

## ***Be a Motivational Leader***

LeRoy Eims - Navigators

We cannot build the church without exercising leadership. We are disciplers. We succeed by duplicating our efforts in the lives of others. By definition, that's leadership: it's setting a positive personal example that can be duplicated by others. We cannot teach what we are not doing. Therefore to lead others we must be acting purposefully ourselves. That influences others to duplicate our activity because they see success in what we are doing. We call that "showing them our tail-lights."

There are a number of things a leader in this business is not. He is not a director. Directors don't work. He is not a manager. Managers don't work. He is not a supervisor. Supervisors don't work. Such administrators enable *other* people to work by coordinating and facilitating their activities, without participating in the details themselves. That's not what we do in this business. We lead by example. We are worker-leaders who demonstrate how a thing can be done so that others can see, learn by, and then follow our path of success. If our example is not successful, and we are attempting to show others the way, then we're passing on only what we've heard, not what we've done. We leave a wake of confusion and doubt behind us. No one will follow us. The issue is what kind of example we're setting.

We never want to point others to our personal *achievement* as the example to follow. Instead, we want to point them to our work-habit. Why? As unique individuals, we each have a different incubation period in this business. We bring varying talents and personalities to the table. Two of us can do everything exactly the same, and we'll have two different results from our efforts. So, it's misleading to look at results. Instead, we want to point others to the way we work. We are committed to the system and the process. That's the only personal example we want others to duplicate. As leaders, we don't want to show technique or style. That's a personal thing. We just want to show others how to become committed and disciplined.

That being true, there are principles of leadership we're going to have to learn and apply to be successful in building an organization. Every principle involves building an aspect of our character. It's not *where* we want to be 5 years from now, but *who* we want to be that counts. As always, that takes time and effort.

I was going to use "Developing the Leader Within You" by John C. Maxwell, but I'm going to use another book instead. This is an oldie but goodie called, "Be a Motivational Leader" by LeRoy Eims. What he teaches is how to be a mentor. That's someone who's been there and is willing to come alongside another person to show them the way. That's exactly what we do in this business.

Just one reminder before we begin. The best way to learn is by doing. And the best way to lead is not to do for the other person what they can do for themselves. So let's all get in the pool and start paddling together.

### **Leaders are Responsible**

There are 12 chapters in LeRoy Eims' book so we'll be done in 2 weeks. The first chapter of the book is on being a responsible leader. There are a number of aspects to being responsible. A leader is responsible for the success or failure of the mission and has to accept that responsibility. In the context of this business, the first question we ought to ask is what the mission is. I stated the mission in yesterday's email: it is to *be* committed and *teach* commitment. You cannot teach what you are not doing; therefore, first and foremost, the mission is to *be* committed. I'll get back to this in a moment.

LeRoy says, "If a group gets the feeling that their leader is not doing his or her job --- or is not taking responsibility for what is happening in the enterprise --- the members will often become resentful, cynical, or fearful... motivation and morale will plummet." A leader needs to be able to respond to questions and make decisions. If he or she is committed, then there is knowledge and skill gained through personal experience to be able to do that. However, if the leader is *not* committed, then the lack of knowledge or skill, and the resulting indecisiveness, will create insecurity in the group. Insecurity means doubt, and doubt always leads to inaction: the group won't be committed. The mission will fail. And whose responsibility is that? The leader's. That's kind of hard to accept, but it's true.

When something is hard to accept, we often rationalize. "Hey! I was busy at work - new projects. Overtime. Vacations. Holidays. House guests. I don't know enough yet. It isn't my fault. My wife got sick. My kids got arrested. The car needs repairs. The cat had diarrhea..." Any excuse will do. The bottom line is that we didn't do our job, and our job is being committed. Very simple. Very direct. Very clear. It makes me swallow hard just to write that down and read it to myself. Sin is sin. There is no place to shift the blame. If I choose not to deceive myself, and to accept the truth, then I can begin to do what is right. "Search me, O God..." (Ps. 139:23-24) LeRoy points out that there are 5 responsibilities that belong to a leader. I'm going to look at just one: *Act decisively*.

He writes, "To see a fellow human being in imminent danger, on the brink of disaster, and to do nothing is a crime in the sight of God and man." When I have in my possession a gift that can and will bring relief to another person in pain, and I withhold that gift through inaction or indifference, fear or insecurity, silence or distractedness, then I harm them. I honestly believe this business is such a gift. Every time I fail to talk to someone, to share an opportunity with them, and to offer them the chance to accept or reject it, I harm them.

I'm not trying to lay a guilt-trip on anyone. I'm just reminding myself of the importance of this business. My action or inaction affects the people around me. I don't have the right to withhold this opportunity. It's the other person's choice to take it or leave it, not mine. When I remain silent, I make the choice for them. That's unfair. I need to act decisively, every day. I'm out there looking for a show of hands. Nothing more. Nothing less. They're all qualified voters. All I'm doing is polling the population. "Hey buddy. Let me ask you a question..." That's exercising leadership.

### **Leaders Grow Personally**

A necessary component to leadership is the willingness to grow, adapt, and improve. The primary area for growth is in the spiritual realm. There's a reason for that. We teach vertical alignment because we know that when priorities get out of whack, everything falls apart. If we are strong and growing in our moral standards and personal integrity, then we have a firm foundation for the other areas of our life. When we refuse to grow - and there's always room for growth - then we stagnate. "If you ain't growin' yer dyin'" (old adage). Stagnant leadership leads to a number of nasty side effects in a business.

When we talk about spiritual growth, we're talking about the development of character based on eternal principles. And that character requires inquisitiveness, humility, submission, understanding, a hunger for wisdom, forgiveness, joy, vision, enthusiasm, compassion, and thanksgiving. These don't sound like business tools or leadership skills, but they lie at the base of every good leader's attitude. It's the leader's attitude that inspires and motivates those who will follow. Leaders love life, change, and challenge. They're never content to leave well enough alone. They're convinced there's always a better way, a more productive way, a more beneficial way that will enrich the lives of many more people. And they are committed to pursuing it, finding it, and mastering it.

So where do we begin this path of growth? It may seem out of the norm, but it begins in the Scripture. It begins with memorizing verses, prayer, and commitment to obedience. If we believe there is no standard from which to judge right from wrong, or if we believe it and know it but refuse to conform to it, then we lack character and integrity. Who will follow such a person? Who can trust such a person? You'll never know what to expect from him. Such people are blown about by every wind of teaching, and as a result they are completely unreliable. Is that too strong? I don't think so. Listen to what LeRoy Eims writes,

*"When the people of God see their leader slacking off in these matters, their confidence wanes. Their loyalty lags. Confusion replaces motivation. Lethargy replaces morale, and the enterprise begins to die."*

That's serious. There are two primary enemies of growth, and three allies. The enemies are pride and laziness. The allies are humility, Godliness, and prudence. When a leader begins to depend more on himself than on his faith in God, he's headed for a fall. When he fails to take the steps necessary to succeed because of laziness and indifference, he's headed for a fall. But when he trusts in God for the outcome, when he values other people, and he disciplines himself for the task at hand, he's headed for success - not even the gates of Hell can withstand him. He does what is right in God's sight, and he shuns evil.

A leader exercises prudence in his choices. That means he *values* knowledge and understanding. He is committed to acquiring and applying them in his daily activities. He learns from his failures as well as his successes, using both to correct his course. He takes counsel from trusted sources, and then judges such counsel against God's Word. One last thing: he implements more than he theorizes. That's because leaders are people of *action* and few words. I'm not a good leader yet, but I'm committed to becoming one. I hope you are too.

### **Leaders are Exemplary**

I'm going to make a few very quick observations from what LeRoy Eims has to say about exemplary behavior applied to this business. We're all called to be leaders, so it's not the other guy I'm talking about. Even if you don't have downline yet, you exercise leadership in your home, in your workplace, and in your community. The principles of leadership can be applied to all areas of your life.

A leader is a mentor, someone who sets the pace and shows by example. But a better word for it is "discipler." We are in dire need of disciplers in this business, and in this country. Let me give you a definition for discipline, which is what a discipler instills in his prodigy. Discipline is "training that is expected to produce a specific character or pattern of behavior, especially training that produces moral or mental improvement." Am. Heritage Dictionary, 2nd College Ed.

The words "training" and "pattern" imply a lot of repetition over a period of time that involves effort. Notice it involves the mind as well as the behavior. We cannot discipline others if we have not disciplined ourselves. We would have nothing to teach them from personal experience. We need know-how. Hearsay is the worst form of teaching, as I've said many times. And that cuts at my own lack of effort every time I say it.

Lastly, LeRoy points out that the biggest failure in discipling comes from failure to understand the needs of the person we are discipling. He uses the Point A, B, and C that we use in the business. At point A the disciple has just come into the business. Point B is when he is properly prepared and ready to be his most productive so he can reach point C, which is his dream. Too often we teach to the people at point B instead of those at point A. Everything we teach much be directed to the newest person in the business. Basics. Always basics.

Dawson Trotman, founder of the Navigators and LeRoy Eims' discipler, taught him that there are 5 steps to correctly disciple someone:

1. Tell him *what*
2. Tell him *why*
3. Show him *how*
4. Help him get *started*
5. Help him keep *going*

Yup. That's simple but profound. That's how to set an example. Quoting from the book, I'd like someone to say about me one day, "Oh sure. He's a good teacher. But the real secret is what he *is*, not what he says."

### **Leaders Inspire**

Eim's is a meaty writer with no fluff. So it's difficult to summarize his 8 pages on inspiration in one email. I'm going to take 2 days on this one. It's extraordinary!

In this business we know we can't motivate someone else. We can only inspire them. That's what Eims teaches us how to do here. "Inspire" means to breathe into, to put spirit and fire into someone. He says it takes a lot out of you, so choose carefully those you will groom for leadership. They will identify themselves if you know what to look for. You spend your time with those people, and let the others incubate.

That's exactly what we teach in the business. If you can't identify 6 potential leaders in the group you've got, then you get more depth, or you get more width until you find them. Get 20 wide and 10 deep and you'll always find 6 leaders in 6 or more legs. Now, how do you work in your group?

If you want an image, you breathe into people to get them to breathe on their own, and then you wait to see if they will breathe into others. If they do, those are your leaders. Develop them. Now let's see how inspiration works in Eim's eyes:

This is Christian teaching, so I'm going to let you do the corollary to the business in your own mind. Jesus disciplined 12 men who changed the course of history. That's the model we're going to duplicate. One of them never became a leader - it wasn't in him. He became a traitor instead. He was replaced with Saul of Tarsus. Tip. I mentioned the point A and B approach to discipling yesterday. LeRoy breaks that down into 4 stages, 2+2, that every disciple goes through.

*New Disciple* - you give them the milk of salvation (basic facts and proofs that they are now saved), lots of love, protection, the sense of belonging to the family, training in how to walk and talk, etc.

*Growing Disciple* - you build into them the discipline of daily quiet time (reading, meditating, and prayer), consistent Bible *study* (learning, not just reading) and Scripture memory (able to repeat it without the text in front of them), and help in learning how to witness to others by giving personal testimony.

*Budding Laborer* - needs to be grounded in the doctrines of the faith, deepened in their consecration and holiness (i.e. they're replacing their previous habits and they devote themselves to the labors of the faith with excellence), sharpened in their ministry skills (ministry is serving and helping others), and instilled with a bedrock commitment to the lordship of Christ (submission) and a clear vision of the worth and potential of *each individual* (the key).

*Prospective Leader* - needs special training to prepare for the rigors of *independent* leadership. You show them how to operate on their own, getting them out of the nest so they can develop other leaders.

If these people have a "sense that they are under the care of people committed to help them grow and develop, their morale and motivation will be high." Did you catch that? I cannot motivate someone, but I *can* create an environment in which they are motivated. That's leadership.

## **Leadership Qualities**

Eims points to a number of qualities that people respect in a leader. I'm just going to list them with some of LeRoy's descriptions. It's ponderous.

He imparts *vision*: he communicates an exciting plan through which their lives can become significant.

He's *available* to counsel or help them. He actually *makes* himself available, so that others know when and where to contact him.

He's committed to *their* welfare, not his; he's committed to their growth, not his own greed or self-glory; and he's committed to them personally, not just to the task.

He's *honest*, speaking the truth in an effort to help the other person grow and mature. His honesty also finds its outlet in fairness.

He's *loyal*, staying with his people through thick and thin. Their inevitable failures don't result in abandonment. Just the opposite. They drive him to encourage them.

He's *generous*, "lavish" in his praise when he knows it will build someone up, but careful in his praise when he knows it will promote vanity and pride.

He's *humble*. He takes no credit when it belongs to others. He respects those who went before him laying the path of success that he walks on. He gives all glory and honor to God through whom all blessings flow.

A leader has 2 priorities when he is discipling others. His first priority, as I mentioned yesterday, is to *choose wisely* whom to groom for future leadership. What he teaches is precious and it must not be squandered on the wrong people. Some people cannot take counsel and will not take help. Some people have the capacity to lead, and others do not - I think John Maxwell would take exception to that statement. In LeRoy's defense, I think he is pointing out that some people are crippled emotionally and spiritually, and they must be healed before they can carry the responsibilities of leadership. That healing comes from God, not from their discipler - and it's in God's timing.

His second priority is his *use of time*. He needs to invest it, not just spend it. At church tonight I learned that there are two words for time in Greek. The one is *chronos* in which time merely passes; each moment is identical. The second hand of a watch counts these *chronos* moments. But there is another word for time: *kairos*. This is the potential use of a moment in time. It will never come again, and it is pregnant with possibilities. It is the crux between time and circumstance. It is the moment at which destinies are made or lost, depending on how the moment is leveraged. If it is used wisely, the return on investment is extraordinary. If it is squandered, it will never come again.

## Leaders are Efficient

Efficiency is getting the biggest bang for the buck. It's getting the most done with the least effort. It's getting the best return for the time invested. Getting that kind of yield is what everyone wants, but very few know how to do. At the top of the list, LeRoy Eims puts getting direction. He doesn't just mean knowing where you're going. He means knowing that where you're going is the right direction - that you are in the will of God. When you know that what you are doing and the way that you are doing it is the right thing to do, you have a conviction that cannot be shaken. The fruit of that conviction is ensuring that your time and effort are placed in the right activities with the right people producing the right outcomes.

Once the dialog with God has begun, the discussion needs to continue with those under your care. It's been my experience that effective communication is the toughest thing we do as human beings. It takes patience, skill, and intentionality. What we communicate to them is the direction we are taking, and how they fit into the undertaking. They need to know what you expect them to do. As we always hear, "They don't know what to do next. You need to tell them!"

Now let's talk about efficiency in the context of the group enterprise. You delegate anything and everything that doesn't require knowledge, skills, or authority that only you possess. Never do anything for someone else that they can do for themselves. If you do, you rob them of their motivation and cripple their morale. On the other hand, as a leader it is your task to choose wise and able helpers - those with the skills and the motivation to get the job done right. If you don't you may be *forced* to do their job for them, and that's just not efficient.

Be available to give help and guidance when they *need* it and when they *ask* for it. That involves another characteristic of efficiency which is oversight. You need to regularly assess their progress and make adjustments if necessary. That's called evaluation. You evaluate circumstances, resources, and people. People need to know how they're doing *before* disaster strikes. They want to know you care enough to observe their performance. If you don't, they'll ensure they get your attention by producing negative outcomes since you won't acknowledge positive ones. Fixing is always more expensive than doing it right the first time...

Fast review:

1. Get clear direction.
2. Tell your people what to do next.
3. Let them do it themselves.
4. Help them when they need it.
5. Tell them how they are doing.

## Leaders are Caring

LeRoy moves us into the world of shepherding and tells us about 2 different kinds of shepherds. One goes out every morning to beat the bushes and find his lost sheep who are forever running away. Once they're back in the fold, he loses interest. The sheep are malnourished and scruffy - and prone to wander again. His flock is shrinking. The other shepherd also finds his wandering sheep, but he gives them personal care, as he does for those that didn't wander - individual attention. His sheep are healthy, well-fed, attractive, and tend to stick around the pasture. His flock grows.

*John 10:10-13*

*The thief comes only to steal and kill and destroy; I have come that they may have life, and have it to the full. "I am the good shepherd. The good shepherd lays down his life for the sheep. The hired hand is not the shepherd who owns the sheep. So when he sees the wolf coming, he abandons the sheep and runs away. Then the wolf attacks the flock and scatters it. The man runs away because he is a hired hand and cares nothing for the*

sheep. "  
NIV

There are 4 things that differentiate these two kinds of shepherds. The first is self-centered while the other is concerned for each of his sheep. The first is ignorant of the needs of his sheep while the other is always watchful. The first is slothful while the other takes the time and effort to tend to them properly. The first is diverted from his responsibilities while the other lays down his life for their protection. LeRoy lambasted me with the last one, so I'm going to finish with what I learned. He says,

***"There are 3 ways you could destroy your life. One is to do nothing with it, to give in to that lazy streak in you and just sit idle while the world and its terrible needs goes weeping by. The second is to give yourself to the wrong thing; to fight and claw after something for an entire lifetime, only to discover finally that you have given your life to the wrong thing. The third way is through diversions. You are generally on the right track, but you periodically observe some Great Opportunity that leads you down a bypath, and follow blindly after it."***

The question we must always ask when we have an option to do one thing or another is this, "What does it have to do with the mission?" If married, our spouse wants to know the answer to that. Either way, in our own heart, so should we...

### **Leaders Inform**

A leader doesn't just give individual feedback to those in his care. He makes sure that *everyone* knows what *he* knows about the enterprise. And he does that because when the steady flow of information stops, several things begin to happen. First, people become unsure, and that insecurity means their activity slows down. Second, they begin to listen to rumors, and rumors always lead to disunity. And third, they suspect that someone knows something that they don't know, and that leads to distrust and disrespect. There's nothing worse than hearing something from another source that your leader knew and didn't tell you about. The team becomes unproductive and it starts to fall apart.

That being said, he doesn't bury people in information they have no interest in. And he doesn't beat them over the head with negative news that he hasn't considered and assessed. A good leader makes sure that the information he provides his people is timely, accurate, appropriate, and enabling.

If you've ever sat in long meetings week after week with a steady stream of facts that generally have nothing to do with you, or what is said is filled with such condemnation and fear-mongering that it makes everyone uneasy and embarrassed, then you must be working for the same people I do. In your own business, because you're the leader, you get to choose what kind of environment you want to create: secretive, rudderless, and demanding --- or informed, directed, and encouraging. The reason we have the communications tools we do is to promote unity, trust, and positive activity. Those are what build team, strength, and good humor.

Are you making effective use of all of means of communication? If not, you're going to miss things that other people know, and now you know what the fallout of that will be. If you feel that I am not keeping you informed effectively, I not only want to know, I *need* to know - privately. And so does every other aspiring leader.

Now you know the *rest* of the story, so get out there and have some fun!

## Leaders are Goal-Oriented

We've touched on this topic a number of times so I'm going to do this very briefly --- well, as briefly as I can. LeRoy says that a leader sets group goals. Everyone needs to know where they are going so they can determine the means to get there, and so they are equipped to make choices along the way. There are 3 primary reasons for setting goals:

1. To give direction. You cannot press toward the mark if you don't know where the mark is.
2. To ensure progress. Without a goal people become rocking chairs - a lot of movement but no progress.
3. To measure accomplishment. Goals enable people to determine when they are done. Without them, they'll never finish the task.

That's why goals must be clear, measurable, and timed. If they're not, then people either give up in frustration or they never begin the journey. Leaders need to help their people establish long-range goals first. Then they need to help them set short-range goals that move them toward their long-range ones. If you want to travel from New York to L.A. quickly, you don't head to Florida for the first leg of the trip...

When setting goals, we need to place their *fulfillment* in the hands of God - that's called "committing" them to God, or literally rolling them onto His back. However, the idea of planning means giving an order to things, a sequence. And that's our responsibility, not God's. Next, we need to be *persistent* in our pursuit of each goal. That's because we need to give an account to God, and we don't want to have to explain to Him why we missed the target. Then we need to take *action*.

Taking action has two aspects to it: timing, and then the process of implementation. It isn't enough to know *what* to do. We need to know *when* to do it, and *how* to accomplish it. What we cannot provide is motivation and activity. That's what each person must bring to the table.

That's what we tell people when we present an opportunity to them: "We can give you a vehicle, but *you* need to supply the engine." And that's why we need to spend time on the dream when we do the plan. If we don't find out what motivates someone (whether they have an engine), then we don't know whether to spend our precious time and effort helping them. We can't move a parked car and we'll only get frustrated if we try! But when we put the two together, a vehicle and an engine, then we can go places.

What's your engine? How big is it? Do you have any gas? And where's the key to start it up? We need to determine and clarify those things in our own mind. Take time to think about it today.

## Leaders are Decisive

Decision-making is difficult. There are two areas to think about. The first is what produces bad decisions and the other is what produces good ones. We tend to make bad decisions when we don't want to make any decision at all, or we want to force an outcome. LeRoy says that happens when we're confused about what the right thing is to do (what the will of God is), we don't want to hurt anybody, we're trying to be popular, we're too busy to think it through, we're afraid to take the responsibility, we don't have enough information, or we want to draw glory to ourselves. On the other hand, we make good decisions when,

- we know what a bad decision looks like
- we're able to correctly define the problem to be resolved (that's crucial!)
- we listen before offering the solution so we have all the facts
- we get participation in the decision from those affected by it (brainstorming)
- we narrow the range of solutions to the best of the lot using cost-benefit, and



- we agree to wait on God - sometimes called "sleeping on it."

Now we can make the decision. Once we've done that, we need to take the steps necessary to implement it effectively. That's a whole other story. But it goes something like this: when we decide to build a house, we don't purchase balsa wood and chewing gum and then hire the lowest builder to assemble it. We need to count the cost of doing it right, and then we gather the resources that will ensure the outcome meets or exceeds our needs. If we can't afford to do it right, then we don't start. If we can afford to do it right, then we don't stop, and we don't take any short-cuts on the way. Those are rules to live by...

### **Leaders are Competent**

Our normal inclination is to think that competency as a leader means we just need to know how to lead. News flash. We need to know what our people are doing, why they are doing it, how they are doing it, whether that is the right way to do it --- in fact, whether it ought to be done at all. It doesn't mean we need to be experts at what they individually do, but it does mean we need to know the value of what they are doing or not doing within the context of the mission. The beauty of our business is that we have tremendous leaders at the top who know exactly what we do, and they constantly evaluate it to ensure it is the best and most efficient way to keep us all moving ahead and profitable.

Within our own businesses, we need to imitate the quality of leadership we have at the top. It requires a number of things to be competent besides knowledge. As usual, it's going to involve more attitude than skill. LeRoy tells us there are 3 temptations that come to every leader, and they all involve comparing ourselves to other people.

1. *Envy* - whenever we encounter someone who does a lot of things better than we do, we get jealous. We want to be just like them, or worse, we want to compete with them. Remember that it is God who assigns the talents, not us. Never compare yourself to someone else. You are unique and valuable just the way God made you. So are they. We all try to be the best we can be with what God has given us.

2. *Pride* - this isn't just the sense that "I'm great" but it is the comparison issue again. We tend to criticize others who do not and perhaps cannot do things the way we do them, or as well as we do them. We elevate ourselves by putting others down. What we have and who we are come from God. How can we take pride in them? And how can we condemn others for lacking them? Beauty, speed, strength, intelligence, etc. are things we are born with. Who our parents were, where we were raised, how much money we had as children, were all beyond our control. We need to be content with ourselves and with others as far as these non-variables are concerned. How we learn and process information are also innate in us. We can't berate others who don't learn the way we do or as quickly as we do. As leaders, we need to tailor how we teach to how they learn, not the other way around. I'm still growing in that area.

3. *Guilt* - when we see someone who is forging ahead, dynamic, successful, skilled, and effective, we tend to beat ourselves up for not being as good as they are. Don't do that! We compare ourselves to an objective standard, not to other people. When others hit that standard, we honor them. When we hit it, we are honored. Simple.

There are also temptations to overstep our responsibility - to become the source of all wisdom and knowledge, or to become dictators trying to run other people's lives for them. That's not leadership. We're all travelling this road together. The leader does need knowledge and skill. But he'll never have perfect knowledge and skill, and he should know that. Stay humble. Let me finish with this. A leader must have the drive and tenacity to see something through to the end. He doesn't quit until the job is done because he is confident in the outcome. We influence others with that confidence. So the bottom line is this: the more skilled, knowledgeable, and confident we can be, the more we influence others to be the best *they* can be. That's leadership.

## Leaders Unify

We need a number of mutual qualities before we can work together toward a common goal. A leader recognizes those qualities in his people when he selects them to be on his team. In this business, when we talk about "team-players" we're talking about those who are committed to committed, and who uphold the cardinal rules. Let's reexamine what those are in the context of LeRoy's teaching. There are 4 things that destroy unity and 3 things that build it. Here are things to avoid:

1. *Slander* - if you have nothing nice to say about someone, don't say anything. If you don't have personal knowledge of something, don't repeat it. If there is a more positive spin you can put on something, then say it that way.
2. *Anger* - Angry people stir up dissension. The Bible says to stay away from them (Prov. 22:24-25). They are sinful. They aren't just letting off steam, or being assertive. They are steeped in sin and they'll drag you down.
3. *Pride* - Pride breeds quarrels because the person is unable to take advice. Their way is the only way. "Pride precedes destruction..." (Prov. 16:18-19)
4. *Jealousy* - As bad as anger and pride are, envy will eat you alive. It will color every interpretation, every comment, every thought we have. We spoke about what to do about it yesterday: don't compare yourself to others. Period.

Here are the 3 things that help to build unity:

1. *Love* - Love covers a whole slew of sins (Prov. 10:12). It can heal emotional wounds and bitterness. Love protects others, forgives them, and forgets past wrongs. It is slow to take offense, and careful to encourage. It never fails.
2. *Self-control* - The tongue is a raging fire consuming everything in its path. It must be controlled. Gossip, anger, hatred, envy, boasting and other destructive forces are first unleashed out of our mouths. If we seal our lips, the content of our heart can at least be hidden until it is healed. Keep it to yourself...
3. *Kindness* - What we speak, and how we speak it, can do one of two things: it can bring death, or it can bring life. We keep words of death unspoken, and we release words of life to bring healing and strength to all who hear (Prov. 15:4).

This final word: leadership carries some responsibilities with it in regard to these things. A leader puts an immediate end to anything destructive, and he rewards things which promote unity. He exercises *integrity* by nourishing his people with truth, light, faith, and righteousness. He exercises *restraint* by being a peace-maker. He exercises *good humor* by ensuring his people enjoy the journey, learning to rejoice in each other. And he exercises *friendship* by getting close to his people.

A leader cannot afford to remain aloof and distant because every enterprise requires interdependence. He loves, befriends, cheers, and compliments those on his team. Those bonds of friendship are what knit the team together, bringing unity and success. And isn't that true of our family as well? After all, our family is our first team...

## Leaders are Laborers Plus

This is the last chapter in the book. Its message is short and sweet. It's about duplication. LeRoy says it perfectly so I'm just going to quote him:

"Unless people are won to Christ, there is no one to establish in the faith. But if a leader aims his personal ministry primarily at evangelizing the lost, he will accomplish only what one person can do. If he aims his ministry at multiplying laborers, he will see what a host of competent, trained, motivated men and women can accomplish."

"Does that mean that leaders should not evangelize the lost or establish the saved? Of course not! They themselves are laborers in the harvest, and they must never forget that. If they quit laboring in the harvest, they will lose their prime teaching tool --- setting an example for others to follow."

Now put that in the context of the business. Those who aren't in the business correspond to "the lost" in LeRoy's teaching. We are the laborer-leader. Our personal legs are those we are trying to "establish in the faith." And our goal is to get them to the point that they are able to duplicate themselves. That's multiplying the laborers. It is never a question of what we need to get the job done, but what they need that matters most. We are their equippers.

We need to be fed just as much as *they* need to be fed. So we set an example. We show them how it's done. We prove it works. And then we encourage them to duplicate our efforts. The day we step out of duplication is the day our business unravels. We must pass on what we've been taught; nothing more, nothing less.

I hope you enjoyed the book. I know I did.