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And the twelve called together the whole community of the disciples and said, "It is not right that we should neglect the word of God in order to wait on tables. Therefore, friends, select from among yourselves seven men of good standing, full of the Spirit and of wisdom, whom we may appoint to this task."

They had these men stand before the apostles, who prayed and laid their hands on them. The word of God continued to spread; the number of the disciples increased greatly in Jerusalem, and a great many of the priests became obedient to the faith.

Acts 6:2-3, 6-7



THE LEADER AS STEWARD

THE CHARACTER OF A MANAGER

NEHEMIAH 1:1-2:18

The words of Nehemiah son of Hacaliah. In the month of Chislev, in the twentieth year, while I was in Susa the capital, ² one of my brothers, Hanani, came with certain men from Judah; and I asked them about the Jews that survived, those who had escaped the captivity, and about Jerusalem. ³ They replied, "The survivors there in the province who escaped captivity are in great trouble and shame; the wall of Jerusalem is broken down, and its gates have been destroyed by fire." ⁴ When I heard these words I sat down and wept, and mourned for days, fasting and praying before the God of heaven. ⁵ I said, "O LORD God of heaven, the great and awesome God who keeps covenant and steadfast love with those who love him and keep his commandments; ⁶ let your ear be attentive and your eyes open to hear the prayer of your servant that I now pray before you day and night for your servants, the people of Israel, confessing the sins of the people of Israel, which we have sinned against you. Both I and my family have sinned. ⁷ We have offended you deeply, failing to keep the commandments, the statutes, and the ordinances that you commanded your servant Moses. ⁸ Remember the word that you commanded your servant Moses, 'If you are unfaithful, I will scatter you among the peoples; ⁹but if you return to me and keep my commandments and do them, though your outcasts are under the farthest skies, I will gather them from there and bring them to the place at which I have chosen to establish my name.' ¹⁰ They are your servants and your people, whom you redeemed by your great power and your strong hand. ¹¹ O Lord, let your ear be attentive to the prayer of your servant, and to the prayer of your servants who delight in revering your name. Give success to your servant today, and grant him mercy in the sight of this man!" At the time, I was cupbearer to the king.

^{2:1} In the month of Nisan, in the twentieth year of King Artaxerxes, when wine was served him, I carried the wine and gave it to the king. Now, I had never been sad in his presence before. ² So the king said to me, "Why is your face sad, since you are not sick? This can only be sadness of the heart." Then I was very much afraid. ³ I said to the king, "May the king live

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What do you learn about Nehemiah? About his heart?

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forever! Why should my face not be sad, when the city, the place of my ancestors' graves, lies waste, and its gates have been destroyed by fire?"

⁴ Then the king said to me, "What do you request?" So I prayed to the God of heaven. ⁵ Then I said to the king, "If it pleases the king, and if your servant has found favor with you, I ask that you send me to Judah, to the city of my ancestors' graves, so that I may rebuild it." ⁶ The king said to me (the queen also was sitting beside him), "How long will you be gone, and when will you return?" So it pleased the king to send me, and I set him a date.

⁷ Then I said to the king, "If it pleases the king, let letters be given me to the governors of the province Beyond the River, that they may grant me passage until I arrive in Judah; ⁸ and a letter to Asaph, the keeper of the king's forest, directing him to give me timber to make beams for the gates of the temple fortress, and for the wall of the city, and for the house that I shall occupy." And the king granted me what I asked, for the gracious hand of my God was upon me.

⁹ Then I came to the governors of the province Beyond the River, and gave them the king's letters. Now the king had sent officers of the army and cavalry with me. ¹⁰ When Sanballat the Horonite and Tobiah the Ammonite official heard this, it displeased them greatly that someone had come to seek the welfare of the people of Israel.

¹¹ So I came to Jerusalem and was there for three days. ¹² Then I got up during the night, I and a few men with me; I told no one what my God had put into my heart to do for Jerusalem. The only animal I took was the animal I rode. ¹³ I went out by night by the Valley Gate past the Dragon's Spring and to the Dung Gate, and I inspected the walls of Jerusalem that had been broken down and its gates that had been destroyed by fire. ¹⁴ Then I went on to the Fountain Gate and to the King's Pool; but there was no place for the animal I was riding to continue. ¹⁵ So I went up by way of the valley by night and inspected the wall. Then I turned back and entered by the Valley Gate, and so returned.

¹⁶ The officials did not know where I had gone or what I was doing;

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What do you learn about Nehemiah? About his mind?

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I had not yet told the Jews, the priests, the nobles, the officials, and the rest that were to do the work. ¹⁷ Then I said to them, “You see the trouble we are in, how Jerusalem lies in ruins with its gates burned. Come, let us rebuild the wall of Jerusalem, so that we may no longer suffer disgrace.” ¹⁸ I told them that the hand of my God had been gracious upon me, and also the words that the king had spoken to me. Then they said, “Let us start building!” So they committed themselves to the common good.



Identify the steps Nehemiah took from complacent in Susa to rallying the Jews in Jerusalem.



What did he know? Feel? See? Say?



Where was faith necessary?

What helped Nehemiah build ownership of the task?



PLANNING CYCLE

DEFINITIONS

The responsibility or capacity to lead. "A leader is a person with God-given capacity and a God-given responsibility who influences a group of people towards God's purposes for that group." (*Robert Clinton, The Making of a Leader, NavPress.*)

Management is a form of leadership.

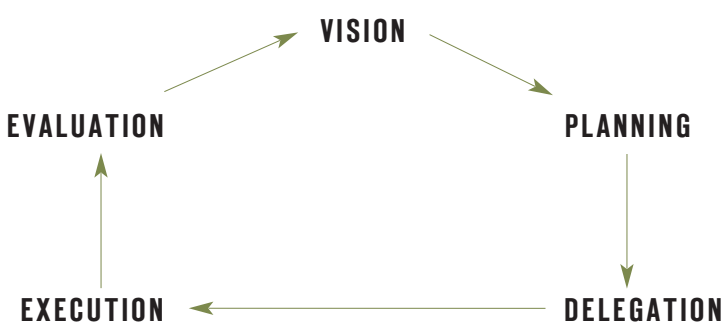
Marshalling limited resources to carry forward the vision in specific ways.

If you don't have you don't need to them.

If you don't have you don't have .

ENLISTMENT: marshalling limited resources of and . Building ownership of the vision and the plan.

How to build ownership of the vision? The way Nehemiah did it—through and .



THE LEADER AS STEWARD



PLANNING is based on:

- Vision: determines the []
- Reality: determines the []

[] : pitfalls

- Delegating responsibility without [] : we still retain decision-making control and are able to yank from people's leadership any part of the task at any time. When we delegate both responsibility and authority, we submit to those to whom we've delegated.
- Micromanagement: when we delegate the [] but not the []



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EXECUTION

- The fundamental quality of a steward: []
- A manager's effectiveness is based on his trustworthiness.
- Integrity: We say what we do, and we do what we say.

WHAT WE SAY TO PEOPLE	WHAT WE DO
Planning and preparation	Execution: follow through of the plan
Delegation and empowerment	Evaluation: follow through of the delegation

PITFALLS

- Failure to trust others: the [] syndrome (Elijah in 1 Kings 19:10: "I alone am left")
- Failure to count the cost: the [] approach (the five foolish virgins in Matthew 25:1-10)
- Failure to be trustworthy: dropping the ball (the son who said "Yes" but didn't, Matthew 21:28ff)
- Failure to trust God: [] of those not carrying the weight (Martha resenting Mary, Luke 10:39)

Good delegation involves mutual submission.

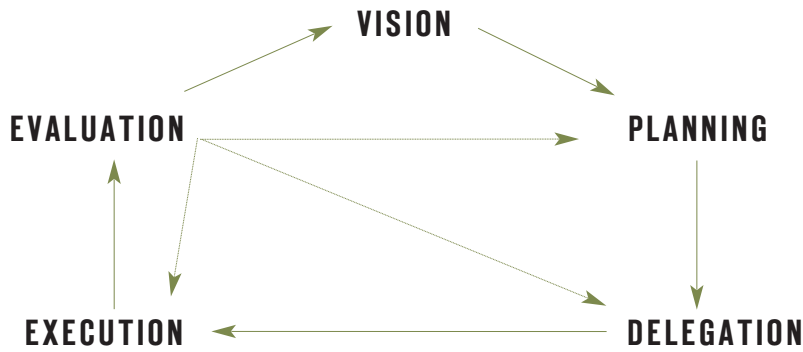


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EVALUATION has something to say about the entire process:

- **Vision:** Were we trying to do the right thing?
- **Planning:** How did the process go?
- **Delegation:** Did we build ownership? Did people join in?
- **Execution:** Did everyone do what they said they'd do? Did it work?
- **Evaluation:** Did we learn?



The focus is **growth** and **gratitude**, not grading.
Improvement and **acknowledgement**, not justification.

PITFALLS of evaluation:

- Not
- Not being brutally honest (focus only on the)
- Not acknowledging and thanking contribution (focus only on the)
- Not

Those who do not learn from the past are doomed to repeat it.

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YOUR OWN CASE STUDY OF THE PLANNING PROCESS

VISION AND PLANNING:

- Vision - What was it? Goals?
- Reality- On what reality did we base our plans?

DELEGATION:

- How did communication work?
- Task oriented or vision oriented?
- Did we fall into any pitfalls of delegation?

EXECUTION:

- How did it go?
- Did we meet the goals? Did it accomplish our vision?
- Who did what they were supposed to? Who didn't? Why not? How did partnership work?
- What kind of ministry experience was this for those involved? How could it be improved?

EVALUATION:

- Did we do it? Did we learn from it?
- How can we build evaluation into our planning cycle?

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Leadership, management
Limited resources, manage
Vision, management
Commitment, attention
Planning, delegation



PAGE 6

direction of movement, appropriate next steps
delegation, authority, task, vision
integrity, lone-ranger, last minute, resentment



PAGE 7

doing it, positive, negative, learning from it,



FURTHER RESOURCES

Heads, You Win! How the Best Companies Think, Quinn Spitzer and Ron Evans. New York: Simon & Schuster, 1997.

Enlightened Leadership: Getting to the Heart of Change, Ed Oakley and Doug Krug. New York: Fireside, 1991.

Scriptures taken from New Revised Standard Version of the Bible,
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