



Help yourself
to Leadership

UNIT ONE

Help Yourself To Leadership

Unit I

Foursquare Leadership Training Course

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Preface...

The false assumption that out of the "somewhere" and "somehow" adequate leadership for the church would be provided has been the attitude of near-sighted denominations and church leaders far too long. A real statesman like approach has never been made of the task of training leaders. Efficient leaders with spiritual vision and vigor, properly trained and equipped "just don't happen." There is much involved. It takes a constant program of leadership training. It takes time in counseling and encouraging future leaders.

The church needs to help potential leaders to "Help Themselves to Leadership," not only by providing classes and giving printed material, but by providing opportunities to put into practice what has been taught. People learn to do by doing.

It is the purpose of this volume to show, Miss, Mrs., and Mr. Average Person that they can become leaders. Each person has been given some talent, or talents, and if used and are not hidden or buried, they will multiply and bless humanity. The Lord will take what we have as He did the loaves and fishes that were brought by the small lad, will bless it, break it and give it to the hungry multitude. Moses used what he had in hand, just a stick of wood but God caused that rod to be a token of authority and leadership.

Powers you have never conceived lie buried in your life. They are put there by God and waiting for their proper atmosphere. It has been said that in the soil of England tropical seeds lie buried in bewildering variety. They have been brought by birds, by winds, by many agencies. These tropical potencies lie deeply buried waiting for a tropical atmosphere. If for twelve months England could have tropical heat, their gardens would bloom with the luxuriance of the tropics. Within the lives of many Christians there is latent power waiting to be developed. As the "proper atmosphere" for leadership development is created, many will respond and will blossom out as beautiful leaders to bring fragrance and blessing to all they contact.

Foreword . . .

We must keep pace with the growing population. In the next five years, 18,000,000 babies will be born in the United States. Will they be lost or gained to the Sunday School Cradle Roll Department?

In five years many a Junior or Junior High of today will have "flown the nest." Many a carefree youngster now within our reach will then be in Military Service. Will we have won them to Christ and trained them to be witnesses for Him?

Many new families are constantly moving into our communities. In five years they will have put their roots down. Will we have won them to Christ and the church or will they be lost?

We must reach the aged. In five years those nearing the sunset will have passed into Eternity, the opportunity to reach them will be gone forever. We must reach more people because it is God's will that every man, and woman, and boy and girl shall be saved. Many, many do not know Him who is the Way, the Truth, and the Life!

How are we going to reach more people? By training more leaders; leaders in the Sunday School, leaders in the Crusaders, leaders in the church! Leaders who with clarity of vision and purpose can train others — and others — in order that everyone, everywhere may have the opportunity of hearing the gospel with a persuasive invitation while the door of Salvation still stands ajar for "Whosoever Will."

This book was written with this purpose in mind; that in these last days we may train leaders in all our churches to work "while it is day: for the night cometh when no man can work." To this end we pray its content may be a challenge to all who seek to follow Christ and His will for their lives.

Isabelle Hall Helmle
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The Call

To Leadership

To paraphrase Winston Churchill's statement in terms of Christian leadership, "there has never been a day perhaps in the history of the Christian church when so much depended upon so few."

It has been said that four out of every one hundred people in the world serve as leaders for the other ninety-six of that hundred. This is true in all walks of life. The reason these four people serve as leaders is that they have received or taken advantage of leadership training that has come their way as well as every opportunity that would fit them for places of leadership.

Every profession and walk of life needs leadership, business, science, medicine, education, home and the church! Each age and generation has demonstrated its need for leadership. Leaders have always been needed. They are needed today. They will be needed tomorrow.

1. Leadership in the Past.

In the past, few people were prepared by actual training to take places of leadership. Almost everyone understood that leadership was needed, but how and where to prepare for it was another proposition. Until the late 1930's and the early 1940's little was done to develop leadership on a large scale. Certainly our colleges and universities did very little either to furnish formal courses which would point out the qualities needed for leadership, or the laboratory practice for its training and guidance. Occasionally a college professor and a teacher in high school would on their own initiative talk to a senior class about the qualities needed for success, but on the whole the subject was not even mentioned.

2. Leadership Today.

Business Services

Today, the picture of leadership training has completely changed. Leadership development has never received the attention from scholars and scientists that it is receiving today. "Much study and research has been done under a wide variety of auspices including the armed services, business and industry, religious organizations, government and universities. No doubt the greatest volume of systematic research today is taking place in a number of special laboratories in universities, such as the Department of Social Relations at Harvard, Research center for Group Dynamics at the University of Michigan, just to mention a few of the many universities who have a similar program."¹ All this research done by civilian and military centers has cost them at least six million dollars a year.

In a single year, more practical facts about leadership have been uncovered by all this research, than were uncovered during the entire century following Abraham Lincoln.

The majority of people who will take advantage of all this research and will benefit by it will be in business or industry, education or the military services. If all this energy is expended, time given and money invested to help humanity make a better living, how much more should the church and its members be willing to give of themselves, their energy and time that others might know a way of LIFE! It is time the church too awakens to her great responsibility to train leaders.

3. Leadership Training is Essential.

It is essential that the church provide an adequate and consistent leadership training program because the majority of the teaching and instruction given in the churches today is given by volunteer help. "It is estimated that at least two million men and women are serving voluntarily each year in the Sunday School and youth work of the church. At least half a million new recruits are added to this group each year. How many of these new workers come with some measure of training for this difficult task? The average period of volunteer service is between three and four years. This means an annual turnover of

from one fourth to one third of the workers. What a task for leadership training!"²

If the church expects to win spiritual battles it must have volunteers who are well trained and prepared. An old Troy general said, "The secret of every victory is in getting good and ready." Wellington said concerning Waterloo, "The battle was won, not on the battlefield where the contending armies met in deadly combat, but on the campuses of Oxford and Cambridge and Eton."

Since we take pleasure in what we do well, perhaps Christians would be more willing to assume places of leadership in the church if they had the "know how." The purpose of this leadership course is to help Christians realize they can become better leaders. This can be accomplished by providing the training so they obtain the "know how." How easily a woodsman directs where a tree is to fall or a fisherman lands a fish, if he knows how.

"That was a great day," writes an experienced fisherman, "when on Minnesota Lake I hooked my first large fish. How excited I was as he broke from the water and lay for an instant beside the boat, glistening in the warm light! My father-in-law and my young son shouted a great deal of advice but we didn't land him because the only technique we knew, though it had worked admirably on eight-ounce bullheads in Southern creeks, proved totally inadequate for a fifteen pound great northern pike. When I raised the pole to lift him onto the boat he snapped the line with a sudden jerk and faded into the depths with my shiny new dollar spoon hook. At least there was nothing wrong with the bait, and I immediately spent another dollar for one just like it, but the technique had to be improved by study and experience before I was able to land such a fish neatly."

Christian education of which leadership plays the important role is vitally important. The improvement of the local program of Christian education is the concern of all who are in any way identified with it. The future of the church depends more than is realized upon the quality of the teaching and training, or spiritual nature, provided through the Sunday School, the youth

groups and related activities. To provide adequate training is the first task of the church and to aid in its accomplishment is the major concern of all workers in Christian education.

WHAT IS CHRISTIAN LEADERSHIP?

1. It is Christian in its Scope.

Our concern is Christian leadership, not secular leadership. Leadership that is Christ-like. A leadership that counts, that is purposeful, that has worthwhile objectives and accomplishes them. A leadership that seeks to bring honor and glory to the Lord Jesus Christ; that is vigorous with spiritual life; that is powerful because the Holy Spirit fills and motivates, and that can plan for the future with keen spiritual vision and insight.

2. God Has a Plan For Each Life.

God's will is revealed for every area of life. John Russell Lowell said "No man is born into the world whose work is not born with him." God tells us in His Word, "We are His workmanship, created in Christ Jesus unto good works, which God hath before ordained that we should walk in them." "According to the purpose of Him who worketh all things after the counsel of His own will." Ephesians 2:10 and 1:11. Is it not thrilling to realize that God knows all about you and He has a plan for your life?

The same God who so minutely has planned your life has invested in you a gift, or gifts, a talent or talents, whereby you can have a part in His program. "Now there are various kinds of gifts, but there is the same Spirit; various kinds of official service, and yet the same Lord; various kinds of effects, and yet the same God who produces all the effects in each person. To each a manifestation of the Spirit has been granted for the common good." I Corinthians 12:4-7 (Weymouth). "Yet to each of us individually His grace was given . . . and gave gifts to men . . . in order fully to equip His people for the work of serving." Ephesians 4:7, 8, 12 (Weymouth).

Oftentimes we refuse a place of leadership because we do

not possess the same ability as someone else. Let us remember that God does not hold us responsible for what we do not have, but He does hold us responsible for what we do have. In the parable of the three servants who were given five, two and one talent, respectively, responsibility was given to them and they were, in due time, rewarded. When the Master returned, equal reward was given to the one who had developed his two talents as to him who had developed his five talents. The one who had one talent was condemned, not because he only had one talent, but because he had hidden that talent instead of using it and causing it to expand and unfold for the benefit of his Master.

3. It Is Being A Follower.

The dictionary gives several definitions for the word follow, but the one which defines fellowship in relation to leadership is this "to move or act under the leadership, control or authority of." We are followers of the Lord Jesus Christ the greatest leader of all time and He said, "Come and follow me" and again in the great discourse on the Good Shepherd, "The sheep hear His voice; and He calleth His own sheep by name and leadeth them out." "He goeth before them and the sheep follow Him." John 10:3, 4. The Christian leader not only follows Christ as Saviour, but he has learned to follow others. This is a prime requisite of good leadership characteristics. If you would learn to be a good leader, learn to be a good follower. A good follower, one who "can act under the authority or control of" another person has subjected himself to the group and has learned to cooperate and to take instruction and direction.

4. It Is Being A Servant.

A Christian leader will identify himself with the needs, and aims of each individual and with the group. A leader serves his group, not himself. It is not taking glory but giving service. It is forgetfulness of self in service to others with no thought of glory or honor. It is following the example of Jesus and doing as He commands "Whosoever would be first among you shall be your servant. Even as the Son of man came not to be ministered unto, but to minister and to give His life a ransom for many." Matthew 20:27, 28.

5. It Is Being A Leader.

Every Christian is called to be a follower and a servant of Christ. Some are called to go farther and accept a sacred trust of leadership. Christian leadership is the giving over of self, an investing of all that one has — his innermost being, his energy, talent and ability in the Lord's program.

A Christian leader is identified with a group and directs them toward worthy ideals and projects. He must show the way by staying ahead of the crowd.

The psychologist defines leadership as the ability and readiness to inspire, guide, direct or manage others. Leadership is personality in action under group conditions. It includes dominant personality traits of one person and receptive personality traits of many persons. It is interaction between specific traits of one person and other traits of the many, in such a way that the course of action of the many is changed by the one.

In working at this task of Christian leadership we are fulfilling the final and supreme commission of the Lord Jesus Christ "go . . . teach". No doubt, this great commission has sent more soldiers to the frontiers of service than any other single statement in the Bible. A Christian leader is fulfilling his responsibility to, this commission.

6. It Is A Sacred Trust.

Leadership must be held as a sacred trust. A person who enlists the sympathies and loyalties of other people must always find his own sympathy enlarging and his own loyalties true. Confidence must be met with confidence, sacrifice with sacrifice, devotion with devotion, and love with love.

7. It Is Being A Co-Laborer.

We can never see the true picture of Christian leadership until we see we are working with Christ, not for Christ! "We are laborers together with God." I Cor. 3:9. Or, we are God's fellow-workers. Those who are engaged in Christian leadership are not working with something but with SOMEONE! He is

more interested in us and in the work in which we are engaged, than we are. It is His work and we are His fellow-workers. This will help us to see that we are not to run ahead or lag behind but to keep step and work with Him.

GOD'S LEADERS OF THE PAST

Human leadership under the guidance and divine commission of an Almighty God has had an important place down through the centuries. Let us remember that man has always been, and always will be important to the furtherance of God's plan and purpose. Man was created for the purpose of fellowship with God but sin entered and that joyous union was broken. God, in due time, sent His only Son and through Him fellowship has been restored.

Today the important and sacred task of carrying the gospel to the ends of the earth has been entrusted to man. God has no other plan. S. D. Gordon relates an imaginary conversation between Jesus and Gabriel at the time of our Lord's return to heaven. "Master, you died for the whole world down there, didn't you?" asked the archangel. "Yes" said Jesus. "You must have suffered much." "Yes" "And they all know about it?" "Oh, no, only a few in Palestine thus far." "Well, Master, what is your plan? What have you done about letting the world know?" "I asked Peter and James and John and Andrew and a few others just to make it the business of their lives to tell others and so to pass it on." "Yes, but suppose Peter fails? Suppose after while John grows weary in his well doing, and neglects to tell others? Judas failed and all the rest may too. Suppose their descendants in the twentieth century get so busy about machinery and fortune hunting that they cease to pass on the good word?" Then came the quiet voice of Jesus saying, "Gabriel, I haven't made any other plan. I am going to count on them."³

God has used human leadership in the past and His plan can be traced by a study of His leaders. A Christian worker today working in ever so small a God-planned place is just as important to God as the great heroes of the past. As we direct our attention to a few of the leaders God used in Bible times, let

us observe that all were not from the same type of environment or background, neither were they alike in personality.

1. Moses.

One of the greatest, if not the greatest leader, in the Old Testament was Moses. This man, trained and nurtured in spiritual things and well educated, "learned in all the wisdom of the Egyptians," was God's chosen leader to deliver the children of Israel and lead them to the promised land.

When God called Moses, he objected and complained saying he was not competent; that he was not eloquent of speech, and that the people would not believe him. But God gave him the assurance of His presence by saying "Certainly I will be with thee" and "say unto the children of Israel, I Am hath sent me unto you."

There were many hard and trying times for Moses. His leadership was criticized and questioned. His followers, the children of Israel, were unbelieving and rebellious, but through it all Moses remained a great leader and God said of him "and there arose not a prophet since in Israel like Moses, whom the Lord knew face to face."

2. Joshua.

Joshua was ready to step into a place of leadership when it was time for Moses to step out. Joshua was a great military leader. One of his great leadership traits is portrayed in his dynamic proclamation to the children of Israel in Joshua 24:15 "And if it seem evil unto you to serve the Lord, choose you this day whom ye will serve; whether the gods which your fathers served . . . or the gods of the Amorites, . . . but as for me and my house, we will serve the Lord."

3. Isaiah.

Isaiah was a man of royal blood; he was the grandson of a King. He was, moreover, a man of strong and commanding personality, became a statesman and wielded a tremendous influ-

ence for good in the State. Isaiah by vision saw God high and lifted up. His answer to the divine call "Whom shall I send and who will go for us?" was "Here am I, send me." Isaiah realized his personal responsibility because of his deep spiritual understanding. He had consecrated his all. "Send me" quickly follows the "Here am I."

4. Queen Esther.

A Queen once responded to a call of leadership and became God's leader for that appointed time. Mordecai said to Esther, "Who knoweth whether thou art come to the kingdom for such a time as this?" Esther 4:14.

5. Amos.

Amos, one of the prophets, too was a leader though his life is a contrast to Moses. He exemplifies an ideal leader and model worker, for he was an ordinary working man. He was a herdsman and a "dresser" of sycamore trees. From the book of Amos we learn of the traits and characteristics which made him an ideal leader; his humility, his faithfulness, his wisdom, his message — "thus saith the Lord", and his success, for he wielded an influence over the land.

6. Peter.

Peter, the fisherman whom Jesus called to follow Him, was a man full of human emotion but with tremendous will power. When the Lord first called him, he was a blundering, impetuous, and faltering disciple. He was empowered by the Holy Spirit and on the day of Pentecost preached a forceful sermon and three thousand souls were converted. The Lord took Peter, blest him and used him to help establish the early church.

7. Paul.

Paul was intellectual and came from a background of wealth and culture. He was a Jew by blood, a Greek by earliest influence, and a Roman by citizenship. He was trained in the school of the strictest Pharisaism and was elected to membership of the Sanhedrin. He was intense, and possessed a dominating

personality. He is also revealed as a man of sensitive disposition, a man of great heart, and tremendous emotion. The combination of these characteristics certainly made him a man of great personality. When Paul met the Lord on the Damascus road and surrendered to Him, he became a powerful leader in the early church. He was the first missionary. He established many churches and wrote fourteen epistles.

All of these people demonstrate leadership ability, some in a greater degree than others. If you possess a real desire to become a good leader, study the leaders of the Bible. It has been stated before that our chief concern is Christian leadership and with that in mind, look to the leaders God has used. Study their methods, their backgrounds, their personality, where and how they served, and it will be of great encouragement to you. Fill your heart and mind with their struggles, triumphs, sorrows, and joys to inspire and challenge your faith.

During the Livingstone Centenary meetings, great stress was laid upon Livingstone's love for and devotional study of the Bible. He made Holy Writ his constant study. Once, when in great peril he read the Bible through four times. It appears that in later life the Books of Genesis and Exodus were constantly in his mind, Moses being his favorite Bible hero. Thus, were fed in that mighty man of God the fires of holy enthusiasm and courage.

A character study of God's leaders of the past is a constant reminder to us that He will use any individual who will place himself in His hand. We are merely to be an instrument, a channel, through whom the Holy Spirit may flow to bless humanity.

CHALLENGED TO LEADERSHIP

"Come over and help us" was the Macedonian call of many centuries ago. That call is still being repeated in every city and hamlet in the world. A need common to every church, regardless if small or large, is leadership. How often have we heard pastors express their desire to launch a more effective program in their church but are hindered because they do not have the

leaders. Many churches could triple their attendance and outreach in the community if they had adequate leadership in the church to take care of the people when they come.

1. The need must be met.

God is not a God of waste in nature or in spiritual things. When a Sunday School or a youth group has been entrusted with a new member, it is the responsibility of that class or group to see that the individual is properly taken care of physically, socially, mentally and spiritually. When the church is entrusted with a new convert, it is the duty of the church to provide spiritual nurture and strength for that new babe in Christ, by its teaching and training program. We are to be "good stewards of the manifold grace of God" I Peter 4:10, just as much as we are to be stewards of our talents and time. If the leadership is lacking within the church, it will not be entrusted with a steady and constant growth. The pastor cannot do the task alone. Consecrated leadership by laymen is the great need. The training organization of the church seeks to meet this need by equipping for the task.

2. The need is emphasized by the great population increase.

"The children of today will grow up to live in a vastly different America. Twenty years from now, the United States will be a nation of 228 million. That means adding 63 million persons. This is only the beginning of the changes that lie ahead. The whole population map of this country will be changed. Many of the wide-open spaces will all but disappear. There will be new centers of population, new political line-ups, new markets, new opportunities and problems. Every one of the 48 states will share in the growth that lies ahead. A few will double in population. America will be on the move. This is the picture that emerges from the latest projection of State population by the Economic Unit of the U. S. News and World Report."¹

Important research is being conducted by the California Institutes of Technology. This Institute is composed of scientists, technologists and industrial planners. They foresee a vast

increase of population, a trebling of the world population within the next one hundred years. Many of their predictions, the facts they are uncovering and new things being invented and discovered seem fantastic today but probably will be an actuality tomorrow.

What does the research being carried on by various institutes have to do with Christian leadership? What does predicted population increase have to do with Christian leadership? Simply this, the church must be just as wide awake to train and prepare for the future, if Jesus tarries, and to meet this shifting and enlarging population changes as are the scientists, the educators, the politicians, and the business man. Our work is vastly more important, we are preparing for eternity!

IT COSTS TO BE A LEADER

Everything worthwhile has a price tag. There is a price to pay if you would be a Christ honoring leader. Glamour and ease have no part in Christian leadership. It costs something to be a leader even beyond the price we pay for training, but men and women of courage do not shrink from things simply because they are difficult.

The rich young ruler who came to Jesus to enquire about eternal life was unwilling to pay the price to obtain what he was seeking. "And he was sad at that saying, and went away grieved: for he had great possessions." Mark 10:22. Contrast this young man with another who knew the triumph of self-renunciation and self-dedication, Paul. "But what things were gain to me, those I count but loss for Christ. Yes, doubtless and I count all things but loss for the excellency of the knowledge of Christ Jesus my Lord; for whom I have suffered the loss of all things, and do count them but dung, that I may win Christ." Philippians 3:7, 8.

William Borden (Borden of Yale, as he has been known) was a brilliant, popular athletic young man who attended Yale University a few years ago. He was a millionaire. A thoughtful, conscientious Christian, he faced the problem of what to

do with all the resources that were his. His decision was that he must give not only the wealth but himself to the service of God. Finally it became his conviction that he must be a missionary to the Mohammedans in China. Happy in his purpose he embarked for the Orient, traveling by way of Egypt. There stricken by a severe illness, he died before he reached the people to whose service he was dedicated. He said "I take hands off as far as my life is concerned; I put Thee on the throne of my heart."

1. Forget Self.

The denial of all, including ourselves, is the deepest discipleship. Because of the crucified Christ, self-denial is the law of life for the Christian. To the self-denying spirit the will and glory of God and the salvation of man are always more than his own interests or pleasure. Before one can become a leader of others, self-denial must exercise itself in his own personal life. It must rule the body, the mind, the heart.

Self-centeredness makes a man soft, sensitive, selfish. Self-pity makes him pitiable, a picture of pathos when he should be a power for good. Self-pampering makes him sarcastic. Self-indulgence makes him indolent. Self-defense destroys his self-respect, and makes him less a man.

The correct way for life to be invested is in giving ourselves to others. The Apostle Paul said "I am debtor both to the Greeks and the Barbarians; both to the wise and the unwise." "I am debtor" means just what the words imply. We are all debtors to our fellow man. We owe ourselves to mankind. Our debt can be paid by investing, by losing ourselves in service to others. As you look about you, you will see that the leaders who are blessed and useful are investing in the lives of others.

2. Hard Work.

Leadership requires work, genuine, hard persistent work. You will need to work when others play. You cannot take time off for every pleasure that presents itself; you will need to choose carefully so that you do not neglect the work that is

essential to your task.

Your responsibility as a leader will be to see that a thing is achieved, and this may call for much more work than you first anticipated. It is possible that there will be times when your work will be carried on without the "inspiration of the Spirit"; it will be dead and monotonous drudgery but you carry on, pray on, and work on. You are a leader! It is not enough to be satisfied with doing enough work to get by. Work must be done thoroughly and in the best possible way.

3. Will Know Loneliness.

A leader often leads a lonely life. This is not always true, but sometimes is the price of leadership. There is a strange paradox in leadership; you are to be identified with the group and still be apart from it, you are to work in close harmony and fellowship with the group and still be alone! How can this be? Not by aloofness or indifference, but by these characteristics of leadership and by virtue of your office you are, through no volition of your own, set apart. You will know loneliness. As a leader, you must take the lead, stand ahead of the crowd. You do not lean on the group, nor do you confide in members of the group or take your burdens to them. The members of the group come to you. Often a leader stands alone, thinks alone, works alone. A person of strong social nature may find this difficult. This is the price of leadership.

A leader blazes new trails, enters new frontiers and pushes them forward to make it easier for someone else who is coming. A leader must be first partaker if he would have followers. "The husbandman that laboreth must be first partaker of the fruits." II Timothy 2:6.

4. A Leader Will Be Tested.

A leader's actions are always under observation and his decisions are checked by others. His ability as a leader will be weighed by his fellow members by the things he does, and says, when he is with them and when he is with others.

(a) A leader will be tested by opposition.

Opposition will have to be faced by every leader in some form or another. Obstacles do not mean defeat. Opposition will come from people and from circumstances. A wise leader will anticipate these things and plan to turn them into helps for victory in the things achieved.

(b) A leader will be tested by criticism and misunderstanding.

It is easy to work hard and to give the best of which one is capable when he is appreciated and when the group is watching, cheering and applauding. It is hard to work and give all with a loneliness of soul, and a seeming lack of appreciation and encouragement from some human being.

The fiery darts of criticism will be hurled at a leader. The more positive and effective the influence of a leader, the more severe the criticism. Some followers want to bring defeat to the leader and the only way they know to bring it about is to criticize. Don't shrink from criticism; face up to it. If it is justified, and some will be, profit by it, make it a stepping stone to victory. If it is unjustified, don't let it deter you from your objective.

Your efforts will be misunderstood by some. You may be "burning up" with new ideas and plans. Your heart may be "charged" with a vision and enthusiasm only to have it rejected by the group. Don't throw all your plans and ideas and enthusiasm into the ash can because your group couldn't see or get the idea. Keep them and use them at a later date. Give your group time to catch up with your thinking, for as a leader you will see farther and be out ahead of them. It is an encouragement to remember the opposition and criticism that Moses suffered at the hands of the children of Israel. One day they hailed him as a great leader and the next day they cried against him in opposition.

As a leader you will often be disappointed. Things you thought could be done will not be done. Some people in whom you placed great faith will not always prove dependable. Many times you will work unassisted, unappreciated and labor almost

single handed to put over a program.

- In all these situations we can be more than conquerors, for the Lord will lead us in triumph in the face of opposition, criticism and discouragement. The hard and trying experiences of leadership come to make the roots of Christian character grow deeper.

5. Marked for a Mast.

"Near the beautiful Sebago Lake in New England are some wonderful pines that tower high above the rest. Years and years ago, before this land was settled by any but the Indians, King George of England sent men to this country to look for tall trees that would make good masts for his ships. They went up the rivers and lakes, looking everywhere for the special trees. Here on these hills they found these great trees. So the men marked 'K. G.' on the trees, charted on a map which they carried, and went on their way. But for some reason they were never cut and carried away to be used on his ships. There they stand today, strong and straight, marked for masts.

"'Marked for a mast because they are straight and strong.' There are those who today are 'marked for a mast,' and who will some day fly the colors of a Christian Leader. It is wonderful to be chosen by the King of England and to have been marked for use with his initial, but it is more wonderful to have been chosen by a greater King and marked with his name. Perhaps you can guess what the mark on you might be — it is C. L., Christian Leader.

"'Marked for a mast!' Surely you cannot bend or break if some day you expect to carry a king's color!"⁵

Is the price of leadership too high? Will you start on the highway of leadership only to drop by the wayside? And some day someone will say to you, "You did run well; who did hinder you that ye should not obey the truth?" Galatians 5:7. Leadership is a high calling, a sacred trust, a great honor and a distinct privilege. No price is too great to pay when it is viewed through the eyes of faith and in retrospect of Calvary and God's great love manifested to the world there. When Christ has the pre-

eminence in our life, not man or organization, or even our church, as important as that might be, we are challenged to "go beyond the call of duty" and give our very best for Him.

QUESTIONS FOR DISCUSSION

1. Why are so few people willing to take places of leadership?
2. What is being done today to promote training in secular leadership? In what way does it differ from the past? Is this a good or bad indication? Is the church keeping step in its leadership development?
3. How much does it cost to be a leader? Explain.
4. Why is it necessary to have adequate over-all approach to leadership development in your church? Give definite facts to support your idea.

ASSIGNMENT

1. Interview five people who are now leaders and ask them where they "started" as leaders, and what they were doing when they accepted their present place of leadership.
2. Write a short story or character study of one of the great leaders in the Bible. Prove that he was a great leader.

FOR PERSONAL STUDY

1. Read the biography of some world-famous person, as David Livingstone, Adonirani Judson, William Carey, Louis Pasteur, Jane Addams, Florence Nightingale, William Borden, Edward Bok, Abraham Lincoln, Helen Keller, George Washington, and others.
2. Read books that will inspire leadership as
Christian Leadership, Preston
10 Steps to Leadership, Jacobs
You Can Learn to Teach, Slattery

QUALIFICATIONS OF LEADERSHIP

OUTLINE

WHO IS A LEADER?

IS EVERYONE A LEADER?

HOW DOES AN INDIVIDUAL EXPRESS HIS LEADERSHIP?

1. Direct Leadership
2. Indirect Leadership

A LEADER IS A PERSON, AN INDIVIDUAL

FROM WHERE DO LEADERS COME?

1. Leaders are not born
2. Leaders emerge in answer to prayer

THE QUALIFICATIONS OF A CHRISTIAN LEADER

- 1 Spiritual and Moral Characteristics
 - a. Dedicated
 - (1) Bible study
 - (2) Prayer
 - b. Filled with the Spirit
 - c. Sincerity
 - d. Vision
 - e. Faith
 - f. High Ideals
 - g. Humility

LOOK TO THE IDEAL LEADER

*Qualifications**Of Leadership***WHO IS A LEADER?**

"Who me? I'm not a leader!" That statement could be classified as a stock answer to inquiries such as: "Would you take the responsibility of leading the worship service for the Junior department the next quarter?" or "Would you take the leadership of the youth group?" or "Would you be interested in teaching?" Oftentimes Christians feel inadequate, and are reluctant to accept places of leadership when first approached. A wise person will instill confidence in the individual being solicited for a place of leadership by assuring him of his capability; that he has within him the ability to become a leader; it may be latent, but by training, instruction, guidance and practice, it will be developed.

Our capability, the latent powers within, can be developed only as we discover them. Dig into your mine of thoughts and feelings which have been suppressed and repressed so long that they are in a state of coma. Stir them into new life and expression. Begin systematically, intelligently and prayerfully to cultivate and develop yourself. Then, watch yourself grow as a leader.

We will set out together to dig into the qualities and characteristics necessary to become a leader.

IS EVERYONE A LEADER?

In some respects everyone is a leader. Every person not only has leadership traits but also has the trait of being a follower. Personality may be divided into leadership and a follower. However, it is hard to define the dividing line between the two, for what may be leadership traits in one situation may be the traits of a follower in another. We are sometimes leaders and sometimes followers. For example, the President of the United States is the leader in the government of his country, but when he

family job
SS teachers church

goes to church on Sunday morning, he is a follower, and the minister is the leader.

Every individual is required to take his place as a leader in some form. Children in school have opportunities for leadership in their classroom, school activities and the various worthwhile organizations. For example the Boy Scouts; the mothers and fathers have the same opportunities in the home as well as parent-teacher associations and as citizens in a community.

some could lead if they would study how

Every Christian is a leader in the sense of being an example to others. "Be thou an example of the believer in word, in conversation, in charity, in spirit, in faith, in purity." I Timothy 4:12. We might be astonished if we could see the number who watch us; the people who are virtually affected by our lives. There is an old saying, "You are the best Christian that somebody knows." We are responsible to God for the direction in which we lead others.

read Weyman

B. Y. Jackson Dr. McE.

Some capacity for leadership is possessed by everybody. There is only the problem of the development of these qualities we need most for our position. Whether we become an effective leader or not depends largely upon how much we have developed the qualities necessary for leadership.

HOW DOES AN INDIVIDUAL EXPRESS HIS LEADERSHIP?

Individuality and its complement, sociality, are closely related to leadership. You are known by your individuality, those distinguishing traits which set one person off from another. Sociality is made up of those behaviour traits which identify one person from another. A person who is able by virtue of his individuality to perform in ways different from and surpassing other members of the group, is qualifying for leadership. This does not mean that an abundance of individuality produces superiority and makes an outstanding leader. The opposite is true. For a person to be accepted as a leader, his ability and individuality must be expressed in a way that is valued by the group.

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1. Direct Leadership.

Leadership is expressed in different ways by different individuals. Some lead by direct leadership which deals with people and not with things. At makes requests, pleas or gives orders personally. At leads by word of mouth. It outlines the way and expects followers to walk in it. It can be seen or heard or both.

To illustrate direct leadership, look at the life of Moses. He personally led the children of Israel out of Egypt. Or Paul who personally went to Corinth and set the church in order. Teddy Roosevelt is also an example of direct leadership as he commanded his military forces in Mexico and rode up San Juan Hill at the head of his Rough Riders. The minister exhorting his people to change their ways, the teacher directing the activities of the class, the youth leader guiding his young people, are direct leaders. Personality plays a very important part in direct leadership.

2. Indirect Leadership.

Then there is indirect leadership. This type sets in motion forces that sooner or later change the movement of human activity. This is not the direct, commanding type of leadership. It can well be illustrated by the lad who brought the five fishes that Jesus used to feed the 5,000, or by Andrew who brought Peter to Jesus. Thomas A. Edison in his laboratory, apart from the maddening crowd, turned out one invention after another. As these inventions were put to use they effected changes in human activity and institutions. Edison would have refused the title of Great Leader, and yet by virtue of the changes in human activities and attitudes that his inventions brought about, he received unique recognition.

A LEADER IS A PERSON, AN INDIVIDUAL

God has chosen to use men and women to carry on His program. He could have ordained a legion of angels to fulfill His plan of propagating the gospel, but He chose man. God's program did not start with tabernacles, sanctuaries and temples, or organizations, or even a set of records. It started with man. The same principle is true today. When God chooses to reveal

driven on by task

Himself, to revive His work, and call a nation to repentance, it starts with the individual — He uses man. Great industrialists have come to realize how important man is to industry.

Henry Ford II, president of the Ford Motor Company, recently established a research and engineering center estimated to cost \$50,000,000. A vast part of this center is to be devoted to human engineering. Someone asked Mr. Ford exactly what he had in mind. He said:

"There is a vast area in which we are only beginning to make significant progress — what we might call the field of human engineering. Machines alone do not give us mass production. Mass production is achieved by both machines and men.

"And while we have gone a long way toward perfecting our mechanical operations, we have not written into our equations successfully the complete factor that represents man, the human element. This is one of the many important problems we hope to tackle at our new research center."

A leader is a person who exerts influence over a number of people. ¹ He goes before, he leads the way, he precedes, he advances, he creates progress. He is the one human being in a hundred who shines out through the insufficient brightness of human commonplace ability and lights up the dark places of the world. They are the illuminators of the world. They are an earthly star. A leader is one who sees more and farther than others and acts accordingly. A leader is ² trainer, and a ³ coordinator for a group.

FROM WHERE DO LEADERS COME?

When the Lord wants a leader, He does not take those already made, but looks for material out of which He can make His own leader. This is what He did when He called the twelve disciples, a course quite contrary to the usual method. Instead of going to the Sanhedrin and gaining the assistance of some outstanding leader in the field of religion, or choosing some local

history

Nicholas

rabbi who had unusual ability for leadership, He went to the river front, to the fish market, and to the tollhouse. He selected very ordinary and untrained men, saying to them, "Follow me, and I will make you fishers of men." Matthew 4:19. Such a course of action would appear rather foolish to us if we thought a man wanted to succeed in his undertaking.

When the Lord called Moses, He chose material out of which He could make a leader for the children of Israel. He trained him for 40 years and produced a great leader.

1. Leaders are not born.

Leaders do not come from the clouds, but from the crowds. They come from almost any home, anywhere, any time, without giving notice to anybody. The leaders of the next generation are very close to us now, without a doubt, if only we had eyes with which to see them.

Leaders are not born, they are developed. ¹ Leadership success does not come by merely being appointed, elected or selected to an office or a class. It is not given as a gift. It is earned. ² Leaders are discovered, trained, practiced, and polished. A leader does not suddenly appear out of nowhere. ³ Neither is he elevated to a place of leadership by supernatural powers, like Joan of Arc, nor because of the charms or tricks obtainable in ten easy lessons.

⁴ Leadership is not a bag of tricks. It is not affected through any hocus-pocus.

It is true that some people demonstrate more natural ability in leadership than others, but to think of leaders as confined within a group marked especially at birth with leadership talents is not altogether true to human experience. Many of the great leaders in the world have been people who seemed to have no special talent for leadership. Sufficient leaders would not be forthcoming if we depended upon the so-called natural-born leaders. Neither would the work of the church be done effectively if we trusted to only those who were natural-born leaders. Because an individual is a leader by natural inclination is no guarantee that he will lead the group in the best way or toward the best goals. Efficient and worthwhile Christian leadership can be

*Lincoln
Lupdik*

*Efficient
Braham
Mandy
Student
of the
salesman*

given only by training those who are to lead.

2. Leaders Emerge in Answer to Prayer.

We are engaged in our Father's business. He has the workers and leaders necessary to carry on His own business. Leaders emerge in answer to prayer. The trouble is we don't "ask." If the church would give more attention to earnest effectual prayer for workers and leaders and less time lamenting the lack of them, the leaders would be forthcoming. Remember Jesus said, "The harvest truly is plenteous, but the laborers are few, pray ye therefore the Lord of the harvest, that he would send forth laborers into his harvest." Luke 10:2. If the Lord considered the problem of workers to be a matter of prayer, we ought to do no less! Let the church intercede in prayer for the leadership needed in the church. "We have not because we ask not" is the admonition of the Apostle James. When leaders come in answer to prayer, they will be motivated by the right attitude — a spiritual concern, and not by someone's persuasive personality. The need in the church today is not more organizations, but more leaders prayed into their position by old-fashioned prayer warriors.

There has always been a need in the church for efficient leadership. The response to this need often has been lacking because the need was not presented in an engaging and inspiring manner. It has not been made known to the general congregation. Christians need to be challenged to leadership and motivated to accept it by presenting the need as a "high calling," a privilege, and an honor. Present the need prayerfully and the Holy Spirit will motivate people to respond.

THE QUALIFICATIONS OF A CHRISTIAN LEADER

Incompetent leadership has led to the paralysis and decay of more organizations than any other cause. Well prepared programs are necessary; a friendly and cordial spirit warms and brings others to the group; a carefully kept system of records reveals the progress toward a worth-while objective; an attractive and comfortable meeting place, good equipment, such as black-

boards and Bible maps, projected visual aids are all a necessary part in helping to solve the problem of leadership. But not one of these is the greatest issue. The leader is the prime factor. The success of an organization, or a class, is largely determined by the life and personality of the leader. The leader is the key. The group rises or falls according to its leader.

The finest and most noble traits capable in a person are involved in true leadership. All that is considered best in human nature would have to be catalogued to list all the qualities desirable in leadership. It is impossible to reduce the attainment of true leadership to a formula, as no one person can have all these desirable qualities.

Every leader must have certain of those qualities, however, that cause men to look up to him, to respect him, to have faith in him, and, consequently, to follow him.

There is a responsibility involved in leadership. Many times people are urged and persuaded to accept places of leadership and are not ready for the responsibilities involved. Or they do so without giving earnest consideration to their position. Anyone responding to a call of leadership must give serious attention to the things required of a leader. A consideration of the most important qualities required for effective leadership will be helpful to those who are looking, as well as to those who are sought, for places of leadership.

Let us consider first those qualities that are God-ward, in relation to God, or between the leader and his Lord. Later we shall consider those qualities that are man-ward, or the leader's relationship to man.

1. Spiritual and Moral Characteristics.

The qualities of Christian leadership which are of primary importance are those which give spiritual energy, fervor and vibrancy to the leader. This is only possible by union with Christ. "Abide in me, and I in you. As the branch cannot bear fruit of itself, except it abide in the vine; no more can ye, except ye abide in me." John 15:4. God imparts to you this spiritual energy as

you walk in fellowship with Him. To build and carry on a spiritually energized life, some things are necessary.

a. Dedicated.

"I beseech you therefore, brethren, by the mercies of God, that ye present your bodies a living sacrifice, holy, acceptable unto God, which is your reasonable service." Romans 12:1. *read*

A Christian leader must be a dedicated leader. The Lord Jesus Christ must have first place. Our bodies are to be presented a living sacrifice, and brought voluntarily. The Lord will consecrate or set apart that which we dedicate in unreserved commitment to Christ. The prayer of William Borden is an outstanding expression of real dedication, and might well be the ideal of a leader today. He prayed, "Lord Jesus, I take hands off as far as my life is concerned. I put Thee on the throne of my heart. Change, cleanse, use me as Thou shalt choose. I take the full power of Thy Holy Spirit." *read*

A dedicated leader will know Christ intimately and personally, not only as Saviour, but as Lord of his life. All born again Christians have taken Christ as Saviour but not all have taken Him as Lord. "The Lord will not be Lord at all unless He can be Lord of all" applies to dedicated leadership. Christ must be Lord, enthroned in the heart and directing the life, and the leader finding joy in such service." *How can we react to decision*

If we love Christ supremely, we will love His work, and His purpose and plan for our life will be lost in the will of God. We will count it a privilege to be a leader and accept gladly the consequence of that responsibility. It will be His love that will hold us steady in the hard place. It will be His love that will move us on to greater accomplishments. The Apostle Paul said, "the love of Christ constrains me." It compelled him. It drove him ever onward in spite of peril and opposition.

(1) Bible Study.

A dedicated leader will "seek first the Kingdom of God and His righteousness." He will love God's Word. He will read it daily for his personal edification. He will find in it

wisdom, promises, and victories.

(2) Prayer.

Christian leaders are rightfully expected to take an active part in the prayer life of the church, the prayer meeting, but this will never take the place of the leader's prayer closet, where he goes before the Throne of Grace alone in behalf of his personal needs and the needs of his group. A very excellent method to incorporate in your prayer life is to make a prayer list of all persons you lead and their needs as well as your personal needs. Divide the prayer list so you can pray for certain ones and their needs each day. A leader who knows the Lord intimately, and the sweetness of His presence in prayer, will be sensitive to the guidance of the Holy Spirit and will be listening as He speaks. People expect more of a Christian leader, and rightly so! It is his duty to go farther, deeper, and higher in spiritual things and meet the added requirements of this responsibility.

b. Filled with the Holy Spirit.

"Be filled with the spirit." Ephesians 5:18. It is our sacred responsibility to make Christ known, regardless of our degree or capability for leadership. To do this effectively we need the infilling of the Holy Spirit. To be filled with the Spirit, will bring us the fullness of Christ. The person and work of the Holy Spirit must never be recognized apart from the person of Christ. The more we are filled with the Holy Spirit, the more we will recognize Christ, depend on Christ, and live upon Christ alone. The Holy Spirit is given to be our teacher, guide and source of power. He is waiting to fill and empower us as we yield ourselves and ask Him to fill us. The Holy Spirit can fill our minds and understanding with knowledge and light, and control our thoughts with harmony and sweetness and strength. Yes, even our bodies will feel the fulness of the Holy Spirit. He is a wonderful tonic for physical energy and perfect health, and can keep our whole being at its best for the Lord and His service. *filled*

To be filled with the Spirit, we must learn to give as well as receive. God is a great economist and He loves to bless those who make best use of their blessing, and become in turn a source of blessing to others. The Holy Spirit is given for service. God

cannot bless a selfish soul; He will not give or fill believers with His Spirit to be used selfishly. This blessing comes to help us make Christ Known — for His glory alone!

c. Sincerity

Sincerity is that quality which enables people to believe in each other. Without it great leadership is impossible. It is but a form of honesty. Sincerity in act, in speech, and in all transactions are all included but they do not exhaust the making of the term. Sincerity must become the very temper of life itself. It shows itself in each and every relationship.

The word sincere comes from two Latin words, "sine cere" meaning without wax. Wax was used to fill in cracks and other imperfections in making furniture. Then the cracks were varnished. Though the furniture looked perfect, only usage would reveal the deception. Honest furniture dealers marked their furniture sine cere — without wax, nothing concealed. So it is with a sincere leader.

To be sincere means to be genuine, true, sound, real, and free from pretense. People resent insincerity and can detect it easily. The Apostle Peter was insincere when he denied his Lord, but was detected, for the maid said "thy speech betrayeth thee."

People admire sincerity even if they do not fully agree with the thing presented. A leader who is sincere will make a much deeper impression upon his followers, even if he is unrefined in his methods, than one who may know and administer perfectly all the principles of leadership but is not sincere.

Even though a leader must be sincere, he is not required to be perfect. Everyone, at times, makes mistakes. The "do-nothing-ers" are the only ones who do not make mistakes. But when a mistake is discovered, an explanation should follow immediately and corrections made without delay. Such a spirit of confession will often build a far greater degree of confidence and good will than even perfection itself. The so-called perfect individual is irritant in any group.

We must be able to trust the sincerity of our spiritual leaders. There cannot be even a suggestion of deceit and double-dealing in the Christian leader. The adage "What you do speaks so loud I can't hear what you say" is so true.

d. Vision.

A clear vision of purpose is essential to the leader; for without it he will be "like the blind leading the blind", and failure will be the result.

Solomon said "Where there is no vision, the people perish." A leader must have something of this super-sight — to see more in people and situations than others see, to see beyond the difficulties and the present problems to an ultimate successful outcome.

Someone asked Helen Keller what would be worse than to be blind. ~~X~~She replied, "To have eyes and not be able to see." There are many people whose spiritual eyesight has never been opened to the possibilities of the spiritual frontiers around them; who can only see despair and frustration; who look upon every situation as a problem, not an opportunity. A leader must have a vision of the potentials of his group and a plan by which this "vision" can become a reality. In answer to prayer the Holy Spirit will give to the leader this spiritual insight and vision so necessary if a leader is to succeed. The Laodicean church was counseled to "anoint thine eyes with eyesalve, that thou mayest see."

e. Faith

"Without faith it is impossible to be well pleasing unto him." Hebrews 11:6a. ASV. By faith the heroes of the Bible conquered. So also will the leaders of today see victory. The faith the leader needs is a faith that accepts and believes what it cannot prove. The true outlook of faith is clearly demonstrated by the life of Abraham. God commanded him to leave his country and his kindred and told him that he would bless him and make his name great. Abraham did not live to see, in a physical sense the fulfillment of his promise, but by faith he saw it all very clearly. These all died in faith, not having received the promises, but

greatest mistakes — being afraid you might make one

Decide
Catholic girl

read

having seen them afar off, and were persuaded of them, and embraced them." Hebrews 11:13. Faith sees farther than man's sight can perceive. The vision into the very heart and essence and truth of things, than is ever possible to sight and reason. Spurgeon said "Oh, friends, have great faith. Little faith will take you to heaven, but great faith will bring heaven to your souls."

f. High Ideals:

what is an ideal?

An ideal is a mental picture of any desirable attainment or achievement. We feel we can trust a leader who has "high ideals" or "standards." Ideals and attitudes greatly control conduct. Life, to be at its best must always have at its center a noble and ever enlarging ideal. The gift, or ability, or urge, to think great thoughts and dream great dreams, is one of the outstanding characteristics of every great leader. Idealism is always present in his makeup. The artist keeps the bright-colored stones nearby so as to keep his sense of color. The leader must ever keep near his ideal Leader, the Lord Jesus Christ. He is the critterion by which all ideals are determined. The leader should heed Paul's admonition to the Philippian Christians: "Finally, brethren, whatsoever things are true, whatsoever things are honest, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are of good report; if there be any virtue, and if there be any praise, think on these things." Philippians 4:8.

g. Humility.

"I am the leader, look at me," is never the attitude of a successful leader, and neither is its counterpart, "I'm so proud I'm humble." When we realize that our success as leaders depends upon so many other things than our ability, it will make us humble. It depends in part upon the loyalty of the group with whom we work, and upon our predecessors, if they have led the group successfully, and to a great extent on the circumstances under which we work as a leader.

Any group resents the "Big I", but how they respond to simple, unassuming modesty and plain, direct, straightforward

leadership! There is a greatness about true simplicity and a simplicity about true greatness which cannot be counterfeited.

When we say of any individual that he has ^{define} humility, we mean that he views himself in proper perspective, that he sees himself in his true relationship to God and men. When Jesus rebuked the high-place hunters at the marriage feast, he said "For ^{read} whoever exalteth himself shall be abased; and he that humbleth himself shall be exalted." Luke 14:11

LOOK TO THE IDEAL LEADER

The ideal Leader is the Lord Jesus Christ. He spent thirty years training for three years' work. Christ knew the value of ^{note a few} thorough preparation and that His Heavenly Father in due time would work out His plan and purpose. Christ paid the price in time. How significant that is, for most of us would like to reverse the order. Are we trying to enter upon a life work before the period of preparation is over?

Jesus ¹ touched the lives of people; He ate with them, talked with them, ² taught them, was moved with compassion upon them, and was ³ touched with the feeling of their infirmities. If we are to be Christ-like leaders we need something of His tenderness, compassion and love. He was tempted like as we are and criticized as leaders are today. Yet, in Him, there is exemplified all that a leader should and can ever hope to be.

QUESTIONS FOR DISCUSSION

1. Can anyone become a leader? Explain your position.
2. Where did Christ get His leaders? Did they possess great leadership ability? Give your reasons why He selected these particular men.
3. What is meant by direct leadership? Indirect leadership? Does it mean because a person is an indirect leader he is any less a leader?
4. What is meant by natural-born leaders? In what sense can a leader be made, or developed?
5. Why is dedication important in leadership? Discuss and evaluate other spiritual and moral characteristics. Which three besides dedication do you feel is the most important?

ASSIGNMENT

1. Have three members of the class conduct an interview before the group in which one of them, perhaps a superintendent, a teacher of a class or a youth leader endeavors to enlist the others in accepting a specific place of leadership in the local church. The one being approached for a place of leadership should be somewhat reluctant and present many excuses for not wanting to accept. Then let the class discuss the strong and weak points of the interview.
2. Discuss the "Cost of Leadership" with a leader; then write a summary of the interview.

FOR PERSONAL STUDY

The Book of Philippians ✓
Leadership in the New Age, Wolf
Christian Leadership, Preston

PERSONALITY FACTORS IN LEADERSHIP

OUTLINE

WHAT IS PERSONALITY?

1. Jesus and Human Personality
2. Personality and Character
3. Personality Defined

WHAT MAKES AN ATTRACTIVE PERSONALITY?

1. An Understanding Heart
2. Personal Attractiveness
3. Mastery Over Self
4. Integrity
5. Self-Confidence

HOW TO USE PERSONALITY?

CHAPTER III

Personality Factors

In Leadership

There are certain rules and principles that govern almost everything in life, including leadership. Yet there phases of leadership which cannot be reduced to rules and principles. A leader might possess organizational ability, be very spiritual, be in full sympathy with the program of the church, know program material, and meet other requirements of leadership, and yet not be a successful leader. All these things alone will not guarantee success as a leader.

Something more than rules is needed in leadership. And that something which rounds out individual leadership is the personality of the leader. An interesting article appeared in This Week magazine regarding the personalities of the United States presidents. The following is an excerpt from this article:

"A recent fascinating study was undertaken by Dr. Eugene Burdick while he was a Fellow at the Center for Advanced Study in the Behavioral Sciences at the Stanford University, Palo Alto, California, one of the world's great capitals for scholarly research. The study was undertaken to find the qualities and characteristics of the 'perfect U. S. President.' For some time social scientists have felt that the personalities of presidential candidates might be as important in elections as platforms and issues.

"The 'perfect president' does not emerge from great historical issues or political battles. He is remembered as 'great' because of the impact of his personality. From a number of studies the characteristics of the 'perfect president' emerge with striking clarity. They are:

- "1. The 'perfect president' would be a warm but decisive person and he would be interesting.

"2. He would command admiration but much more than these, he would inspire confidence.

"3. He would be a man who has overcome personal difficulties.

"4. He would have a sense of humor.

"5. He would have proved his capacity by actually doing things.

"6. He would be 'proper' in his moral and ethical behaviour.

"7. He would not be primarily a partisan politician.

"8. He would be married and have a happy family life.

"This does not mean to infer that issues are less important than personality or that a president should be selected entirely on the basis of personality, but Americans do prefer a warm and out-going personality as president and they do give him a high degree of loyalty when elected."

Centuries ago, Socrates, the first great philosopher, laid down a precept for the ages, "Know thyself." It challenged the false idea that education should lead one to study all things outside of himself, and turned the searchlight of his thought within himself. So a little introspection and self-analysis is first in order.

In studying self, it is therefore desirable to study the principles or traits of attractive personality which are essential for a leader.

WHAT IS PERSONALITY?

1. Jesus and Human Personality.

Personality does not reach its highest achievements unless man knows and does God's will. Lest we be misunderstood, we hasten to explain that there are many people outside of Jesus who have attractive and pleasing personalities. But for per-

sonality to attain its greatest potential, he must come into relationship with Christ. Outward manifestations of personality speak of the life within. The Apostle Paul said, ". . . Christ lives in me; and the life I now live in the flesh I live by faith in the Son of God." Galatians 2:20 RSV. It is the person of Christ within the human life that gives the basic quality in personality. It produces something fine and radiant within, it gives purpose to all of life. Christ died that we might have everlasting life, and something additional, life more abundantly! "I am come that they might have life, and that they might have it more abundantly." John 10:10. Through Christ the whole life, body, soul, and spirit, has been redeemed. It has been set free. The Psalmist David prayed, "Create in me a clean heart, O God, and renew a right spirit within me." There is a difference between a clean heart and a right spirit. Many who have clean hearts do not have a "right spirit." They are bound by frustrations, doubts, and fears. Their personalities are maimed and dwarfed. They need their "spirit" set free, and to appropriate to themselves the abundant life in Christ. This "abundant life" puts into the personality the essential quality to make it attractive and effective.

"If Christianity maims personality, turning men and women into pallid ascetics who are afraid of life and incompetent to meet the demands of a complete human life; if it warps personality, sending out into the world dry-as-dust intellectuals or lachrymose emotionalists or spineless sentimentalists whose one passion is to feel good whether they are good or good for nothing; if it stifles personality, bequeathing to psychiatry a host of suppressed individuals who are restless, dissatisfied, frustrated, neurotic; if it fails to evoke man's highest potentialities, to bring him to the most complete self-realization possible in his environment; if it does not make him fit for high endeavor and for a place in a progressive society, it is not serving the needs of life and cannot be the final religion."¹

Personality is the unconscious outward radiation of the inner life; the sum of the developed inherent qualities; the result of development as evidenced in the spiritual, intellectual, emotional and physical traits.

2 Personality and Character.

Your personality is a reflection of your character. It isn't something that can be bought like a new suit or automobile. It is something to be nurtured, trained and disciplined. If you suspect that your personality needs improvement in any respect, start looking for a co-related character weakness. You must encourage the growth of strong character traits in order to enjoy the beauty of a full-bloom personality. There cannot be an attractive personality without strong character. The original and simple meaning of the word "character" is an engraving — something carved or inscribed in a man's nature; it is the potential fact about the man — the inmost truth of him written upon his personality, which on the whole his fellow men can read and perceive accurately, and by which God at last will judge him. When the books are opened in the Day of Judgment, it is not some scroll or parchment, accurately chronicling his deeds and posted up to date in heaven that will be produced. It is the man's own character, the writing engraven within upon himself which shall be read, and which shall determine his doom or bliss.

Character is the value of the person, his worthwhileness as a member of society. When you are looking for a job and are asked for references, you may be quite sure that the person who is considering employing you wants to know about such things as your loyalty, your honesty, your willingness to work, and your sense of responsibility. Your potential employer will want a character reference.

A person of character chooses the way of acting which will bring the highest results to all persons concerned.

3. Personality Defined.

Personality is usually thought of as a quality which makes the individual a person — different from other people in noticeable ways. A combination or blending of many qualities such as intelligence, appearance, behaviour, attitudes, and habit, make a personality. It is the sum total of the things we do as observed by other people. There is a tendency to evaluate personality. That is, we are prone to say it is good or bad, that it makes an

impression or we like it, or we don't like it. We may use such an expression, "Ken has a lot of personality." By this, we do not mean "a lot" of any particular amount or quality, but rather that Ken's personality is made up of traits, characteristics, and ways of doing things that we like.

*watch people
didn't know
when you
don't know*

Personality is a mysterious magnetism that either draws or repels people; it has a powerful influence, and is far-reaching in its results either for good or bad. All have personality — some attractive, others unattractive; some dynamic, others dull and listless; some light and flippant, others heavy and serious; some positive, others negative; some aggressive, others retiring. Leaders who possess the positive, attractive and dynamic type of personality can seek to add to these desirable traits, and those who manifest the unattractive and undesirable characteristics can change them.

It has been demonstrated that personality can be materially improved. "We have discovered that personality can be developed by training just as the mind can," says Professor Link, Director of the Psychological Service Center in New York City. The mistakes and errors we make in our place of leadership because of bad personality can be largely corrected. Good personality traits are essential to leadership in any field.

The ability to interest and influence other people may be used to define an effective personality. Let us analyze the important qualities which are necessary for an effective personality in the first step in attempting to develop your possibilities.

WHAT MAKES AN ATTRACTIVE PERSONALITY?

These characteristics are man-ward; our relationship toward those with whom we are in contact. We draw, attract and influence others to the extent we manifest these qualities.

I. An Understanding Heart.

There is no characteristic more important that goes into the personality of a leader than an understanding heart. This is

the foundation, or that on which your personality rests for support. This is the essential part, or fundamental, the chief ingredient of your personality as a Christian leader.

I Kings 3:5-15 is the account of how God appeared to Solomon one night in a dream. He told Solomon to ask for anything he wanted and it would be given to him. Now Solomon could have asked God for fame, riches, or for material gain, but he didn't. He asked God for an understanding heart! Solomon said, "I know not how to go out or come in and thy servant is in the midst of thy people — give therefore thy servant an understanding heart to judge thy people." Solomon asked for that quality to be put into his inner life, his personality, that would make him a wise and just leader. He realized he must understand his people. If he understood them, he would know why they acted or behaved as they did. *read*

God heard and answered Solomon's prayer because he did not ask selfishly. "And God gave Solomon wisdom and understanding exceeding much, and largeness of heart, even as the sand that is on the sea shore. And Solomon's wisdom exceeded the wisdom of all the children in the East and all the wisdom of Egypt. And his fame was in all nations round about." I Kings 4:29-31.

Solomon's thoughts were upon the people that God had called him to lead. They even occupied his subconscious mind while he slept. They were in his dreams. God spoke to Solomon in this manner, as He often did to His prophets. Because Solomon loved his people, his heart was with them, his thoughts and sympathy.

Sympathy is an element of power in leadership as it inspires confidence and trust and affection in others. If a fellow knows his leader has an understanding of him and is sympathetic with his problems, he is automatically drawn toward his leader, admires him, follows him and cooperates with him. He needs to know that there is someone counting on him!

An understanding heart will enable each of us to put himself into the place of another. It makes it possible for him to

get another's point of view, to see and feel as another sees and feels. It saves him from harsh judgments, and unkind words, and from unfair treatment of others. Because he understands the background of the people with whom he works, and their outlook, he can inspire their confidence and gain entrance into the hearts of his followers.

The "You're doing fine" commendation, the pat on the back, a warm and hearty handclasp manifests an understanding heart and will mean more than a lot of superficial platitudes. Sympathy for one who is in trouble, a card on a birthday or anniversary, a compliment upon some personal achievement or that of members of his family mean much.

A leader must love people because they are people, not because of who they are, or who they know, or where they have been, or what power of influence they may have. He does not love them because they make one more in attendance at the meeting, or contribute to the offering, but loves and understands them because they are people.

2. Personal Attractiveness.

These traits give us the ability to captivate; to attract, to fascinate or to charm.

The leader must recognize the value of good posture. He will stand with head erect and chest up, stomach pulled in and back flattened. When he walks, he will do so briskly. If knowledge is power — and power gives poise — we realize the necessity of having firm support for our bodies as well as for our ideas and our ideals. Intelligent leaders do not lean on furniture, walls, or one another. They are not stiff, but are poised on their feet!

Leading is hard work. It demands physical stamina and strength. Your body is the Temple of the Holy Ghost and is to be kept in a good physical state by proper rest and relaxation, with nourishing food and exercise. Too many times a leader pours out energy on everything except keeping himself wholesome, vigorous, sane and persuasive. Sluggishness, chronic fatigue, indifference, lack of interest are foes of good leadership which only can be overcome by abounding energy.

A good personality is closely related to good grooming. Leaders do not inspire people if they look as though they have been pulled out of a duffle bag! Being attractive in personal appearance is dependent on neatness, style and taste.

Common cleanliness is an important factor in making one's person attractive. This includes cleanliness of body and clothing, care of the skin, hair, nails and teeth. "Undainty" it is called in women, "offensive" when referring to men. Work to eliminate and avoid them. Correct personal habits have a remarkably wholesome effect on others. Therefore, a leader should appear at his best always; his hair should be combed, shoes shined, and clothes properly pressed.

Clothes should be worn that are attractive and are becoming and befitting the particular personality. A good principle to follow is: "The Christian worker should wear clothes that will be an asset to him; will enable him to accomplish his task more effectively. Clothes should be an instrument to be used to carry a message; they should never be the subject of special observation or comment. The more unconscious others are of our dress, the more appropriate and in taste are our clothes."

A sense of aliveness, by a combination of physical energy and mental alertness, makes a dynamic type of leader. It expresses itself in a clear, convincing and well modulated voice, in a brightness in the eye, and in quickness and decision in body movement.

Vitality helps a leader to put himself wholeheartedly into his work. It gives him drive and purpose. It puts "punch" into his leading. A leader must not have noise, bluster, pep and a "running over everybody" attitude, but he must have a directed and controlled vitality.

"Vivacity is the health of the spirit" so wrote Balzac. Vivacity is akin to vitality and puts the qualities of aliveness, spirit, and sprightliness into personality. It is a cheerfulness that shows in the face, the voice, and in the actions. It suggests a strong and spontaneous, but quiet flow of cheerful spirits.

10% raised on

A leader must be an enthusiast; a person of keen and ardent interests, who is actuated by enthusiasm and fervor. Experience proves the truth that whatever is worth doing at all is worth doing with enthusiasm. Enthusiasm is contagious, for the leader's enthusiasm will kindle like enthusiasm in the minds of his followers.

It is interesting to note that the word enthusiasm originally came from Greek words which meant possessed and inspired by some divinity. "Nothing great was ever achieved without enthusiasm," Emerson wrote many years ago.

Every step forward in man's search for a fuller revelation of God's will and purpose has been made possible by faith and courage. Martin Luther, around whose leadership the Protestant Reformation rallied, had great courage. The son of a humble coal miner, dependent upon friends for his education, rose to be the first citizen of all Germany. His influence in both education and Christianity was tremendous and far reaching. And when the movement gained momentum, he was summoned for his liberalism at the Diet of Worms. There were assembled all the dignitaries of the Church and State. They held not only his future but his very life in their hands. He was given every opportunity to save himself by retracting his statements. But, with a heart of courage he cried: "I cannot and will not retract anything. Here I stand; I can do no other. So help me God." It was his courage, because he knew the truth of God, that broke down the old order and made possible the great Reformation. Problems confronting leadership today call for men of great courage.

A sense of humor will save many a situation. It depends, in part at least, on the ability to see quickly and vividly, surprising and inconsistent life situations.

If you do not have a sense of humor, cultivate it. Learn to laugh and laugh longer and more often. Not "outside" with your mouth open, but "inside" with your eyes open. One essential condition of all laughter is imagination. See the funny things that develop.

Dr. Fredrick C. Redlick and Professor Levine conducted

exhaustive studies at the Yale University of Medicine to determine what your sense of humor tells about you. These studies show that a well-developed sense of humor tends to go hand in hand with a well-balanced personality. On the other hand, the man who seldom sees anything amusing in jokes, cartoons or everyday situations is likely to be maladjusted. One leading authority said "Show me how a man reacts to humor and I'll tell you how he reacts in life."

The funniest people in the world, to other people, are those who have no sense of humor.

3. Mastery Over Self.

You can be the master of every situation, for you are held by God's hand. You are filled with His wonderful love and peace that passeth all understanding. Before you can become master of any situation, however, you must first learn to master yourself. You must learn to hold yourself in check and not to become irritated, or provoked over trying circumstances. You do not give in to every "whim and fancy" or little annoyances. You overcome obstacles with patience, you persevere and stick to the job until it is completed.

Though you as a leader will be criticized occasionally, it is no indication you are not a good leader. But the reaction to the criticism will show just how well adjusted and pleasingly effective your personality is. Be too "big" in spirit to be hurt by what others say, their actions or attitude. The actions and words of people cannot hurt you if you won't let them, but self-pity can be very harmful. Knowing that people will raise objections, and question your authority and in other ways express criticism of your leadership, prepare to meet it courageously. Meet it with a smile and overcome it, so that you are not defeated by it.

You as a leader cannot waver, cannot be unsteady. Do not retreat, but move on. Progress toward a goal is never uniform. Some weeks we go by great spurts and other times we are disappointed for it seems we make no progress whatever. Psychologists call this the "plateau of despond." God never allows His work to mushroom; there must be "plateaus" of settling where

roots go deep for spiritual nourishment and strength.

Many leaders become discouraged and give up when they reach one of these "plateaus." This is the time to keep doggedly at the job, to be persistent and determined by God's grace to keep on. There are two D's which undermine persistence. One is discouragement and the other is distraction. As a leader you must take yourself in hand and say "no" to yourself in regard to both of these. Don't be distracted from your main objective or goal, and don't allow discouragement to take hold and deter you.

Read
Catholic camp
The leader who exercises tolerance will respect the opinions and beliefs of others. The Bible definition of tolerance is forbearance — "... showing forbearance to one another patiently." Ephesians 4:2 Moffatt Translation. People will not be forced and driven against their will or what they believe to be right. Respect everyone's right to believe as he does. If he is wrong in what he believes, by prayer, understanding, and a tolerant spirit, you can lead him to believe the right things.

Tact is a habit. It is an attitude plus action which demonstrates your Christian love and consideration. It is that nice discernment of what is appropriate to do or say in dealing with others without giving offense. Tact is that ability to keep to pleasant things in spite of opposition or chaos.

Tact is usually more a matter of heart, than of training. If you have trained your heart to desire the pleasant, it will come more readily to your tongue. Tact removes the barbs and thorns and even the pin pricks that might hurt others, even slightly. It avoids misunderstanding and hurt feelings. But when it comes to yourself, you should be in such perfect control of yourself that you do not wear your heart on your sleeve.

You do not want to build a reputation for tact, for that causes people to mistrust your motives whenever you open your mouth. Tact is like technique in music. You must have it, but hide it. If you are proud of your tact and draw attention to it, you kill it — it is no longer tact, it is a demonstration of your crudeness.

You want the sort of tact that will enable you to think quickly so that it takes the sting out of an embarrassment; and the mistake is not held up to ridicule but makes the good intention stand out. It saves the self-respect of the one who has failed. And when it is necessary to make corrections, it expresses love and confidence. Then you leave an impression that people do not stop to analyze. They then give you credit with their hearts instead of with their heads.

4. Integrity.

People must be able to trust their leaders. They want to have the assurance that their leader will not betray them, or sell out, or get tired of serving them. They want to be confident that he is consistent with the esteem in which he is held. They want to feel a sense of honesty, dependability that "we can trust him" and "he keeps his promises." Followers want their leaders to possess integrity, that quality of being complete, a wholeness not divided, a moral soundness, honesty and uprightness.

There must be a purpose, a motive, in true leadership. As a Christian leader the basis of service is to bring honor to the Lord Jesus Christ. Our purpose is to serve Christ, then one another, and never one's self. The secrets of Christ's leadership lay in his conception of his mission to the world. "I am among you as he that serveth," Luke 22:27, was his answer to those quarreling disciples who were seeking honor for themselves. Many people have the idea that leadership is a position in which one receives homage and secures the things he desires for himself. That is not the Lord's idea, nor is it the kind of leadership that succeeds in achieving worthwhile things. The great leader is the one who serves best. Leadership demands a kind of self-forgetfulness in which personal interests no longer take the place of first importance.

When the motive of leadership is one of self-forgetfulness and of service to others, it is then clear that the leader will cooperate with those in authority and his followers. Willing cooperation from others comes always in response to wholehearted cooperation already given them by the leader.

Unless a leader can be ⁽¹⁾ depended upon, he will not be a leader long. When meetings are announced he must be there on time. On time for a leader is at least fifteen minutes early. The regularity with which one meets his obligations and engagements is an index to his character, for they indicate a wholesome respect for the rights of others.

⁽²⁾ When a leader assumes a place of responsibility he must carry it through. He must be reliable and dependable. It is only to those in whom people have confidence that they give themselves over, willing to be led; and confidence is established when a leader is found dependable and trustworthy. A leader cannot expect his followers to be faithful and regular in their attendance if he himself is not. If weekend trips tempt him away from his responsibility to other places, his followers cannot be expected to be faithful in attendance.

Loyalty begets loyalty. If a leader is loyal to his followers, they in turn will be loyal to him. A loyal person is one who is true to any person to whom he owes fidelity, or a steadfastness. A leader will be loyal to his church, his pastor, and all with whom he is associated.

The Lord wants to use you in a place of leadership. You were born an individual with characteristics that make you, you! Though your personality can be changed, and altered, your individuality never will change.

Your heredities from your mother and father have made you different from other human beings. As you seek to discover yourself and to improve, through reading and study, by experimentation and contemplation and a thoughtful consideration of criticism obtained from others, you will become increasingly different. Human beings are interesting to one another because they are different, not because they are like someone else. It is the leader's individuality, his distinctiveness, that attracts attention and arouses interest on the part of others. Effective leadership is impossible without this attention and interest. No one can hope to be a leader if he is a mere imitator. Henry Trulle in his book, Psychology of Leadership, said "I cannot hope to become a leader if I am a mere imitator, for then I myself am not present, and the

individual I am imitating is not present, so there is nobody actually present — and it is impossible to lead anybody."

5. Self-confidence.

With Paul, a leader must say, "I can do all things through Christ which strengtheneth me." Philippians 4:13. This kind of self-confidence is not egotistic, ^{read} but wholly relies upon God who gives the needed strength. We are expected to have the victory; it requires confidence in one's ability, and a reliance upon the Holy Spirit and a conviction of God's presence and power.

A leader must have faith in the objective and goal of his group. He cannot put his best efforts into something he does not believe is worthwhile. He must have faith in himself. If he feels he cannot do it, then he will not try very hard. There must be faith in the group, faith that they will work for the goal, faith that they will desire it, faith that they can attain it. ^{believe in it (Elaine) after coming}

To possess the quality of poise, means there will be a stability in the bearing or carriage of the body. Why shouldn't a Christian walk and move with a regal and stately bearing? We are members of a royal family!

A "wishy-washy" attitude has no place in the personality of a Christian leader. He must be a person of decisiveness and action. A person of conviction and principle.

A leader must step out and display his aptitude in the initiation, or the originating of plans, ideas and actions. Leadership ability will be demonstrated by self-reliant enterprises and activities that a leader begins. The more originality, initiative and audacity, or ability and willingness to venture and do the exceptional thing, the more vivacious the personality.

Attempt some things that have never been done before. "Variety is the spice of life." Organizations, groups and clubs with great potentials for good and worthwhile projects, have died because of a lack of variety in program and plans. The leader did not possess initiative and originality. He was afraid to venture out and do something different. ^{read}

A certain amount of audacity, well controlled, is a worthwhile quality in any personality. It is the privilege and duty of every individual to believe in himself reasonably and to assert his personality in all appropriate and useful ways. He should assume that he is in the world for some worthy purpose, and should regard it as his right to make that purpose evident to himself and to others. It is just as bad to think too lowly of one's self as it is to think too highly.

HOW TO USE PERSONALITY

The acquiring of an attractive personality is not an end in itself. It is an effective means to the end that its possessor may live more intelligently, more harmoniously, more abundantly, more happily, to the degree in which he becomes a better-adjusted, better-integrated human being.

Your personality results from your inner life and thinking that guides everything you say or do. It is a reflection of your character; you act it, and live it. Margaret Sangster related this incident: "A man was looking at a girl who did not know of his presence, and he said softly to another onlooker, 'What a pretty soul she has!'" Often we say to one another, "What a pretty dress!" or "What an adorable coat!" or "What an exquisite gown!" But we seldom say, "What a pretty soul! What a charming heart!"

Not appearance or beauty alone, not wit or humor, not enthusiasm or optimism, but all the other characteristics of a pleasing personality must be taken into consideration before we can have a complete life. Personality is the whole of you — your voice, your manner, your mental attitude, your health, your habits and your outlook.

In striving for an improved personality it means our life is improved for greater attractiveness — or force or self-confidence, and in reality we are "bettered" for more effective living. Aim for and desire a more attractive personality for through it others can see the Lord Jesus Christ more clearly. We only seek to improve our personality that we might have greater

opportunities to reveal the beauty, the loveliness and graciousness of our Lord to a needy world.

WHAT MAKES AN ATTRACTIVE PERSONALITY?

To more clearly define the personality traits essential to leadership, we can outline the most important items in such a classification as follows:

Personality Characteristics	Exhibited by
An Understanding Heart	(Love for People
	(Sympathy
	(Consideration for others
Personal Attractiveness (Ability to captivate)	(Kindness, courtesy
	(Cordial, friendly
	(Physical fitness
Mastery Over Self	(Good grooming
	(Vitality and vivacity
	(Enthusiasm, optimism, courage
	(Sense of humor
	(Ability to take criticism
	(Willingness to work
	(Patience and tolerance
	(Concentration
	(Tact

2. Make a list of four men and four women who have attractive personalities. Now, list the qualities in the lives of these people which make their personalities effective and attractive.

FOR PERSONAL STUDY

The Book of Proverbs

The Sermon on the Mount

From Chaos to Character — Marston

You and Your Personality — Brooke

Chapter 4

ESSENTIALS IN LEADERSHIP

OUTLINE

A GROWING SPIRITUAL LIFE

EMOTIONAL STABILITY

UNDERSTAND PEOPLE

1. Habits and Attitudes
2. Instincts and Emotional Urges
 - a. Security
 - b. Adventure or Change
 - c. Expression
 - d. Recognition

THE FUNCTIONS OF A LEADER

1. Envision the work of the church as a whole
2. Give Guidance
 - a. Suggestions
 - b. Give Information
 - c. Provide Opportunity for Self-expression
 - d. Inspire
 - e. Encourage
 - f. Provide Opportunity for Social Expression

INVITE COOPERATION

1. Watch your Attitude
2. Use Smile Words
3. Cooperation Must Be Earned
4. Listen to Your Members
5. Solicit Ideas

CHAPTER IV

Essentials

In Leadership

An effective leader never stagnates. He ever moves on to new accomplishments and broader horizons in leadership ability.

A leader will be much more effective if he first masters the essentials of leadership and then wisely applies them to his particular task, rather than follow a ready-made plan, or something mechanical. It is impossible to find one master plan of leadership to meet every situation. No two situations are ever identical in every detail. What worked well in one situation may not work so well in another. It is imperative that a leader learn to think for himself and do things for himself, so that he is able to cope with new situations as they are presented.

A leader must know at least a few of the basic essentials or principles of leading, and then ever strive to learn more. Successful leadership involves these essential factors.

A GROWING SPIRITUAL LIFE.

"Busy-ness" does not promote the growth of a spiritual life. We must be busy about the right things — our Father's business. His business will prompt us to daily prayer, daily Bible reading and daily witnessing. This will promote the growth of a spiritual life. Peter said "grow in grace and in the knowledge of our Lord and Saviour Jesus Christ." The leader must watch this carefully for nothing dulls the effectiveness of Christian leadership more quickly than spiritual stagnation.

Nature grows. Jesus said "consider the lilies of the field, how they grow!" The growth that is natural for the lily because of life in the bulb, should be natural for a Christian leader because of the life within. However, there must be some plan for

that growth. The lily bulb must be planted in good soil and then given proper care to promote growth that will eventually produce the blossom.

A leader plans for spiritual growth by setting aside a definite time each day to search the Scriptures, to meditate thereon and for earnest prayer. A leader who has learned the value of solitude, of getting alone, so he can think deep thoughts, will have many who seek his counsel. This experience doesn't come from mixing with the crowd. Jesus took His disciples apart from the multitude that they might know the power that comes from being secluded with Him. No doubt on those occasions each disciple was encouraged to find some place, apart from the other disciples, where he would commune and meditate in secret with the Heavenly Father. Jeremy Taylor said "meditation is the tongue of the soul and the language of our spirit."

EMOTIONAL STABILITY

Emotions are the part of our living which makes life colorful and gives it feeling and meaning. Feelings and emotions make us real human beings and not mere machines. They are tremendously important for they are the driving power which causes choices to be made, acts to be done, and services to be rendered.

Emotions which are both physical and mental in nature, may be either constructive or destructive. When uncontrolled they keep us from getting along well with people and from succeeding as a leader. Emotion becomes one of the worthiest assets of human character when directed in the right way.

Emotional habit patterns that are worth acquiring must be developed so that the leader can ride an even keel in the face of danger, frustration or disappointment. It is difficult to work with people who habitually promise anything in bursts of sudden enthusiasm. When their emotions swing back to normal, they often forget their rashness and don't keep their promise. Leaders need a pattern of emotional stability that keeps them neither at fever pitch nor in the abyss of a black mood. Develop the ability

to make yourself dependable, reliable, and easy to live with. A good personality has no room for such character weaknesses as emotional instability.

It is very easy to emphasize program materials, the technique of leading and forget to place emphasis where it belongs, *on those to be led!*

UNDERSTAND PEOPLE

IT'S MEN WHO COUNT.

"We don't talk enough about men; when men are what we should be talking about.

We talk about policies, when we should be talking about MEN.

We talk about methods, when we should be talking about MEN.

We talk about systems when we should be talking about MEN.

And why? For the very reason that men make policies, methods, systems.

And so, let's talk more about men. When you are not satisfied with policies, methods, or systems, look to your men. They are responsible, it is there that improvement is needed."

W. C. Siles

If it's people who are important, then we must understand them. To help us do this, we must know something of each age group's characteristics and become familiar with their physical, mental, social and spiritual characteristics. It is well to become familiar with the physical changes which people experience as they grow from infancy to childhood, from childhood to adolescence, and from adolescence to maturity. Along with physical growth come mental and emotional changes. Each person progresses at a different pace or growth rate so what may be true of one person's capability and development at a certain age, may not be true of another individual of the same age. Each age

group presents an entirely different study. High school age young people are completely unlike the lively and energetic Juniors.

Study the chart of age-group characteristics at the end of this chapter to give you a clear insight into the traits of people at different age levels.

It will help the leader to a better understanding of people, if he not only knows something of the different age-group characteristics, but if he also knows a few simple principles of psychology. If the Forester can find the history of a tree in its rings, its roots, and its bark; if the Geologist can read the history of the earth as it is written in the mute and seemingly immobile structure of the rocks; if the Chemist learns the nature of a substance from an inspection of the form of its crystals, then surely there are some definable ways in which we can learn something of people. To do this we observe their facial expressions, emotional behavior, and mannerisms. We listen to the intonation of their voice, and range of ideas. We feel them by shaking hands to determine their responsiveness, degree of cordiality and flexibility.

The actions and behavior of some of the followers at different times will not provoke the leader to a point of distraction if he understands why they behave as they do, if he knows something about habits and attitudes, instincts, motives and emotions.

1. Habits and Attitudes.

A habit is a fixed way of responding. We are not born with habits; they develop as we grow and learn. That is why you have heard someone say "I just can't understand why Jane acts as she does." The reply was, "It's a habit; she does it all the time." Good habits are built just the same way as bad ones, by repetition, and once established are hard to break. Some people act as they do because of habits formed in early childhood.

Attitudes are so closely related to habits in their importance to our behavior and in their control over our daily lives that they are considered in this connection.

An attitude is a way of acting or feeling toward any given situation, person or thing. There is a "feeling" element in the attitude. That is something of a great importance because our attitudes and those of other people are likely to have a great influence on them and on us. Habits, on the other hand, may not be so far-reaching in their influence.

Habits determine how the individual will behave in everyday situations, while attitudes determine how the individual reacts, how he feels about things.

2. Instincts and Emotional Urges.

Instinct is the native or hereditary factor in behavior. It is the tendency to act in a certain way. These are: the instinct to be active, for curiosity, of sex behavior, self-preservation, the gregarious instinct or desire for companionship, self-expression, self-assertion, and the desire for approval. In a general sense instincts do not have to be learned, as they manifest themselves at birth, or emerge later, without much conscious effort on our part. How these instincts are used and developed depends upon the efforts which are made to supply the physical needs, or the things we have learned to want to do.

There are emotional urges of varying degrees. There are strong emotions such as anger, love and fear. There are mixtures of emotions. There are mild emotions which we feel ordinarily and there are joyful emotions which give us zest for living and a feeling of satisfaction.

The wise leader will become thoroughly familiar with all the instincts and emotional urges and make them his confederates and not his enemies in his program of leadership. God purposed that they should be used for man's well being. If used in the right way, they will bless him; if not, they may cause his life to be ruined.

Your instincts and emotional urges crave the fulfillment of certain desires just as your physical body requires air, water, food and exercise in order to maintain health. If these desires are not fulfilled, many unhappy and difficult situations can develop. These

all must be guided into the right channels of expression. Instinct and emotional urges with their related expressions, can be classified into four main groupings:

a. Security.

There is an urge in every human heart to believe in someone or something outside of himself. This urge or instinct can only be satisfied and find right expression when the individual comes to know the Lord Jesus Christ as Saviour.

Other security instincts are expressed by a desire for self-preservation; for professional, financial and economic security. Also the security of love, the feeling of being wanted. If this instinct grows without being guided into the proper channels of expression, it can result in selfishness, stealing, lying, and other dishonest traits. Turned into higher channels it will help him think sanely, with purpose and direction to the life ahead and to make careful preparation for a "life work" and for life everlasting.

b. Adventure or Change

The curiosity urge is the ever present desire to "see what is just around the corner." It is the desire for physical activity and for change. Children and young people were "made" to be noisy, which is natural; for them to be quiet is unnatural. It is unnatural for them not to use their developing voices and nerves to make noise and to wiggle. Children are not to be punished for doing the natural thing, neither subdued through enforced inactivity, but are to be taught and made to realize there is a time and place for everything and then provision made for the exercising of being quiet and being noisy.

Curiosity is constantly asking "why." It makes people investigate, discover and explore. This can be used for good or bad. Someone must help to guide it into the proper channels. Curiosity can be used in the spiritual life to bring people to be earnest seekers of truth, and lead to a thorough study of the Bible. It also serves as a wonderful medium to obtain and hold

attention, to arouse and keep interest, and to carry out the assignments.

c. Expression

Ever present is the urge to express ourselves; our desires, and our interest; to defend one's self, to overcome and to conquer. It is natural for a person to want to express himself by acquiring things and by self-assertion. If not directed in the right way, it leads to selfishness and snobbishness. If it is directed into worthy channels, it can be used to share with others and send the gospel to the ends of the earth. If properly directed, the self-assertive instinct can be used to give initiative and self-reliance to one who might become a leader of the group.

Through the powerful instinct or urge to express one's self is furnished the desire to express our love and friendship toward one another, especially the opposite sex. Since one of the most desirable purposes of social life should be to learn how to enjoy and derive satisfaction from association with members of the opposite sex, it is well for the individual to understand that God made us male and female — and He said His work was "very good." Someone has well said, "Some adults take the attitude toward sex that would make you think the devil created man, not God."

Very young children are not aware of sex, but the adolescent is, and from that period on it plays an important role in the outlook of the young. If the sex instinct matures without understanding and guidance, it leads to promiscuity, petting, disease and heartbreak. If lifted to a higher level, it will result in respect, love, decency, honor, marriage and happy homes.

There is an over-emphasis of sex today that must be counteracted by Christian leaders. The church should provide leadership in this respect by sane and sensible teaching, a good recreational program and a wholesome environment, that provides opportunity for young people to meet others with high ideals.

d. Recognition

Ambition may be said to be closely related to the desire

to be commended, to be distinguished from others, and to receive the respect, praise, admiration, affection, love, or friendship of others. When we do something well, it loses part of its value if no one comments on it, or if it remains unknown to our friends or to others.

Closely allied with recognition is the gregarious instinct, or the desire for friends and companions. Children have gangs, young people their clubs, and adults have fraternal organizations. Only the hermit wants to be alone. Society on the whole craves the company of others. If this strong instinct is not properly directed, people, especially young people, will frequent questionable places of amusement. It is therefore necessary to give them a well balanced recreational program and social life.

As the leader develops his ability to understand human nature, his work and responsibility will be lighter and more joyous because he grasps the significance of why people act as they do. He is learning to adjust his reaction to their behavior accordingly. The leader will learn to anticipate human reaction and understand people's likes, dislikes, interests and habits in his everyday contacts with them.

THE FUNCTIONS OF A LEADER.

When and how does a leader function? What is the special purpose, duty, action or performance of a leader? Is it the main function or duty of a leader to preside at a meeting and when that is accomplished is his responsibility fulfilled? In a rare instance this might be true, but the real functions of a leader involve much more. It is impossible to lay down a hard and fast rule for a leader's responsibility as much depends on where a leader is serving, but there are some general principles which will help to establish the fundamentals of your functions.

1. Envision the work of the church as a whole.

The body of Christ is made up of many members and each has need of the other. Romans 12:4 "For as we have many members in one body, and all members have not the same office."

As individual members of the body of Christ we complement each other. No member lives for himself. We live for Christ and for His Church. Neither does any one group, class, department or society within the local church exist for itself; it must stand and function for the church.

Leaders must see the educational function of the church as a comprehensive whole. The young people's society, the Sunday School, and other related groups and activities must be merged into a properly correlated and supervised organization; as big and broad as the total Christian educational needs of the individual and the total Christian educational function of the church. The leader of each agency within the church must see the value and purpose of not only his agency or group, but of all other groups and departments. Sometimes the lack of proper understanding between the different groups and organizations within the church is due to a lack of sound organizational relationship between these agencies: In some cases their functions overlap and friction and inefficiency are the result. Often they are not accountable or responsible to the properly constituted authority of the church itself. Through them the church's life is often separated into selfish blocs which make for division.

Proper organizational relationship within the church, with competent leadership, will produce the type of program needed for the spiritual nurture of all her constituents. The program will be correlated to meet the needs of each individual, and make for a better execution not only of the program but for happy and contented workers.

2. Give Guidance.

A leader is a guide, not a boss. He does not dominate or "bully" the group. He "directs in a way"; he conducts toward a certain direction much the same as a guide conducts tourists in a strange land or hunters in a forest.

A leader exerts influence over people. He will influence them by the guidance he gives. A leader will give guidance to the group as a whole and to the individuals who make up the group. Many new workers and potential leaders become dis-

couraged because they don't know how to perform their duties. It is the responsibility of the leader to provide the "know how" by giving them individual guidance and counseling. Guidance of the individual worker is the key to improvement, because the individual worker is the key to leadership. Guidance may be given in the following ways.

a. Suggestions

It should encourage those who say they have no leadership ability to realize that every time they make suggestions to others they are using influence upon them in their action and thinking. That is leadership. A leader in informal conversation with an individual can oftentimes help him more by indirect suggestions, than by a more formal type of instruction. Suggestions we give, even in daily situations, to influence the thinking and action of others, can be direct or indirect, or for good or bad. It is a method of guiding others to do particular things. Develop this ability and use it to guide and influence groups to achieve worthwhile objectives.

b. Give Information

A group cannot be expected to unite its efforts to work for a certain goal unless they know what the objective is and why they are working toward it. This information must be given in an attractive, appealing and convincing way, and by this the leader will influence the actions of the group. Make the group anxious to launch the project!

c. Provide Opportunity for Self-expression

Let your members express themselves to you personally and before the group. By this means you will know the thinking of the group and will be aware of what is going on so that you can check, change, or control.

d. Inspire

Inspire your group to greater accomplishments by encouraging the individual to improve his ability.

Bring out the best in every worker by praise and commendation for work he has done. Show them the progress that has been made by comparing reports today with what was done a month ago, a year ago. "Heaviness in the heart of man maketh it stop; but a good word maketh it glad." Proverbs 12:25

e. Encourage

Each contact with your members should serve as an opportunity to encourage them in every endeavor, project and situation. Encourage them to keep on in spite of discouragements and obstacles.

f. Provide Opportunity for Social Expression

Wholesome Christian companionship and fellowship must be provided by the church for all ages. We were born with a social nature that must be satisfied. The church will minister to this need for companionship by providing a program of recreation that is well planned and properly supervised.

INVITE COOPERATION

"I will pay more for the ability to handle people than for any other ability under the sun," said the late John D. Rockefeller, Sr. If a leader is to perform the functions of his particular office effectively, he must have the cooperation of all people in the group, and in many cases, of people outside of his immediate group. The most essential asset to good leadership is the ability to work with people and to get them to work with you.

To invite cooperation we do more than solicit, which infers a pleading or a begging; more than an enlisting, which infers an enrolling, a securing of support. We graciously request the attendance of a participant, or we induce by encouraging.

A leader will not succeed, no matter how efficient or well qualified for leadership he may be, if his followers refuse to act or operate jointly. There must be a collective action, a cooperation of all members and followers.

How to get this cooperation is another question. There is a right and a wrong way to invite the cooperation of all. The right procedure is:

1. Watch Your Attitude.

Leaders influence people by their attitude. An arbitrary, haughty and lordly attitude never secures lasting cooperation. The leader must work with his members, and for his members! He must help them, and guide them to work together as a unit by using a gracious manner that will motivate their collective action. Don't overload your workers and expect them to do more than is humanly possible to do. Be sensitive to what people will and will not do. There must be a willing response from followers if the leader is to have their cooperation. It might become necessary at times to revise your program and adapt yourself to their "willingness." If this is necessary, do it cheerfully. People and programs cannot be forced.

2. Use Smile Words.

If you wanted to ask a favor, would you depend upon your dignity and position, or your smile?

Smile words are constructive and pleasant words. Opposing them are the blunt, frank, and unpleasantly harsh words. Use the word "please" generously.

Approach your members and co-workers with smile words when enlisting their services. Be positive not negative. If asking them to assist with a meeting say "We're counting on your help for the service" or "Will it be possible for you to assist the teacher next Sunday in the 6th grade class?"

Use the word "we" not the word "I". "Let's go" is a lot better slogan than "Get going". This makes people feel they are working with you and not for you.

Almost anything can be stated pleasantly or unpleasantly. We can speak of a person being stingy, or of being thrifty; of being a gossip — or of having insatiable curiosity; of being fired — or of terminating services.

If a person needs correcting, start with a smile. Use reasoning and understanding. These will go a lot farther than arguments and harsh words. When you get through you have a friend, not an enemy.

3. Cooperation Must Be Earned.

The group must have confidence in the ability of the leader so they will feel there is something with which to cooperate. The leader can earn this confidence by starting small projects and carrying them to a successful climax. In so doing he is helping his members to accomplish something and there is a feeling of joy in accomplishment. After he has earned their confidence in small projects, he can lead them into bigger projects, for they will be willing to cooperate.

Athletic coaches like to start the season with opponents that will not be too difficult to defeat. These easy victories at the outset of the season keep the team from losing confidence. Prize fighters keep ring confidence by being brought up carefully through a series of matches of increasing difficulty. Hitler started the Second World War by invading small countries first that would be easily conquered. He then bolstered the confidence of his armies and of the home front for the harder fighting to come.

Confidence is established in the leader and self-confidence in each individual follower by this method. They will gladly cooperate with a program and a leader who has shown them "it can be done."

4. Listen to Your Members.

In a meeting if you wait until some of the others have spoken, you have a tremendous advantage. By listening first, you can pick out certain parts of what others said in their proposals, then you can blend them into your already fixed ideas. When they hear some of their own ideas blended in your proposals, they think your idea is really their own. Thinking you are practically agreeing with their idea, they go overboard for your proposition. Therefore, you are tactfully encouraging cooperation.

5. Solicit Ideas.

Ask your members for their opinions and their ideas. Never assume the attitude that you know it all and your members have nothing worthwhile to contribute. Anyone feels important for being asked his opinion. Use all the ideas you can and be sure to give credit where credit is due when using an idea or plan suggested by another person.

QUESTIONS FOR DISCUSSION

1. What are the emotions? And why are they important? Why is it necessary for a leader to be emotionally mature?
2. Why it is necessary for a leader to understand the physical changes through which people pass?
3. Explain why a leader must understand the total church program and not just one department or group. —
4. Name three different ways in which a leader may give guidance to a group.
5. Explain what is meant by earning cooperation.

ASSIGNMENTS

1. Consider and observe for one week the activities of some person in any age group you prefer. Note these things: (1) what he does, (2) his chief interest, (3) his attitude towards home, school and work. Keep notes and compare with instruction received in this chapter.
2. Go to some successful leader and find out how he secured the cooperation of his group.

FOR PERSONAL STUDY

The book of Ephesians
 The Art of Counseling — May
 Psychology for Christian Teachers — Murray
 The Educational Work of the Church — Harner
 An Introduction to Child Study — Benson

Age Group	Physically	Mentally	Socially	Spiritually
Early Childhood 1 - 5 years	He is active, strong tendency to reach for everything in sight. He is an actor. He is a player. Vivid imagination. Restless. Rapid growth.	He is curious. He is a discoverer. He is a questioner. What? When? Why? Attention is brief. Likes stories.	He is an individualist — no consideration for others. World of make-believe. Loves rhythm. Learning to cooperate.	He is an imitator. His religion will be a reflection of the religion he finds around him. He is a believer. Has simple faith. Impressionable.
Middle Childhood 6 - 8 years	He is a hustler. Is less dependent. Growing rapidly. Play is still very important.	He is an observer, finds out things for himself. Memory developing and attention grows.	He is loyal to home, church, school, friends.	He is a discriminator. First spiritual awakening often appears.
Later Childhood 9 - 11 years	He is a rover. Very active and energetic. His growth slower. Period of health and hardihood.	An investigator. Brain 9/10 full size. Historical senses strong. Memory strong and retentive.	Gang spirit dominates. Sexes are mutually antagonistic. Self-assertive.	He is a worshipper. Life's ideals are dawning. Peak age of conversion.
Early Adolescence 12 - 14 years	Period of great change. Exaggerated self-consciousness. Sex powers develop.	He is critical, faith is yielding to reason. Idealistic. He yearns to be understood.	There is an awareness of the opposite sex. Shy, awkward. Conflicting impulses.	Spiritual crisis. Desire to serve. Time favorable for making deep spiritual impressions. Some despondent and discouraged.
Middle Adolescence 15 - 17 years	He is an achiever. Athletes appear. Self-reliant. Matures rapidly. Health habits fully formed.	Independent thinking. Mind active, seeks truth.	Friendship. A rapid development of interest in opposite sex. Likes to show skill.	Instability. Doubts often come. Conversion.
Later Adolescence 18 - 24 years	Fully matured.	Reason and will mature. Deep thinker. Self assured. Life choices made.	Seeking life mate.	Earnestly seeking the truth. Decisions for full time service.
Adult Life 25 -	Mature. Aggressive. Powers of endurance.	Concentration. Independent research. Secure in his faith and belief.	Willing to serve. Fraternal.	Conversions less. Convictions deep. Habits made.

TECHNIQUE IN LEADERSHIP

OUTLINE

DEVELOP CAPACITY TO THINK

1. Use good judgment
2. Store ideas

DEVELOP CAPACITY TO SEE

1. Plan for progress
2. "See" your group
3. Observe other leaders

DEVELOP CAPACITY TO ACT

1. Learn how to speak
2. Organize, supervise, deputize
3. Make decisions
4. Plan worthwhile programs

Technique

In Leadership

Technique in leadership is that method, or detail of procedure, or the manner of performance, that makes for success and efficiency.

"A strong worker was sawing wood, when suddenly his saw collapsed. The wooden frame fell to the ground in three pieces, together with the steel crosspiece and the saw blade. The sawyer wasted no time, but began peering about on the ground amid the sawdust. His search was at last rewarded by finding a steel pin, about an inch long. This, when passed through holes in the saw blade and the wooden frame, held the whole together, and the work proceeded briskly. The saw and the sawyer depended for efficiency upon that inch of metal." Indeed, efficiency in any task may depend upon some unnoticed factor, like promptness, or follow through, or worthwhile programs, or goals and objectives. Alone they are only one factor, as was the steel pin, but they are very important to the comprehensive whole.

For leadership to be manifested or to be seen or to appear, there are three basic and clearly defined factors involved: the leader, the situation, and the follower.

In preceding chapters we have outlined the characteristics of the leader. Now we propose to show how the follower and the situation are to be brought together, with the emphasis on the followers and the situation, by the influence of the leader. The followers are the people to be led. The situation is a relative combination of circumstances at a certain time, which for Christian leadership would involve different kinds of programs, projects and plans.

There is no leadership unless followers are influenced to respond to a situation. Leaders want to see things happen in

the lives of the followers — lives transformed by the power of God by taking Jesus Christ as Saviour and Lord and Christian character strengthened and enriched. The leader will create situations where it is possible for such actions to take place. The task of influencing the group or followers to respond to any situation will be much easier for the leader if he develops his capacity to think, to see, and to act.

DEVELOP CAPACITY TO THINK

No one is born lazy, but he may soon imitate laziness, so that it becomes easier for him to let others do his thinking for him than to do it himself. Some people are unwilling to think. They like to read an easy story that doesn't take any mental energy to understand, but will not tackle a book that challenges their mental capacity. This type of person rarely has an original idea, and his thinking is mostly second hand.

There are, of course, reasons to excuse some people from thinking, but they are in the minority — those who are mentally ill, or those who have an unstable nervous system or mental difficulties, whose origin is in the glandular system or in other prenatal causes.

Some scientists tell us that only twenty per cent of us use as much as half the brain we have!

"How very few there are who think, among the thinking few,

They really do not think at all, they only think they do!"

—Anon.

There is no need to envy anyone else his brilliance, when you too can achieve a great degree of mentality. Get busy and lay out a program that will stimulate your thinking and increase your intellectual stature. You don't need teachers, expensive courses, or more time, to achieve this, but you will need the determination to read some good books, to apply yourself to study, to broaden your horizons of learning so you will have the plus of a vitalized mentality.

The lack of formal education is not a serious offense and many leaders in places of prominence have not had a college diploma. This does not excuse the leader from putting his best effort forward to learn more and continuously broaden his general education and study general literature. He should keep abreast of the times, and keep up with the newest thought in his own line of endeavor by studying the specialized books dealing with that work.

"You cease to be a leader when you cease to be a learner."
He who would be a leader must be a lifelong reader and student.

Thomas A. Edison had been at school only three months when a teacher told him not to return because he was too dumb to learn. His mother taught him reading, writing and some figuring. He went to a Detroit library, took the first book off the shelf, and read it. When it was finished, he took the next book on the shelf. One day the librarian asked him how many he had read. He answered, "Fifteen feet!"

He had been reading without guidance. Then the librarian showed him how to plan his reading, gave him assistance which helped make the boy, who had less than a term of schooling, one of the best informed scientists of his time.

"An amazing number of our inventions have been made by men with no technical training in the field. They were outsiders, rank amateurs. But that was an advantage. They did not know that the thing they were tackling was considered impossible by the tradition bound specialists.

"A barber, for instance, invented the spinning frame.

A school teacher invented the cotton gin.

A janitor made the first microscope.

A coal miner invented the locomotive.

The telegraph was invented by a portrait painter.

A retail clerk invented automatic couplers for railroad cars.

A street contractor invented the sleeping car.

A textile man invented block signals to give railroads safety.

A school teacher gave us the electric locomotive." 2

1. Use good judgment.

If you have a purpose, if you know where you are going, you will use greater clearness in thinking. This is essential to a leader, for to him falls the responsibility of making right decisions. Leadership without the basic qualities of good judgment and sound reasoning becomes inefficient and ineffective. A leader should quietly reason out problems. Think them through. Don't jump to conclusions and bring minor disturbances to the group. First, reason and think them out, ask God for wisdom, and then seek the counsel of more mature leaders to make sure of your judgment in the problem.

Good judgment is not a natural attribute of youth. It comes with experience and maturity. Young men and women who are placed in positions of leadership, are faced then with the tremendous responsibility of acquiring and using as good judgment as is usually expected of age and maturity. These young people can be guided and assisted by competent and understanding adults as they train in places of leadership and in the use of judgment.

2. Store ideas.

As your mental alertness becomes active, ideas, and programs will fill your mind. Don't lose them, store them!

An excellent method for storing ideas is that of an idea notebook. Buy an inexpensive notebook and write down every thought, idea, suggestion, or plan, as it comes to your mind. Don't trust your memory for these priceless thoughts. They can be the means of a terrific program. File the ideas permanently later.

Collect, classify and organize the information you want to retain in a file. Get some regular 8 1/2 x 11 letter file folders. Label each with a topic in which you are interested and file them alphabetically in a standard letter file box.

As you read magazines and newspapers, clip any articles, pictures or paragraphs that are of interest to you and file them in properly labeled folders. If you are interested in missionary

programs, for instance, you will have folders labeled: Africa, China, India, American Indians, et cetera.

As time goes by your file will grow as you grow mentally. In a short time you will have accumulated an encyclopedia of valuable information about the subject in which you are interested.

DEVELOP CAPACITY TO SEE

Material harvest follows mental planting as naturally as the fall harvest of corn comes as the result of planting the seed corn in the spring. Mental planting brings about mental planning — or as it is commonly called, constructive imagination.

Your capacity to achieve is determined by your ability to imagine constructively. Imagination — constructive imagination, not "day-dreaming" — is realizing the planted crop.

The mental plans, the constructive imagination, help us to "see." The dictionary defines "to see" as to perceive by the eyes, to perceive mentally, to comprehend, or to have mental perception. "To look" is defined as "to direct the eye to anything in order to view it." There is a difference. *J. K. K.*

How many people in the world, with good eyesight go around, for the most part, without actually seeing that at which they are looking. There are many people, too, who listen without hearing. *paper dot in middle*

A leader must teach himself to be observant and to "see" all at which he "looks".

"We could profitably emulate a sales manager who, being disturbed by falling sales, called his salesmen into the home office for a conference. As they filed into the room they noticed a huge sheet of paper tacked on the wall. The paper was entirely white save for a small black dot in the center.

The sales manager, pointing to the paper, said: "Gentlemen,

what do you see on the paper?" "A black dot," was the answer.

He then asked each man separately: "What do you see?" And the answer was, "A black dot."

"Does any one see anything else?" he queried, and they all shook their heads. Singly and together they affirmed that all they could see was a black dot. The sales manager said:

"Gentlemen, that is your trouble. Here is a large sheet of paper, and all you can see is this little black dot. What about all the white space on the paper? Why are you blind to that, There is the reason your sales are off. Now go back and look for the white space or opportunities for good business."

1. Plan for Progress.

Make progressive plans with and for your group. "Plan your work, then work your plan" is a maxim every leader must follow if he would be successful. Progress never comes by accident. It is the result of careful and thorough planning and persistent hard work.

As the leader plans and works out programs with his group, he helps them set goals and objectives which he is reasonably sure his group can achieve. Not something fantastic or out of reason, but it is better to aim high and miss it, than never to aim. "If you aim for nothing you usually hit it." Have a goal, an objective, an aim and then plan to reach it. It is necessary to provide the program to help attain those goals.

It will mean you must have long range and short range plans. The short range plans will be the immediate plans, the long range those which you plan to achieve in two years, one year, or six months. You plan steps that will bring you toward those goals. Then each activity and accomplishment becomes a step up in your plan for progress.

As a leader you must be progressive. Keep ahead of the crowd, mentally — you must think faster and clearer and be

more alert in acting. There must be a constant aliveness and human awakensness. Constantly read, observe, plan, evaluate, pray and "see" the Lord's vision and plan for you and your group.

2. "See" your Group.

The wise leader will "see" more in his people than what an understanding of the different age-group characteristics or the attitudes and behavior traits show him. He will "see" the potential of every member and what they can do together as a group. It is the task of the leader to see more in each person, each circumstance, and each situation than the followers do.

To see, we observe, and observation is the habit of taking notice. To observe the members of your group and to see their potential ability, pay particular attention to them in any group situation such as a church service, a class meeting, at a social, or if possible, at school or work. But to really "see" them, the leader must visit in the home. Seeing the member in his home environment, where he is relaxed, will give many clues to his ability and too his problems. Often the most rewarding and telling work of leadership is done during a visit in the home. Sacrifice in time is not too much to ask if the leader would know his members and constantly touch their lives and influence them for good. As you counsel and help your people to solve their problems, and encourage them to give of their talent in service to Christ, it will bring many rich blessings to you and your members.

In a class of high school age young people there was one member who did not mix well with the rest of the group. He was shy and retiring. There didn't seem to be any place in which he "fit." The teacher called in the home and in the course of the visit discovered that this young fellow was deeply interested in art and had great talent. The teacher enlisted his talent in making posters and pictures for the bulletin board and worship center in the high school department. The teacher found a willing and capable worker — but he discovered the talent of his class member by a visit to the home — he had to "see!" eye

Not only a visit in the home, but personal interviews or

Leadership

talks are very worthwhile. A quiet personal talk will give a new understanding, a new interest and a new sympathy. Make yourself available to your group. Make it easy for your members to talk to you. Be a good listener.

In a personal talk burdens are unloaded, life's hopes are discussed and personal problems are talked over. Conclude your talk together with prayer, asking God for His guidance and help.

3. Observe Other Leaders.

Select a good leader and watch him in action. What is there about him that makes him effective? How has he enlisted the cooperation of the group? How does he approach his audience (a group, a class, or person)? Does he appear to like his audience? What makes me think so? How does he get the audience to respond to him? What can I learn from him? Write down all the questions, suggestions and observations that come to your mind for your own enlightenment and help. Think of your observations often and use all the good pointers you acquired.

Be an under-study or an assistant to some successful leader such as a director of Christian education, a superintendent, a teacher, a youth leader or a secretary. Watch, observe, learn and work! Study by reading the biographies of successful leaders in all fields. They will inspire you to work and persevere.

DEVELOP CAPACITY TO ACT.

1. Learn How to Speak.

A leader will not prompt people to action unless he knows something about giving speeches. It does not matter how intelligent you are, or how good you are at organizing, if you cannot express yourself you will never be able to get your ideas over to others. Leadership must first express itself in speech. One must know how to ask for things — how to explain things, and how to speak persuasively enough to win the support of others.

"I can't speak before an audience, I'm so nervous I get stage

fright," is a common protest from many potential leaders.

This is an experience common to almost everyone, so don't be alarmed. You overcome this with practice and experience, though to a degree, no one loses it completely. As you become accustomed to looking at an audience, and able to express yourself while on your feet, it becomes easier, and eventually you will enjoy speaking in public.

Look to above audience

Build a good vocabulary so that you will have words with which to express yourself. Increase your word power by building a vocabulary with roots in good literature. Broaden it with the use of a good dictionary or a good vocabulary aid.

But words alone will not suffice. You must know how to speak and must practice conscientiously until your speech is both fluent and pleasing. This means your tone of voice must be properly pitched — not too high or too low, but right. The quality of the tone of your voice should be expressive, not monotonous, and articulated properly.

Watch your diction, make your pronunciation accurate and correct. Separate your words. "Y'et yet?" asked one man of another. "Nope." "Lesgo." Don't speak as though you had your mouth "full of mush." Open your mouth when speaking so you won't speak through closed teeth, through the nose, or down in the throat. Develop a pleasing speaking voice and manner.

2. Organize, Supervise and Deputize.

When people do anything together as a group, some sort of organization is necessary. It is an aid to a vital program. It is the transporting device; it is a means to an end. Some groups are over-organized — they are often divided against themselves. This only leads to confusion for "everybody's business is nobody's business." But an adequate organization is needed in any group, small or large, if it is to progress.

Knowing how to organize and supervise a program, or a group, is an important part of leadership. You cannot possibly do all the work or carry on the program of the organization by

yourself. Furthermore this is a wrong presumption. You should regard the work as that of the organization and your place merely as that of a leader in getting things done.

Study your program from the standpoint of your objectives and purposes. Analyze the difficulties that concern your group. Then look about for the people and means which will bring life and understanding to these things.

The ability to organize or to bring about a systematic co-ordination within a group and to plan for and direct that group is an absolute essential to success. It can be acquired with practice, experience and study. Every leader will begin by building on the knowledge he already possesses, and then develop it further by using every available opportunity to increase his faculties. Read books and gather information that will increase your knowledge of the procedures of your own church's method of organization.

The following six simple rules for organizing and planning your group activity might be helpful:

(1) Write your plan.

Your ideas become clear and logical as you see them written out. It is easier to present such plans to your committee, cabinet or membership.

(2) Compare the plan.

How does it compare with plans in the past? Is it better? More worthwhile, more progressive? How does it compare with what other successful groups are doing?

(3) Analyze the plan.

Find all the flaws in the plan before you put it into operation. Ask others, such as pastor, youth advisor or superintendent, to analyze and criticize your plan and give helpful suggestions.

(4) Put the plan into operation.

If you don't, it is only a day-dream.

(5) Keep the plan in operation.

A good plan is not enough. The plan will not keep itself in operation — the leader must follow through! Until your plan keeps in operation, you have not really organized.

(6) Keep the plan open to change. (*knowledge breeds enthusiasm*)

Do not allow it to be changed except after careful reasoning. You must not keep digging up your corn to see if it is growing. However, don't adhere to one approach and idea so long that your plan loses its appeal and usefulness. Occasionally change your methods and approach and bring new ideas and variety to your program.

A leader supervises all that he organizes. Or he "oversees" that the group might have direction with a purpose. A leader must know how to preside at all meetings, church, business or social, and must learn to do it with decision, dignity and impartiality.

Become thoroughly familiar with the constitution and by-laws of your organization. Know how to conduct an orderly, progressive and enthusiastic business meeting. Familiarize yourself with parliamentary procedures. All these things are very important if you would be a good supervisor of your group.

Know how to deputize or to delegate responsibility. In many instances the organizational set-up of your group will automatically take care of it. However, there will be opportunities to appoint committee chairmen and members, and others in places of leadership when it will be necessary for you to know how to delegate this responsibility. Know what kind of people to look for, and where to appoint them.

3. Make Decisions.

Action is the real test of leadership. "A ton of talk weighs less than nothing if it isn't backed by action," are the memorable words of Theodore Roosevelt. All that we may think or see or remember will be of little avail to us, unless we can put our planning into action. *Real*

To be a leader — to make others think as you think, feel as you feel, and act as you wish them to act — you must develop your own capacity to *see, think,* and then *act* upon your own decisions.

Man power is the basis of all human accomplishment. All human achievement has its beginning in thoughts and ideas followed by action.

Indecision is inaction. Each situation must be faced with individual attention. Review the facts acquired that are involved, and come to a decision immediately. Then proceed at once to put your decision into effect, unless you can give yourself a good reason for delay.

Prompt and confident acting on decisions is an expression of stability, reliability and dependability. Men of strong character make decisions quickly.

There will be occasions when a leader will consult other people who are informed about the situation. Yet, in the final analysis the leader must make his own decision. If a leader is dominated by one or two out of a group, his leadership is weakened. A leader cannot afford to be a "yes" man; he must stand on his own feet.

A leader must make unhesitating decisions in his own personal life. There may be times when he must decide or choose a policy for the group. Their continued respect of his leadership may be determined by his prompt and right decisions.

4. Plan Worthwhile Programs.

“Why should I go to the youth service tonight? I know what's going to happen before I get there. John will lead songs — the same ones, too. Mary will pray and then another song, and then the advisor will preach to us. It's been the same thing Sunday after Sunday.”

Far too often do we hear this complaint. There could be

many reasons, but it usually is a lack of prayerful, thoughtful and careful planning and preparation, undependability of leaders, and the absence of interesting material.

Whether you are a teacher of a class, an officer in a youth group, or an officer in the Sunday school, or a women's missionary group or men's fellowship, it will be your responsibility sometime to plan a program.

Determine the purpose of the program. Is it to lead people in worship? Is it to entertain? Is it to teach or instruct? Is it to be evangelistic? When you know the purpose of the meeting, you will know the type of people to select to assist in the service and the kind of material to use. Assign each person his part in the service as early as possible so they will all have ample time to prepare, explaining to them the purpose of the service and the objectives you wish to achieve.

A variety in type of service, a variety in talent and speakers, all add to making a program worthwhile and interesting.

All programs must be planned with objectives and goals in view. A meeting just to fill up time is not interesting, informative, or inspiring. Make them worthwhile!

QUESTIONS FOR DISCUSSION

1. What 3 factors are involved in leadership? Can leadership be manifested without any one of the three?
2. Why is thinking essential for leadership?
3. Describe a way to conserve ideas.
4. Explain what it means to be observant. Where and how can we observe people? In what way will this be helpful in leadership?
5. Why doesn't an undecisive person give strong leadership?

ASSIGNMENT

1. Explain how you would organize a group to raise \$1,000.00 for Missions.
2. Plan and outline a Thanksgiving worship service for the primary department, and a devotional service for a woman's missionary society or a men's fellowship.

FOR PERSONAL STUDY

The Ministry of Visitation — Sisemore

Robert's Rules of Order (Revised) — Robert

Teen-Age Worship — Verkuyl and Garner

The Technique of Building Personal Leadership — Laird

Practical Public Speaking — Lyon

Chapter 6

HELP YOURSELF TO LEADERSHIP

OUTLINE

HELP YOURSELF

1. Join a group.
2. Serve the group.
3. Work for the group.
4. Stand firm for the group.

MAKE YOURSELF WELL INFORMED

FIND A PLACE TO SERVE

REVIEW

Help Yourself

To Leadership

^I You have it in ^{me} you to succeed!

The first step in the achievement of success is to realize the power that is in you. We are wonderfully endowed and equipped by God who created us, with all qualities which make for effective living, if we will only learn to see them and bring them into play. A clear-eyed understanding of one's self and a proper measure of his gifts and abilities is a fundamental requisite.

Nobody can "make up" your mind for you. You must do that for yourself; and the way you do it will determine your success or failure in life.

To "will" to do a certain thing you settle mental uncertainty or indecision. You exercise the power to choose and to act in accordance with that choice. The will is not something separate or distance from the rest of personality. It is character in action.

To win in the field of leadership your character must be put into action. Leaders come from among the people who not merely possess character but have directed it toward worthy ideals and purposes. Their will and determination caused action.

HELP YOURSELF

You must help yourself to leadership! "But how do I do this?" you may ask. Four steps are suggested that will start you up the ladder of leadership achievement.

1. Join a Group.

Your opportunities for leadership development are too remote by simply being a member of the church. They are greater through membership in a Sunday School class, a group, a society or a fellowship within the church.

Human beings need the association of other human beings for full development and real satisfaction in life. The contact with fellow members, the fellowship enjoyed and shared will give a wonderful opportunity for social experience. Through the activities provided they give us a chance to develop skill in getting along with people. They give us opportunities to try out our abilities along various lines. They provide for two important needs in our life: the need for a feeling of belonging and the need for a feeling of personal worth. They offer an opportunity to share with others in a common interest.

2. Serve the Group.

To learn leadership technique you must serve the group, you must contribute to the group. The key to successful leadership is the simple precept, "If you are not interested in the group, the group is not interested in you." If you would be a leader, put yourself into leadership by volunteering to serve. Take the very smallest opportunity to serve that comes your way. Do a good job, be faithful, reliable and accountable. Do the job better than it has ever been done before and you will make the group sit up and take notice of your ability. You may not be the most talented, the most intelligent, or possess the best personality, but make others say "we can count on him."

Do more than belong to a group. Do your share, and part of the other fellow's. Run errands, put up decorations, help welcome visitors, befriend the neglected, steer the confused. Anticipate what needs doing and have it well started before others wake up. Make suggestions — have some original ideas — accept assignments, and follow them through to completion.

3. Work For the Group.

Many fluent talkers never work anything but their tongues,

and many leaders speak best through their actions. The leader or potential leader must work or act for the interest of the group and his efforts must be for their good. He identifies himself with the group, and works for their good, not his own. Be loyal to the group and meet opposition to their best interests with honest firmness and frankness.

4. Stand Firm For the Group.

A leader must have conviction. He must show he can take a stand. A conviction is vastly different from an inclination, or a prejudice, or an opinion. Men hold opinions; convictions hold men.

Conviction may be defined as knowledge born of experience. When truth is wedded to experience, conviction is born. When a man can say, "I know because I have experienced," he speaks the voice of conviction.

One of the outstanding studies that have been made of leadership was that of Dr. Helen Jennings of the Sociometric Institute, Washington, D. C. She used as her laboratory 400 teenage girls, living in an institution. She wanted to learn who were the most often chosen to be leaders, and why.

She discovered that the leaders were chosen for being original, for taking initiative, for voluntarily doing more than their share, and for standing up for the weaker girls. Those who became leaders were not only the most sensitive to the needs of the group, they were the strongest personalities. Not necessarily the most beautiful, the best apple-polishers, the gayest, the best mannered, the best dressed, but the strongest. If a person would be a leader, he must make himself count for something.

MAKE YOURSELF WELL INFORMED.

Paul's admonition to Timothy "Study to show thyself approved unto God, a workman that needeth not to be ashamed," states an obligation for self-improvement which rests upon every person who accepts a task in connection with the work of the church. Though it is the responsibility of the church to provide

the training, it is primarily a personal responsibility to accept the training. The church may provide and teach excellent courses in leadership, but if the individual worker does not take advantage of the training and give diligent application of himself to what is taught, he still is not trained and equipped. It is an individual matter. You must help yourself.

If training is not provided by the church, take advantage of some good correspondence course. Train yourself by reading good books. Several have been suggested in this course. Work on all the ideas you have received either from taking a course on leadership, or from a good book, and use them. Make a list of them and make them a part of your improvement.

"He whose instruction is complete will be like his teacher" (Luke 6:40 Weymouth). There is no point short of perfection at which training can be considered complete. Not only should the Christian worker's spiritual development be continuous, but so also should his growth in knowledge and in ability to do his task better.

Even those whose training is extensive and those with many years of experience have constant need of additional training. The improved educational methods resulting from better understanding of how people learn, and the changing trends of modern life, which constantly bring new problems to the family and church today, make it necessary to be always learning and training to keep up with these trends. The greatest challenge of all, however, to cause Christian leaders to grow continuously is the fact that he is working with growing people.

Different talents fit individuals for effective service in different fields. Ask yourself these questions: Do I work best with adults, with young people, or with children? Where would I be happiest in service? Where is the greatest need, and do I have the talent to help meet this need?

If you feel no preference for a particular work, or feel you have no talent, remember these important facts: Gifts are given according to the needs of the Lord's work, therefore they are manifold. There is a place of service for each one, for all are here for a purpose.

FIND A PLACE TO SERVE.

There are many places, opportunities, and departments for talents to be put to use in the church. Different types of abilities are needed if the work of the church is to be carried on effectively. For instance, people with administrative or executive ability are needed to fill the office of: the pastor, the official board, Sunday school superintendent, assistant and department superintendents, director of Christian education, president, and committee chairmen. With clerical ability, to serve as secretaries, treasurers, recorders, and librarians. With teaching and training ability, to serve as pastors, elders, youth advisors, counselors, and teachers. With musical ability, to serve as soloists, organists, musicians, choir director and choir members. With maintenance ability, to serve as custodians and bus drivers. With ability to be friendly and sociable to serve as ushers, host, hostess, and on welcome committees. With ability for drama, to direct plays, dramas and pageants; and those with culinary ability, to cook and serve meals for banquets and dinners. The seamstress is also needed to prepare clothing and supplies for missionary enterprises. There are places for many people to serve.

You may not be ready for positions of greatest responsibility in the church right now, but as you exercise and practice your talents and develop your leadership ability, you will advance into places of responsibility. If you are faithful, the Lord will place you in these offices in due time.

You will find listed below the most important offices and places in the church that must be occupied by people with leadership ability and where you may find an opportunity to make use of your talents.

CHURCH:

Pastor
Assistant Pastor
Deacon, Elder, Trustee
Church Treasurer
Custodian

Musical Director
Usher

SUNDAY SCHOOL:

Christian Education Director
Superintendent
Assistant Superintendent
Department Superintendent
Teachers
Secretary
Treasurer
Librarian
Pianist
Song Leader
Class Officer
Visitation Chairman or Superintendent
Hostess or Enrollment Secretary
Vacation Bible School Worker
Usher

YOUTH GROUP:

President
Vice President
Secretary
Treasurer
Committee Chairman
Adult Advisor
Pianist
Clubs
Usher

OTHER GROUPS:

Missionary Societies
Men's Fellowship
Women's Circles or Guilds
Choir and Musical Organizations
The Official Board

Your talent or talents are given to you undeveloped. You must use them to develop them. As the artist creates an original painting by using his oils, his brushes, and his imagination, so you will create original leadership by using the talents you now possess.

Simply thinking about leadership development and wishing for improvement is as futile as remaining hungry at a table laden with food. Start now to do something about it.

The wonder is not how much we can do, but how little we are satisfied to make of our many potentialities. Success is a habit. Failure is a habit, too. The decision is yours to make. The rewards are yours to reap.

"And let us not be weary in well doing; for in due season we shall reap, if we faint not." Galatians 6:9

REVIEW QUESTIONS

The following are review questions covering the contents of six chapters.

1. In Christian leadership it is God's plan that all leaders assume the same kind of responsibility. True False.....
2. It is not necessary to be a follower if you are going to be a leader. True False
3. The Lord looks for men and women out of whom He can make leaders. True False
4. A talented person can be a success in any type of work. True False
5. Spirituality does not assure us a pleasing personality. True..... False
6. People with good personalities are preferred to those who do not have them. True False
7. No contribution is made by the emotions to the spiritual life of a person. True False
8. A leader has to make a show of authority if people are to respect and follow him. True False
9. An important technique of leadership is the ability to organize. True False

10. No one can do for you what you ought to do for yourself. True False

On the blank line write the letter in front of the correct answer.

11. Christian leadership is dependent upon (a) the right contacts, (b) a college diploma, (c) polishing the apple, (d) dedication, ability and hard work.
12. One characteristic that will cause a Christian leader to mature in his spiritual life is (a) diligent Bible study and prayer, (b) sincerity, (c) faith.
13. Personality is to be used (a) to draw attention to one's self, (b) to push to success regardless who is trampled, (c) to reveal the love and beauty of Christ to a needy world, (d) to be witty and humorous.
14. A necessary function of a leader is to (a) want his own way, (b) make plans for his group that will co-ordinate with total church programs, (c) do all the work himself.
15. You can improve your leadership by (a) resting on past accomplishment, (b) just doing enough to get by, (c) following the crowd, (d) being a constant learner and serving the group.

Match the following by writing on the blank line the proper letter from the column at the right.

16. Said he could not be a leader because he could not speak.
17. Built a plant to study human engineering.
18. Asked God for an understanding heart.
19. Said "to have eyes and not be able to see would be worse than to be blind."
20. A way of acting or feeling toward any given situation, person or thing.
21. The tendency to act in a certain way. The hereditary factor in behavior.

- a. Helen Keller
- b. instinct
- c. technique
- d. Henry Ford, II
- e. Paul
- f. Age-group characteristics
- g. organization
- h. Solomon
- i. attitude
- j. Moses

22. Traits of people at certain age levels.
23. The method or detail of procedure, or manner of performance in leadership.
24. To bring about a systematic coordination within a group.
25. "Study to show thyself approved unto God, a workman that needeth not to be ashamed . . ."

SUGGESTIONS FOR TEACHING THIS BOOK

1. It will be necessary for the teacher to read the book through before starting to teach. Make lesson plans ahead of time.
2. Decide on the amount of time you will devote to teaching. There is enough material in the book that it could be used in a week's training clinic of six nights, or six teaching sessions. If you want to be very thorough, use two teaching periods each night of forty-five minutes each.
3. Do not spend too much time or go into too much detail in any one qualification outlined in chapters 2 and 3. Present the picture as a whole. Avoid spending too much time with any one chapter. Be certain to cover the main topics in each chapter.
4. If it is possible, have the members of the class carry out the assignments at the end of each chapter. These are more important than the questions at the end of each chapter.
5. Ask for a report on the assignments at the beginning of each class session. This is an important part of your teaching as you will be helping to develop leaders as they take part.
6. The review questions are simple and will not take too much time during your last teaching session. It would be advisable to mimeograph the set of questions if possible and give a copy to each member. They can grade each other's paper.

ANSWERS TO REVIEW QUESTIONS.

1. False 2. False 3. True 4. False 5. True 6. True 7. False
8. False 9. True 10. True
11. (d) 12. (a) 13. (c) 14. (b) 15. (d)
16. (j) 17. (d) 18. (h) 19. (a)
20. (i) 21. (b) 22. (f) 23. (c)
24. (g) 25. (e)

NOTES AND REFERENCES

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CHAPTER 4 — ESSENTIALS IN LEADERSHIP

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2. Technique of Building Personal Leadership p.192
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