time alone.
- **Your interests don't match up with your coworkers or neighbors**. Maybe you prefer tea and visiting coffee shops over beer and watching football games.
- **You don't know where to look**. You might not have many opportunities to meet people in person because of your job or lifestyle and you don't know where else to look.
- **You're trying too hard**. You may be putting too much pressure on yourself to make friends, and it backfires because people see you as needy or feel that you share personal information about yourself too soon.
- **You're not prioritizing friendships**. You might have some friends or acquaintances, but you don't really keep in touch, and they eventually stop contacting you as well.

- **Your friendships are only surface-level**. You know a lot of people, but you don't let anyone get close to you.
- **Your life is already 'full' enough**. Maybe you're busy with a demanding job, family commitments, school, or other responsibilities.

When you read Concic's list, it might provide some greater clarity on why you might not have that many friends in your network.

WHAT TO DO NEXT

Again, Let's Start With AI

When it comes to developing healthy relationships, *awareness* and *intentionality*, or AI, is the place to start. It is all too easy to take our close relationships for granted. Stepping back and taking our awareness to the next level can reinvigorate these important relationships. As you do this inventory, there will often be more people and groups of people than you think. Here is a simple list of possible relationships:

- **The family you grew up in,** which includes your parents and siblings.
- **The family you are now in**. This may include a spouse and/or children.
- **Your extended family**. This can include your grandparents, aunts, uncles, and cousins.
- **Your in-laws.** These are people that you are related to by marriage.
- **Other miscellaneous family members**. In my family, this included family members through divorce and remarriage. Along the way, I ended up with an adopted stepbrother.
- **Friends from your childhood**
- **Friends from college**
- **Friends from your younger years**
- **Friends through work**
- **Friends through church**

- **Friends from where you used to live**
- **Miscellaneous friends from along the way.**

As you can see here, this is a long list that could include more than 100 people. Making this inventory does not mean that you have to stay close to all these people. It is just a process that can help you assess where you are and which friendships you want to build and maintain.

How CPR Can Help

Developing healthy relationships doesn't happen by chance. It takes work. CPR according to Jesus can help in developing deeper relationships. As you look through your list of family and friends, decide which people you would like to pray for and reach out to on a regular basis. Since I don't have a great memory, I like to write down a list of people I can pray for and reach out to most months. I don't get it as perfect as I would like every month, but writing it down helps me to rely less on my memory and ultimately, bless more people more.

Ask for Help When You Need It

Some years ago, I started seeing Neil, my counselor and coach. I reached out to him because I was struggling in a relationship with a family member. His insight was invaluable to me, so much so that I have continued to sit down with him each month.

Growth Questions

1. How is the quality of relationships with your family of origin?
2. Where could you be a caring voice in your extended family?
3. Do you have a habit of praying for family members and friends?
4. What are you learning about yourself as you learn to be a person of influence in your circle of family and friends?
5. What are some next steps you could take in this area this year?

29.
Volunteer Leadership

Without volunteers, we would be a nation without a soul.

Rosalynn Carter

"If our hopes of building a better and safer world
are to become more than wishful thinking,
we will need the engagement of volunteers more than ever."

Kofi Annan
Former Secretary General of the United Nations

As mentioned above, there are over 1.8 million nonprofits in the U.S. This includes over 300,000 churches and over 200,000 other faith-based organizations. For the most part, these organizations are powered by volunteer leaders.

WHY IT MATTERS

Volunteer leaders move organizations forward in accomplishing their goals and outcomes. Volunteer leadership roles are also a wonderful place for leaders to hone and sharpen their leadership skills in ways that can help them lead more effectively in paid vocational roles.

HOW IT WORKS

Many people think that there is a big difference between paid workers and volunteers. There are many insightful leaders who emphasize that leading volunteers and paid employees are more alike than you might think. Let's look at some of the dynamics of leading volunteers well.

It Starts With Vision

Having volunteers consistently join and remain on your team requires vision. This addresses the "Why" question. Why are we here, and why are we sacrificing our time and energy to be involved with this endeavor? We generally do it because we believe in the vision. When leaders bring a vision that is clear, concise, and compelling, they are more likely to recruit and retain active volunteers.

It Continues With Caring

When you care for those on your volunteer team, good things follow. Caring can come in many different forms, and it is good for team leadership to have clarity on its team members' love languages. Some like words of affirmation. Others appreciate public recognition of their work. The list could go on and on. As we have said, be aware of the people on your team and be intentional about supporting them in the way(s) that they prefer.

Strategic Elements of Volunteer Leadership

Besides what has been mentioned above, here are some of the areas that volunteer leaders can address:

- Solicit input from your team.
- Regularly clarify your "why" with the team.
- Evaluate individual work and have team members evaluate the team leadership.

Peter Drucker on Volunteer and Paid Leadership

The late Peter Drucker was one of the most well-known management and leadership gurus of the last 50 years. On this topic, he says, "Accept the fact that we have to treat almost anybody as a volunteer." While we will explore this more in the next chapter, Drucker saw the value in treating almost everyone the same, whether they are paid or not. I agree with this for the most part, except for one point. If possible, I like to see

people serve well in volunteer roles before they move into paid roles. For example, if I am looking to hire a paid Children's Pastor, I would like to see evidence that they have served children well as a volunteer.

WHAT TO DO NEXT

Start by making a list of the volunteers on your team. Some of you may have a mix of volunteer and paid people. You can continue through the same process with a mixed group.

It Starts With Assessment

Go through your list and assess where each person is. Jot down some notes regarding such things as:

- The date and time of this assessment or update. You may want to revisit this once or twice each year.
- Their family details.
- What do they like most about their role?
- What about their role is most frustrating?
- Are there any things about them you want to keep in mind as you move forward?
- CPR: If they are on your list, how can you pray for them?

CPR Can Help

Throughout this book, we have talked about how using the principles of CPR can help in several situations, including volunteer leadership. If you can, explore adding your volunteers to your CPR and/or CPR+ list. This means that you are regularly caring, which can start by just knowing their name. You can then pray for them and then reach out to them regularly. These everyday CPR practices can help care for your people as well as track along with them throughout their experience on your team.

Growth Questions

1. Have you had a volunteer leadership role in the past? If so, what did you learn from that experience?
2. What do you think volunteers need from their team leader?
3. How is leading volunteers different than leading paid people?
4. What would you do to recruit volunteers to the team that you are leading successfully?
5. What advice would you give to someone who is looking for a volunteer leadership role?

30.
Vocational Leadership

Accept the fact that we have to treat almost anybody as a volunteer.

Peter Drucker

While workers add value, leaders multiply value.
That is one of the reasons leaders are usually
paid more than workers.

Rick Mann

Over 160 million people work for pay in the U.S. Most of these people work on a team or lead a team. Those who lead teams have more responsibilities than others and are generally paid more than others.

In a nonprofit or church setting, there are several different kinds of vocational workers and leaders. Some are full-time clergy. Some are in full-time, non-clergy staff and leadership roles. Others may be in part-time or bi-vocational clergy leadership roles.

WHY IT MATTERS

As has been mentioned earlier, there is a shortage of leaders everywhere, even in paid roles. Our goal here is to equip you to lead better in a paid setting, whether it is a for-profit role or a nonprofit role.

As we often say, the goal for paid roles is to bring more value than cost and then to do it again tomorrow. Additionally, when a person is hired to lead a team of volunteer or paid workers, the responsibility of that paid leader is to meet the agreed-upon outcomes of the organization.

HOW IT WORKS

Because of the wide variety of roles that are available, we will look at several principles that come into play.

Bringing More Value Than Cost

As mentioned above, the goal of any role is to bring more value than cost. When an organization decides to open a paid role, it needs to think through what value it is hoping to create. Typically, when workers and leaders meet and exceed the expectations of a given role, they bring more value than cost. Nonprofits have to decide whether a role is best framed out for a volunteer or a paid person. When a role is paid, there needs to be clarity on the value created by the role and why it is a paid role versus a volunteer role.

Drucker on Paychecks

As we mentioned in the last chapter, Peter Drucker has discussed issues related to paid roles and volunteer roles. Here are some of his points:

The Danger of Pay Checks: Lousy leaders use paychecks as permission to control. You can feel like you own their time because you paid for it. Technically, you're right. But who enjoys being controlled? Lousy leaders do things like:

- Demand obedience.
- Exclude from decisions.
- Control rather than give control.
- Tell rather than ask.
- Talk rather than listen.
- Disrespect because their salaries are less.
- Ignore praise, thanks, honor, and recognition.

If employees were volunteers, leaders would:

- Focus more on people with passion and less on people with talent.
- Seek agreement on expectations and deliverables.
- Ask permission to hold people accountable.
- Express gratitude sincerely.
- Address tough conversations kindly.
- Focus on aligning organizational and individual values.
- Build relationships.
- Listen.
- Include.
- Respect.

The above lists are generalizations and are not true in every case. That said, look over these two lists and consider ways that you can support both your paid staff and your volunteer staff.

Paid People in the Church

Barna reports that there are over half a million pastors in churches in the U.S., about 300,000 of whom are senior pastors. On average, churches have about one full-time pastor or staff person per 75 people in attendance. That means that about 1-2% of the people in a given church are paid. The rest serve as volunteers or simply attend.

Why should we pay a person in a church role when 98% of the other workers are volunteers? The first assumption is that the paid person provides work and leadership that exceeds that of volunteers.

One day, I was talking to a pastor in Minnesota, where I worked as a Christian college administrator. I asked the pastor what he was learning. He said, "Don't hire church staff out of college." I asked him why he felt this way. "Younger staff need to go out and get a regular job first so they can see what regular work looks like," he explained. I agree with him. I have had great success hiring mid-career professionals for church staff roles. They often bring a high level of professionalism, a dedicated work ethic, and a demonstrated passion for the ministry.

Using CPR+ to Develop and Multiply Leaders

To remedy a shortage of volunteer and vocational leaders, we need to look at ways to develop and multiply leaders. One resource you can use is my book *CPR and CPR+: How Caring, Praying, and Reaching Out Can Bless and Develop People.* The simple tools shared in this book can be applied to both for-profit and nonprofit settings.

While everyday CPR is designed to bless more people more in our churches and communities, CPR+ focuses specifically on how to develop leaders.

WHAT TO DO NEXT

Here are some practical steps forward. First, look for service and leadership opportunities in your local church. Talk to your church leaders about pathways that could move you from serving to leading.

In your workplace, talk with your supervisor about opportunities to lead for the first time or at a higher level.

To lead well at any level, we suggest growing in these five areas (which all start with "R") so that you become more:

- **Relational**: Able to consistently have supportive relationships with a healthy give-and-take.
- **Responsible**: Able to consistently meet agreed-upon deadlines with quality work.
- **Resourceful**: Able to consistently meet needed deadlines and outcomes even when faced with less-than-ideal conditions and resources. This is the ability to independently "just figure it out."
- **Resilient**: Able to consistently press on amid difficult circumstances using healthy strategies.
- **Realistic**: Able to consistently be optimistic about meeting outcomes while knowing there will be challenges and perhaps even significant difficulties.

It is a journey for all of us to build these capacities. The goal is not to be perfect but to grow in these directions.

GET STARTED TODAY

If you are not leading a team as a volunteer or paid leader, I want to encourage you to look for opportunities to lead a team. There is so much in life and leadership that can only be learned by leading a team. This can be at your local church or at your workplace. When I learned that 25-35-year-olds in my MBA classes were not leading a team, I encouraged them to look for a job that involves leading a team. That pathway will accelerate their development.

Pursuing Vocational Ministry Roles

Some of you are doing well in your work role but are OPEN to an expanded ministry role that could lead to vocational service. A successful candidate for a vocational ministry role in the Christian and Missionary Alliance has these features:

- This person is **OPEN to an expanded ministry** role that could be full-time, part-time, or bi-vocational. This role could be in the US or overseas.
- This person not only has **a growing relationship with Jesus** but also desires to go deeper in that relationship and to help others to do the same.
- This person has completed or is **willing to complete at least 30 credit hours of Bible, theology, and ministry coursework.** This can be done at a Bible college, Christian college, seminary, or even online.
- This person is **active in their local church and serving** in ways that lead to increasing responsibility.
- Willing to serve in a **part-time** (at least 10 hours per week), **bi-vocational**, or **full-time leadership role**. This role can be paid or unpaid.

If this is something that you are interested in, feel free to contact Rick Mann at this email address: Rick@CPDistrict.org.

Growth Questions

- Do you aspire to lead a team in a paid role?
- What experience do you have in leading a team, department, or organization?
- What are some next steps you could take to improve your vocational leadership skills?
- Do you have 30 credits of ministry-related coursework that would qualify you for a vocational ministry role?
- Do you see your future as a vocational ministry leader?

31.
Enterprise Leadership

Anyone in a large organization who thinks major change is impossible should probably get out.

John Kotter
Leading Change

Enterprise leaders bring insights, strategies, and skills to large or complex organizations that lead to effective performance that is sustainable and healthy.

Rick Mann and Dean Diehl
Enterprise Leadership: The First Five FIELD Tools

While many are called to lead teams of 5-10 or even 50, some are called to lead at a higher level in organizations that may include hundreds, thousands, or even tens of thousands of employees.

WHY IT MATTERS

While there is a shortage of strategic leaders everywhere, the **shortage of enterprise-level leaders is even more profound.** To lead at this level, a person needs to have a unique set of natural abilities, developed leadership skills, and experiences in growing, large, and/or complex organizations. While the needs are great, the combination of these attributes is uncommon. Also, for many older leaders, the years between taking on these roles and retirement may be a decade or less.

HOW IT WORKS

When I did the research for my book *Enterprise Leadership: The First Five FIELD Tools*, I focused on these five areas:

- **FOCUS**: The ability and discipline to persist with the same endeavors and avoid the tendency to move onto that next new and interesting idea.
- **Innovation**: Finding new ways of doing things that drive toward meeting agreed-upon outcomes.
- **Entrepreneurship**: Starting new things that lead to sustained growth.
- **Learning**: Adopting a growth mindset. The growth mindset was developed by Stanford professor Carol Dweck, who wrote *Mindset: The New Psychology of Success.* This concept and book were transformational for Satya Nadella, the CEO of Microsoft, as the company moved from a "know-it-all" culture to a "learn-it-all culture."
- **DISCIPLINE**: Sustaining focus over time. In her watershed book, *Grit: The Power of Passion and Perseverance*, Angela Duckworth emphasizes that it is not the smartest who do well; it is the grittiest who can stay the course with discipline over time.

While each area is important, focus and discipline are the bookends. That is why Chapter 25 of this book is dedicated to these two topics.

These five topics can be divided into three areas:

- **Focus and Discipline**: The ability to stay focused over time and not allow the leadership to be distracted by the next shiny, new thing ("Shiny Object Syndrome," or SOS). This is in-the-box thinking and execution at its best.
- **Innovation and Entrepreneurship**: In contrast to focus and discipline, innovation and entrepreneurship are about the ongoing journey of getting bigger and better. This is out-of-the-box thinking and execution at its best.
- **Learning**: A growth mindset is more important than ever for adapting to our fast-changing world.

While it is rare to see these five topics in these three areas in a single leader, that is the goal. Focus and discipline are foundational to being effective over time. If not balanced with innovation and entrepreneurship, however, focus and discipline can become stagnated. This is the creative side of the equation that can bring continuous improvement and expansion. The continuous learning piece is critical as leaders seek to stay current with needed change in a fast-changing world.

Not Every Enterprise Role Has an Enterprise Leader

We need to clarify that being in an enterprise-level role does not mean that a person is an enterprise-level leader, which is one of the reasons why I wrote *Enterprise Leaders: The First Five FIELD Tools*. After consulting with dozens of organizations, I realized that many enterprise-level roles were filled with tactical or, at best, strategic leaders.

Being in an enterprise-level role does not mean that a person is an enterprise-level leader.

Moving from Tactical to Strategic to Enterprise Leadership

We can think of leadership at three levels:

- **Tactical**: Good people doing good work in front of them. These leaders can struggle with seeing the bigger picture or a pathway to continued growth and excellence.
- **Strategic**: Seeing the bigger picture at a higher altitude. Doing well in clarifying priorities and allocating limited resources.
- **Enterprise**: Leading larger and more complex organizations in a way that leads to healthy, sustained growth and excellence.

WHAT TO DO NEXT

If you want to build your enterprise-level skills, you can. In this section, we will discuss how you can build your enterprise-level skills and experience.

MBA Degree or Toolbox

I still remember talking with a senior vice president of Levi Strauss/ Dockers at an airport in a large city in Asia. I asked him, "How are you doing in developing strategic leaders?" He said, "Not good. You know it takes more than an MBA to develop a leader."

As the director of an MBA program, I see the value that an MBA can bring. I also realize that degrees do not necessarily produce leaders. The decision to enroll in an MBA program is entirely up to you. What I will say is that in order to be a successful enterprise leader, you need the tools that an MBA program can provide. Here are some tools that you need in your toolbox at this level:

- A good understanding of value creation is taught in a strategy course.
- Significant fundraising experience is required if you work as a senior nonprofit leader.

Experiences Needed to Lead Well at the Enterprise Level

- Experience with multi-million-dollar budgets even if you don't work directly in finance.
- Several years of experience in hiring and firing at least a few dozen people.

Growth Questions

1. Which of the five FIELD tools is your strongest—Focus, Innovation, Entrepreneurship, Learning, or Discipline?
2. Which of the five FIELD tools would you like to advance this year?
3. Do you lean more toward focus and discipline or innovation and entrepreneurship?
4. What pathway do you see toward enterprise leadership
5. Do you think that you have the dedication and desire to learn what you need to be an enterprise leader?

Application: Growing Your Leadership

The journey of leadership never ends. It begins with self-leadership and then extends to the influence and impact on others. If you are like my wife, Cheri, you may not see yourself as a leader. While you may not lead some great endeavor or even hold a formal leadership title in your paid or volunteer role, you can't deny that God gives you opportunities to influence and impact others around you. God has called all of us to be disciples and to be disciple-makers.

Start Where You Are

Wherever you may be, ask God today to use your life in the lives of others. If you are a stay-at-home parent, you can start with those who live in your house and your next-door neighbors.

All of us are out and about in the community. I like to say, "As you meet people in stores or in restaurants, you may be the only pastor they have." I know that most of you will say that you are not pastors. Think of "pastoring" here as a verb. As you care, pray, and reach out to those around you in whatever capacity, you are, in a way, pastoring them. In a small way, spiritual leadership is just about taking spiritual responsibility for those we meet.

D.L. Moody, the famous evangelist of the late 1800s, had the goal of talking with someone about Christ every day. My CPR goal every day is to:

- **Care** for someone by learning their name.
- **Pray** for someone. This can be silently in my prayer time or throughout the day. Sometimes, I will ask people how I can pray for them.
- **Reach out** to someone and talk with them about spiritual things.

At times, you may feel a bit nervous about stepping out in these areas. Remember, many people spell "FAITH" as "R-I-S-K." If you want to grow in your faith, it often means taking some risks.

Take Your Leadership to the Next Level

If you are on a team, consider what it would mean for you to lead that team or a different team. Start where you are and then look at how you can take your leadership to the next level. When I was President at Crown College, my good friend and Provost at the college, Scott Moats, used to say that "half of leadership is just showing up." It doesn't have to be complicated.

Leadership Comes With a Cost

In my experience and observation, leadership capacity is built through sacrifice and suffering. If you look at the life and ministry of Jesus and his followers, this should not be surprising.

Leadership capacity is built through sacrifice and suffering.

This truth can be seen more broadly as well. Capacities of almost any type—whether sports, music, acting, or a host of other endeavors—come at a cost. Leadership capacity in the secular world also comes at a cost.

Simon Sinek, the author of the 2017 book *Leaders Eat Last,* puts it this way:

> The true price of leadership is the willingness to place the needs of others above your own. Great leaders truly care about those they are privileged to lead and understand that the true cost of the leadership privilege comes at the expense of self-interest.

When emerging leaders talk with me about their desire to lead, I encourage them to move forward but remind them that servant leadership comes at a cost. That cost will come at the beginning, in the middle, and at the end. Also, the higher the level at which you lead, the higher the cost you will face.

Leaders Make a Difference

While leadership has its challenges, leaders move things forward in important ways that would not happen otherwise. We see this in the Old Testament examples of Abraham, Moses, Joshua, Daniel, David, Nehemiah, and Isaiah, as well as in the New Testament examples of Jesus, Peter, Barnabas, and Paul. Contemporary examples include notable people like Billy Graham, Martin Luther King Jr., Matt Redman, and others. While these leaders are well-known, there are countless others who have led significant endeavors but whose efforts have largely gone unrecognized. These include the founders of schools in the U.S. and overseas for those who would not have otherwise had opportunities, or the countless ministry leaders who started hospitals, soup kitchens, and other programs for the disadvantaged.

Don't underestimate how God could use you to touch the lives of others and raise up leaders who go on to do great things. Consider this following chain of events:

- In 1855, a Sunday School teacher, named Edward Kimbell, led **D.L. Moody to Christ**.
- J. Wilbur Chapman attended a Moody meeting and met with Moody after the service to affirm his salvation.
- Billy Sunday worked for Chapman as an assistant.
- Mordecai Ham came to Christ in a meeting organized by Billy Sunday.
- In 1934, 79 years after Moody came to Christ, **Billy Graham came to Christ** at a Mordecai Ham meeting.

- NOTE: This information was taken from the Wheaton College Museum's website under the subsection entitled "Common Reference Questions."

You never know how leading others well will end up. Our hope is that you will be open to not only serving as a Christ-centered, Spirit-filled, healthy strategic leader, but that you will grow as a multiplying ministry leader who multiplies leaders.

You will grow as a multiplying ministry leader who multiplies leaders.

ACCREDITATION APPLICATION

One of the areas in the accreditation materials is **Competently Skilled.** This topic covers a number of important leadership topics.

The materials include the following questions:

1. What area of ministry or life have others recognized and affirmed in you?
2. Can you be passionate about the three strategic themes of the Alliance of serving communities, multiplying church networks, and developing people? Which area have you developed the most skill in and which one would you like to grow into the most?
3. What is it that you do, that brings life to yourself and others? Please give examples.
4. How do you define success?
5. Share one story from your ministry experience where something was successful and one that was not and why.

6. If you were to be fired from a job, what would be the rationale for you being let go? (This question gets at the awareness of our weaknesses.)
7. What skills/practices have you taken up from past mentors?

As you work through these questions, look at how these questions can help you take your leadership to the next level.

Additional Resources

Blackaby, H. T., & Blackaby, R. (2011). *Spiritual Leadership: Moving People on to God's Agenda, Revised and Expanded*. B&H Books.

Blanchard, K., & Hodges, P. (2016). *Lead like Jesus revisited: Lessons from the greatest leadership role model of all time*. Thomas Nelson.

Christensen, C., Allworth, J., & Dillon, K. (2012). *How will you measure your life?* Harper Business.

Covey, S. R. (1989). *The 7 habits of highly effective people: Powerful lessons in personal change*. Fireside.

Heifetz, R. A., & Linsky, M. (2017). *Leadership on the line, with a new preface: Staying alive through the dangers of C\change*. Harvard Business Review Press.

Kouzes, J., & Posner, B. Z. (2011). *Credibility: How leaders gain and lose it, why people demand it*. Jossey-Bass.

Mann, R. (2019). *Strategic leaders are made, not born: The first five tools for escaping the tactical tsunami*. ClarionStrategy.

Mann, R. (2024). *CPR & CPR+: How caring, praying, and reaching out can bless and develop Oo2024thers*. ClarionStrategy.

Sinek, S. (2014). *Leaders eat last: Why some teams pull together and others don't*. Portfolio.

Walkemeyer, L., & Moore, R. (2024). *The empowerment factor: Increasing your personal multiplication capacity*. Exponential.

Appendix A:

6 Core Characteristics of an Alliance Worker

The Christian and Missionary Alliance (C&MA) looks for six (6) core characteristics in its Alliance Workers. When candidates are interviewed for accreditation, the process covers the following six areas:

1. Kingdom Minded
2. Biblically Grounded
3. Spirit-Dependent
4. Competently Skilled
5. Self-Aware
6. Self-Disciplined

NOTE: For more details on the accreditation process, contact your district office. For more information on the C&MA district offices, visit: https://cmalliance.org/our-work/church-ministries/

Overview of Six Core Areas

Each of the following six areas includes a summary statement taken from the C&MA accreditation materials.

Kingdom Minded

An Alliance worker represents Jesus well by being invested in the local and global church community for the sake of demonstrating God's eternal and coming Kingdom.

Biblically Grounded

The Alliance worker is engaged in the process of learning, understanding, and applying truth and information through the lens of a biblical worldview in order to gain a greater leadership effectiveness.

Spirit-Dependent

An Alliance worker is engaged in the process of being conformed to the image of Christ through the power of and absolute dependency on the Holy Spirit for the sake of others.

Competently Skilled

An Alliance worker has and is constantly developing a holistic set of skills that will catalyze a lifetime of leadership.

Self-Aware

An Alliance worker is regularly seeking to grow in the understanding of self, their motivations, the impact of their past, and their natural abilities and liabilities in order to display a God-honoring life and engage in God-honoring ministry.

Self-Disciplined

An Alliance worker displays Kingdom-oriented rhythms which lead to greater Kingdom awareness, receptivity, and productivity.

Index to Six Core Areas and the Sections of this Book

Five of the six core areas are addressed in the following sections of this book:

1. Christ-centered
    - Kingdom Minded
2. Spirit-filled
    - Spirit-Dependent

3. Healthy
    - Self-Aware
4. Self-Disciplined
    - Strategic
5. Leaders
    - Competently Skilled
    - Biblically Grounded

NOTE: While this book does not cover Biblically Grounded, there are many books out there that can help you develop greater biblical and theological literacy, including Wayne Grudem's *Systematic Theology*, which is used by the Alliance School of Ministry and is the best-selling theology text on Amazon.

Recommended Reading

Barton, R. H., Haugen, G. A., & Ford, L. (2018). *Strengthening the soul of your leadership: Seeking God in the crucible of ministry*. IVP.

King, P. L. (2022). *What does the Alliance really believe? Sorting out essentials, distinctives, and open questions in unified loving liberty*. Alliance Heritage Press/Paul King Ministries, Inc.

Kouzes, J., & Posner, B. Z. (2011). *Credibility: How leaders gain and lose it, why people demand it*. Jossey-Bass.

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About the Authors

Rick Mann, PhD

Rick has served in a number of leadership roles across a wide variety of industries. He currently serves as Professor of Leadership and Strategy as well as Program Director for the MBA program at Trevecca Nazarene University in Nashville, TN. In the past, he has served as the Provost and then the President of Crown College (MN). He has also served as a program director in Asia, an executive coach, and a coaching trainer. Rick's passion and calling is coaching and multiplying leaders.

Over more than two decades, Rick has done extensive coaching and consulting with leaders, senior teams, and organizations whose budgets have ranged from $100K to $500 million. Rick holds an MDiv from Ambrose University (Canada), an MBA from the University of Minnesota, and an MA and PhD from Ohio State University. He is also an Associate Certified Coach through the International Coaching Federation (ICF).

Rick and his wife, Cheri, live in the Nashville, TN area.

Rob Douglas, DMin

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