



# The ABLI Biblical Leadership Handbook 2012 Edition



## **Biblical Leadership In Action**

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## #1: Good Samaritans for those suffering with HIV

A Biblical Response to:  
the Social Impact of HIV/AIDS

United Bible Societies

### SCRIPTURE REFERENCE:

Luke 10:25-37

*A teacher of the Law came up and tried to trap Jesus. "Teacher," he asked, "what must I do to receive eternal life?"*

*Jesus answered him, "What do the Scriptures say? How do you interpret them?"*

*The man answered, "Love the Lord your God with all your heart, with all your soul, with all your strength, and with all your mind"; and "Love your neighbour as you love yourself."*

*"You are right," Jesus replied; "do this and you will live."*

*But the teacher of the Law wanted to justify himself, so he asked Jesus, "Who is my neighbour?"*

*Jesus answered, "There was once a man who was going down from Jerusalem to Jericho when robbers attacked him, stripped him, and beat him up, leaving him half dead. It so happened that a priest was going down that road; but when he saw the man, he walked on by, on the other side. In the same way a Levite also came along, went over and looked at the man, and then walked on by, on the other side. But a Samaritan who was travelling that way came upon the man, and when he saw him, his heart was filled with pity.*

*He went over to him, poured oil and wine on his wounds and bandaged them; then he put the man on his own animal and took him to an inn, where he took care of him. The next day he took out two silver coins and gave them to the innkeeper. 'Take care*

### ABOUT THE GOOD SAMARITAN PROJECT:

*The Good Samaritan program is United Bible Societies response to HIV/AIDS epidemic in Africa. It seeks to be an efficient response to HIV through Scripture-based material and training.*

*The vision of the program is to help contribute towards zero new HIV infections and full acceptance of people infected by means of Scripture based HIV material and interactive training.*

*Initially launched by the Bible Society of Burundi in 2005, the Good Samaritan project is now active in 18 African countries.*

### Find out more:

[www.ubs-goodsamaritan.org](http://www.ubs-goodsamaritan.org)

*of him,' he told the innkeeper, 'and when I come back this way, I will pay you whatever else you spend on him.'* "

*And Jesus concluded, "In your opinion, which one of these three acted like a neighbour towards the man attacked by the robbers?"*

*The teacher of the Law answered, "The one who was kind to him."*

*Jesus replied, "You go, then, and do the same."*

*The Good Samaritan Project:*

# Cecilia's Story

The United Bible Societies Good Samaritan project brings biblical hope to those affected by HIV/AIDS. This is a story of one individual who was changed by this program's efforts.

Our village is a happier and more hopeful place thanks to the Good Samaritan project.'

That's the verdict of local minister, the Revd Joab Zakaria Messo. The 50-year-old runs five churches around the village of Nala in rural Tanzania.

In 2007 he introduced Bible Society's Good Samaritan scheme to his area. Through role-play, group discussion and readings from the Bible, the project teaches some basic facts about HIV, blows away myths and crucially shows God's love for those living with the condition.

It's changed Nala, the Revd Messo says. 'Before, when people were tested for HIV they were seen as sinners and they were abandoned by their families,' he recalls.

'Now people talk openly about their status. People used to gossip and families were divided. Now there's unity.'

He adds, 'I tell people that this is not God's judgement. It's just a disease like any other, like malaria. Now the church is busy and we always have a prayer time for people with HIV after the service.'

One person whose life has been turned around by the Good Samaritan scheme in Nala is 19-year-old Cecilia Mwangatua.

Aged nine she fell seriously ill with measles. Her parents both gave blood to save her life.



It was a donation that will ultimately cost her life, as Cecilia's parents were unknowingly living with HIV. When she was diagnosed HIV+ aged just 12, after her parents' death, Cecilia's grandparents shunned her, forcing her to live in a dimly-lit storeroom alone for three years.

Her brothers were forbidden to talk to her. She had to grow, prepare and cook her own food. And she slept on the mud floor, on a calf skin.

'We thought that through eating and sharing a room with her we would be infected,' says her grandfather, 73-year-old Yohane Mwangatua Ndahane.

Cecilia recalls this desperately sad time in her life. 'I felt that I was alone in this world,' she says. 'I thought I was the only person living with HIV. I thought God had ditched me. But I prayed that someone would help my family to understand me.'

Her prayers were answered through the Good Samaritan.

By attending the group Cecilia heard for the first time that God loved her; that she was unique and was taught ways to live with HIV. And through her, so did her family.

Everything's changed now Cecilia says. 'Now we eat together and sleep together. I am happy that the family are all united. It helps me to forget about my parents' death and my own status.'

Over three years, some 18,000 people have gone through the programme. Each one of them becomes a trainer for others, wholly changing the face of villages like Nala.

'There are new attitudes here now,' says Revd Messo. 'More people are willing to be tested. People are finding encouragement in the Bible to help them live with HIV. And we're having fewer funerals.'

'God is working and living with these people to help them in this bad situation,' he says.

## #2: Combating Corruption in the Marketplace

A Biblical Approach to:  
**Business Ethics**

Micah Challenge & Beza International Ministries

It has become clear to those who study issues related to economic development that the issue of corruption in African countries must be effectively dealt in order for meaningful gains to be made towards poverty alleviation.

**Micah Challenge** is a global movement that focuses on challenging Christians to hold their governments accountable to the commitments of the Millenium Development Goals. As a major part of its campaign, Micah Challenge is addressing the need for good governance worldwide, and helping churches make the case for what the Bible has to say about corruption and its effects on the most vulnerable in society. The campaign has published a concise paper, "Open for Service," outlining why good governance is essential to development and why churches need to speak out on the issue. This paper can be downloaded freely in multiple languages from [www.micahchallenge.org](http://www.micahchallenge.org).

On the local level, **Beza International Church**, in Addis Ababa, Ethiopia, is working to help individual businesspeople stand up against corruption and operate their enterprises with integrity. A major tool of this effort is the Beza Ethical Charter, a pledge to abstain from bribery and unethical business practices that business owners and professionals in the church are invited to sign and expected to adhere to. The church also encourages peer support through small group Bible studies and prayer meetings.



### SCRIPTURE REFERENCE:

**Proverbs 20:10**

*Two things the Lord hates are dishonest scales and dishonest measures.*

*Find out more:*

[www.micahchallenge.org](http://www.micahchallenge.org)

[www.bezainternational.org](http://www.bezainternational.org)



## #3: Scripture-Based Healing for Victims of Trauma

A Biblical Response to:  
**Post-Conflict Trauma**

American Bible Society & Bible Society of DRC

### SCRIPTURE REFERENCES:

**Psalm 147:3**

*He heals the broken-hearted and bandages their wounds.*

**Isaiah 61:1**

*The Sovereign Lord has filled me with his Spirit. He has chosen me and sent me To bring good news to the poor, To heal the broken-hearted, To announce release to captives And freedom to those in prison.*

*Find out more:*

[www.congosister.org](http://www.congosister.org)

When Consolatta's village in Eastern DRC was attacked by militia, she was brutally raped and then abandoned by her parents. Traumatized and unable to walk, she eventually made it to a refugee center in Goma. There, she eventually came into contact with She's My Sister, a scripture-based trauma healing program administered by the Bible Society of DRC. Over the course of the program, Consolatta was able find emotional healing and even the ability to forgive those that had harmed her, through the power of God's word.

Started in Eastern DRC, She's My Sister is now expanding across Eastern and Central Africa where various forms of conflict have left tens of thousands of people traumatized. Through the efforts of the American Bible Society the program has also been making the case to the humanitarian aid community that trauma healing is an essential "missing piece" of relief and development work. ABS has also assembled leading Christian mental health professionals to refine the program and ensure that it aligns both with scripture and with clinical best practices.

Recognizing that children are often the unfortunate victims of trauma, She's My Sister has also created a specialised Children's Trauma Healing curriculum. Additionally, a story-based program for people with no scripture or written language has been developed.

## #4: Sharing God's Word with Lawmakers

A Biblical Approach to:  
**Bible Advocacy in Parliament**  
 British & Foreign Bible Society

In the UK, the **British and Foreign Bible Society** has long-established work in Parliament. Its aims are pastoral work among Christian Members of Parliament (MPs), outreach to other MPs and broader biblical advocacy. Senior Parliamentary Officer, Mark Harris, says, 'The overall aim is to demonstrate the goodness and relevance of Christianity and the Bible in the public square.'

The intention of Bible Society's work is to find ways of showing the value of – and the need for – the Bible's wisdom in politics. Each session of the House of Commons starts with prayer. Bishops currently sit in the House of Lords and a verse from Psalm 127 is even inscribed on the floor of Parliament's central lobby.

The most high-profile event is the National Prayer Breakfast, sponsored by Bible Society. Held in Westminster Hall in the Houses of Parliament, this year it saw 700 MPs, church leaders and charity workers gather to hear how the London Olympics must be a trigger for world peace. Tory Peer Lord Michael Bates told the gathering, 'We have to let London be a start, to light the flame for a rediscovering of what the Olympics was all about, and take that flame to Rio and beyond. 'I am praying that this will be the start, when we take the Olympic Truce seriously,' he added. 'That is well within our grasp.' Mark Harris also runs the official all-party Parliamentary group for Christians in Parliament to support the Christian community in Westminster. He helps to bring MPs, Peers



### SCRIPTURE REFERENCE:

**Romans 10:14**

*But how can they call to him for help if they have not believed? And how can they believe if they have not heard the message? And how can they hear if the message is not proclaimed?*

and staff together for monthly worship, and runs a weekly programme of Bible studies for politicians. Three times a year, he also holds apologetics debates that appeal to a broad cross-section of parliamentarians as well as those working outside government, including in the City. The most recent featured keynote speaker Prof John Lennox, Professor of Mathematics at the University of Oxford. Commenting on Bible Society's work, Andrew Selous MP said, 'It's refreshing and inspiring to stop in the middle of the day in Parliament to learn from God's Word.'

*Find out more:*

[www.biblesociety.org.uk](http://www.biblesociety.org.uk)



## #5: Legal Advocacy for the Least of These

A Biblical Response to:  
**Economic & Social Injustice**

International Justice Mission & Advocates Africa

The Bible is full of exhortations compelling those who love God to show his love by standing up for the vulnerable in society. Christian legal professionals are in a unique position to fulfill this biblical mandate by providing legal advocacy to the most vulnerable members of society. Two organisations led by Christian lawyers, International Justice Mission and Advocates International, are currently working across Africa to bring a justice to the marginalized.

**International Justice Mission (IJM)** works across four field offices in Uganda, Rwanda, Kenya and Zambia. In Uganda, IJM largely focuses on protecting vulnerable individuals from illegal property seizure. Oftentimes this involves helping widows and orphans who have had their land property stolen from them by aggressive relatives and neighbors. IJM attorney's and caseworkers aggressively pursue these cases of injustice through the national court systems until the perpetrators are penalized or imprisoned.

**Advocates Africa** is an international network of Christian law professional associations in 43 African countries. Several members of Advocates Africa have been directly involved in providing legal advocacy for socially marginalized. In Kenya, the Kenyan Christian Lawyers Fellowship was instrumental in advocating for legal reforms that allowed homeless individuals to obtain national identity cards, thereby allowing them to work and learn legally. The Christian Lawyers Association of South Africa provided advocacy that prevented an AIDS-babies hospice from the threat of unfair closure.

### SCRIPTURE REFERENCES:

#### Proverbs 31:8-9

*“Speak up for those who cannot speak for themselves, for the rights of all who are destitute. Speak up and judge fairly; defend the rights of the poor and needy.”*

#### Psalm 82:3-4

*Defend the cause of the weak and fatherless; maintain the rights of the poor and oppressed. Rescue the weak and needy; deliver them from the hand of the wicked.*

**Find out more:**

[www.ijm.org](http://www.ijm.org)

[advocatesinternational.org/library/africa](http://advocatesinternational.org/library/africa)

# The Success Delusion

by Marshall Goldsmith



**A**ny human, in fact, any animal will tend to repeat behavior that is followed by positive reinforcement. The more successful we become, the more positive reinforcement we get - and the more likely we are to experience the success delusion.

*I behave this way. I am successful. Therefore, I must be successful because I behave this way.*

Wrong!

The higher we move up the organizational ladder, the more our employees let us know how wonderful we are! Our behavior is often followed by positive reinforcement, even when this behavior makes absolutely no sense. One night over dinner, I listened as a very wise military leader shared his learnings

from years of experience with an eager, newly-minted General, "Recently, have you started to notice that when you tell jokes, everyone erupts into laughter - and that when you say something 'wise' everyone nods their heads in solemn agreement? The new General replied, "Why, yes, I have." The older General laughed and continued, "Let me help you. You aren't that funny, and you aren't that smart! It's only that star on your shoulder. Don't ever let it go to your head."

We all want to hear what we want to hear. We want to believe those great things that the world is telling us about ourselves. Our belief in ourselves helps us become successful. It can also make it very hard for us to change. As the wise older General noted - we

aren't really that funny, and we aren't really that smart. We can all get better - if we are willing to take a hard look at ourselves. By understanding why changing behavior can be so difficult for successful leaders - we can increase the likelihood of making the changes that we need to make - in our quest to become even more successful.

## Why We Resist Change

UNUM, the insurance company, ran an ad some years ago showing a powerful grizzly in the middle of a roaring stream, with his neck extended to the limit, jaws wide open and teeth flaring. The bear was about to clamp on an unsuspecting salmon jumping up stream. The headline read:

**YOU PROBABLY FEEL LIKE THE BEAR, WE'D LIKE TO SUGGEST THAT YOU ARE THE SALMON.**

The ad was designed to sell disability insurance, but it struck me as a powerful statement about how we all delude ourselves about our achievements, our status and our contributions. We often:

- Overestimate our contribution to a project;
- Have an elevated opinion of our professional skills and standing among our peers;
- Exaggerate our project's impact on profitability by discounting real and hidden costs.

Many of our delusions can come



from our association with success, not failure. Since we get positive reinforcement from our past successes, we think that they are predictive of great things to come in our future.

The fact that successful people tend to be delusional isn't all bad. Our belief in our wonderfulness gives us confidence. Even though we are not as good as we think we are, this confidence actually helps us be better than we would become if we did not believe in ourselves. The most realistic people in the world are not delusional - they are depressed!

Although our self-confident delusions can help us achieve, they can make it difficult for us to change. In fact, when others suggest that we may need to change, we may view them with unadulterated bafflement.

It's an interesting three-part response. First we are convinced that the other party is confused. They are misinformed, and they just don't know what they are talking about. They must have us mixed up with someone who truly does need to change. Second, as it dawns upon us that the other party is not confused - maybe their information about our perceived shortcomings is accurate - we go into denial mode. This criticism may be correct, but it can't be that important - or else we wouldn't be so successful. Finally, when all else fails, we may attack the other party. We discredit the messenger. "Why is a winner like me," we conclude, "listening to a loser like you?"

These are just a few of our initial responses to what we don't want to hear - denial mechanisms. Couple this with the very positive interpretation that successful people assign to (a) their past

performance, (b) their ability to influence their success (as opposed to just being lucky), (c) their optimistic belief that their success will continue in the future, and (d) their over-stated sense of control over their own destiny (as opposed to being controlled by external forces), and you have a volatile cocktail of resistance to change.

Our positive beliefs about ourselves help us become successful. These same beliefs can make it tough for us to change. The same beliefs that helped us get to here - our current level of success, can inhibit us from making the changes needed to get to there - the next level that we have the potential to reach.

### How Can You Achieve Positive Change?

Get in the habit of asking the key people in your life how you can improve. Recruit them in helping you get from where you are (which can be a pretty great place) to where you want to be (which can be even better). Realize that your first inclination when people point your 'areas for improvement' may well be to believe that they are 'wrong' or 'confused'. Accept the fact that your belief in your previous success - and your contribution to your team's success - is probably over-stated. Give them the 'benefit of the doubt'. Be open to the fact that they may well be right and you may well be the one who is 'confused'.

Face the reality that you are only going to change what you choose to change - and that the motivation and commitment to change has to come from inside you. I have often heard Ed Zander,

the CEO of Motorola, teach his high-potential leaders the value of encouraging participation, while also being clear that every decision should not be made by a vote or through achieving consensus. Leaders have to make decisions. After listening to input from people you respect, only work on the changes that you believe are right for you and your organization. The desire for change has to come from inside you.

Finally, watch out for over-commitment. Keep the change process positive, simple, focused and fast. Realize that your natural inclination will be to think that you can do more than you actually will do. In the past I suggested that leaders pick 1-3 areas for behavioral change. That was when I was young and idealistic. I now suggest that leaders pick one key behavior and get better at that.

Keep on following-up with the people that you respect, and you can keep on getting better. One of my clients, George Borst, the CEO of Toyota Financial Services, was very successful in changing the behavior that he picked for improvement - becoming a more effective coach. As we reviewed the positive results from his co-workers, he had a great realization. "If I am going to keep improving as a leader, I am going to have to be working on this stuff for the rest of my life - aren't I!"

As the wise older General noted, as you move up the ranks and get that star - don't let it go to your head. Realize that every promotion can make it harder to change. Always balance the confidence that got you here - where you are - with the humility required to get you there - where you have the potential to go.

# Why National Leaders Need Honest Feedback

by Martin Kalungu-Banda



I have been privileged to observe those who serve Presidents or Heads of State in different parts of Africa through my work as an adviser to the Tony Blair Africa Governance Initiative and my own experience of having served President Levy Mwanawasa (Zambia's third President). Through my work, I have learnt that those who work around Heads of State rarely engage the President or Prime Minister (or any person of power) as an equal. This situation tends to play at every level of leadership. Why

might this be the case? The office of President or Prime Minister comes with such aura and some of form of mystery that, if not well managed, it tends to 'drown' or 'swallow' and even 'smother' the voices and thoughts of people around it. This, more often than not, happens under the guise of 'respect for the highest office in the land'.

Respect for the President or Head of State emanates from what the office represents. It represents and embodies the 'spirit of the nation'. It is the highest ex-

pression of the unity or oneness and collective will of a country. To this extent, then, the office of Head of State is sacred (deserving utmost respect). The office of President is even more mysterious in cultures and traditions where leaders are deemed "Father of the Nation" or "Father of our Liberation"; inviting reverence as the normal attitude and response before the leader. If this situation is not mitigate (by mainly actions of the leader himself or herself), those around the leader may not find it easy to pitch themselves

as equals to the person who holds the high office. The job of those around the President is, subsequently, reduced to merely following presidential instructions. Presidential advisers cease being advisers and begin to compete on who carries presidential instructions, expressed or imaginary, the fastest.

Another way through which a leader can access his or her blind spot is through seeing and experiencing the system one is superintending. This means the President should find and establish processes and techniques through which he or she accesses the real world in which his or her citizens live. The visit of a President invites extraordinary efforts to make the place look 'fit for a Head of State'. With the good intentions of being respectful to the President who embodies the spirit of the nation, people tend to go out of their way to welcome the visitor. As a result, the President tends to experience the life that his citizens do not live. He eats the food that people can afford only for important guests. He experiences surroundings that are far much cleaner than his people usually live in. People go out of their way to show respect for the head of state.

One of the jokes I have picked up in the UK is that the Queen of England thinks all rooms outside her palace have the smell of paint. This is because the places that the Queen visits are often re-painted just before she makes her visit to ensure that they are 'royalty clean'. More often than not, Presidents have no idea what the real situation of most citizens is. Even those leaders who come to power on the strength of their ability to understand the people's will and needs

can fast slide into ignorance of what is truly going on. After operating and living in an 'abnormally' powerful and resource-rich environment for two to three years, leaders may tend to create a figment in their own minds. They take their circumstances as every person's world. A few months of visiting only well adorned places, buildings that are properly refurbished, the natural environment that is nicely kempt (and often seen through tinted windows of a bullet proof Mercedes Benz car), and travelling without being hindered by traffic lights and on aircrafts that must wait for you; the President begins to think his personal efforts and those of government have paid dividend. Personal well-being becomes national well-being.

In conversations with fellow leaders (ministers and advisers), Presidents end up receiving half-truths and sometimes outright lies. My teacher, Lance Secretan – one of the world's leading thinkers on the subject of leadership and bestselling author of numerous books, says, "The higher you go, the less truth reaches you". People around the President tend to second guess what would please the 'Boss'. From time to time, President Mwanawasa would invite me to Nkwazi (official residence) for lunch or dinner. Over a meal, he would ask me what my thoughts were about some of the issues that were going on in the country. He would often end with the question, "What do you know about what is going in the country that I should know?" or "What is affecting our people that I should worry about tonight?" In those moments, I knew that the President was looking for 'brutal facts' rather than polite conver-

sations that showered him with praises. He would often remark to me, "It is very difficult to have honest adult conversations when you are President. Many people I have a lot of regard for seem to lose their voice in my presence, what could explain this?"

### **The President yearned for peer challenge and rarely got it.**

I cannot count more than five names of people who I saw engage the President as equals. The rest grovelled and almost knelt before him. Their role was simply to oblige to the expressed or imaginary wish of the boss. Obliging is part of what it takes to work for a President, but it is only half the story. The other half is engaging the President in tough conversations so that he is well positioned and well informed to make the tougher and more critical decisions that the nation deserves and expects.

Dr Kaunda, the first President of Zambia, expressed similar yearning. He once shared with me that among the critical things he missed while he was Head of State was engaging in quality and honest conversations with colleagues. A few years ago, while I worked for Oxfam GB, I had the privilege of inviting Dr Kaunda to officiate at an Oxfam function in Lilongwe, Malawi. I flew from London to Lusaka in order to travel with the former President to Malawi. Recognising the status of Dr Kaunda, Oxfam flew the former President in business class while I travelled economy. He was the only one in business class that day. Thirty minutes after the plane took off from Lusaka; Dr Kaunda said to one of the air hostesses, "I have a friend sitting

at the back of the plane. Kindly permit him to come and sit with me.” His request was granted expeditiously. I was delighted to sit directly opposite the former President.

I couldn't resist asking Dr Kaunda, “With the benefit of hindsight, Your Excellency, what are the key lessons you picked from your time as our head of state?” He looked at me for a few seconds without uttering any word. He gave out his characteristic smile and then said, “My young man, that is a critical question”. He paused again. He then went on to share with me how difficult it was for him to have colleagues to genuinely think with. “There were a few exceptional cases, I must say.” He shared a moment when he met someone who was not willing to sacrifice the truth even if the President did not like it. “Soon after independence, a young Zambian judge ruled against the state,” Dr Kaunda began. “This was a case in which I, as head of state, was deeply interested. I felt that if the case was ruled in favour of the state, it would enhance our political independence from colonialism. The young Judge ruled against the state.” He paused, again, for almost minute. “When I had the opportunity to meet the young judge,” he continued, “I asked him why he had ruled against the state. The young judge said to me, ‘Your Excellence, while I understand and appreciate our nation’s political agenda, the law currently does not support what the state would like to do.’ I asked Dr Kaunda, “What did that make you feel?” He replied, “Young man, although I did not

like the judge’s answer, I could not ignore his courage and was deeply humbled. Humbled, indeed. The young judge’s response made me realise the importance of working with people who are courageous and willing to tell the truth as they know and see it.” He remained silent for a while as if to let me internalise what he was saying. Dr Kaunda concluded, “A few months later, I invited the young judge to be our first indigenous Zambian Chief Justice. I knew that our judiciary would be in capable hands.” He was referring to Justice Annel Silungwe.

### **How can a leader constantly receive honest feedback?**

In one of his articles to the Post newspaper soon after the inauguration of President Michael Sata (Zambia’s fifth President), Professor Hansungule stated that the one key quality of leadership in our time is the ability to listen to the people’s will. I totally agree with Prof Hansungule. However, the challenge lies in whether there are conditions in which the leader can engage in honest conversations so that he can access the will of the people. Anyone who has worked around powerful men and women can attest to how difficult it is to tell “the emperor that he is naked.” Prof Edgar Schein of MIT, under whom I have had the privilege of learning, says that there is one key lesson he has learnt in his more than 50 years of working with leaders in different parts of the world. The lesson is that unless the leader suspends, from time to time, social rules around

his or her office, he or she would increasingly lose the ability to engage in honest conversation and feedback.

In most societies, if not all, there are ‘social rules’ or ‘socially acceptable ways’ or the ‘etiquette’ of how to communicate and relate with leaders. These rules are, in their original and purest form, meant to signify the importance of the role played by a given office. They are also meant to enable the office occupant perform certain roles with ease for the benefit of the constituency. What does suspension of social rules then mean? This is when a leader deliberately creates, from time to time, an environment or conditions were those around him or her can share what they think and feel without any inhibition. Some aspects of the Japanese culture developed its own practice of how to suspend social rules for the greater good of the military. It is called After Action Review (AAR). Upon accomplishing an operation, the commander or head of the platoon would call all those who were involved in the operation to conduct an AAR. During the AAR, social rules of the military (deep respect for ranks and seniority) would be suspended. The private soldier and the commander would temporarily have equal status as they review their actions. They both would have equal amount of time to speak and ask whatever (tough) questions they have. They would challenge each other’s views. At the end of the AAR, the truth was often found, enabling the military to learn from its actions for the future.

AAR is practised in some

Japanese companies and other systems world-wide that have learnt the 'ritual'. On a Friday, for instance, the managing director or head of department of a company would invite a cross section of staff – juniors and seniors – for a drink. As soon as staff step into a pub or bar, they are presumed to be drunk. This means that every member of staff, even before he or she sips his or her drink, can say to the managing director or any other staff, "I think that decision you made last Monday was really silly..." and gives reasons for his or her assertion. The whole drinking session, often without anybody getting really drunk, is a conversation about how serious issues affecting the company can be tackled and lessons learnt. As soon as the drinking session ends and the staff have stepped outside the bar, normal social rules or etiquette are expected to be in operation, irrespective of whether one is truly drunk or not.

In December 2011, I was in Lusaka visiting my ailing father. One morning when I observed that he was not in so much pain, I asked him if there was any equivalent of AAR in our traditions and culture. He explained to me that among the Ba Bemba, for instance, were praise singers who had unlimited access to the palace. Although these singers were thought to compose and sing songs of praise for the king, they equally composed and sung songs of rebuking the King when he was perceived not to be running the kingdom properly. The King was not permitted to punish them even when they said something he did not like. Their 'office' was

protected by tradition. My father explained that the skill of the praise singers lay in their ability to tell it as it was while still "saving the face of the King". This means that the praise singers critiqued the King in the language that only those properly educated in this form of communication could decode. For the rest of the people, these were just ordinary songs. For those with 'ears', the King included, songs were sometimes tough feedback for the ruler.

I offer the following as reflection points for our leaders in government, and perhaps, business and civil society:

**Create opportunities where those around you can tell you what their honest thoughts are.**

The power of your office combined with our traditional respect for leaders will tend to prevent you from relating as an equal to those around you. From time to time, create conditions where others can communicate with you sincerely as a peer.

Surround yourself with men and women who have the courage to share what they think, feel and what they are learning from society, no matter how unpalatable that might be to you. Do not be shy away from employing those who are not enthusiastic about praising you.

Whenever you can, access the reality of the citizens' living conditions when they are not camouflaged by the need to impress you. Find the time to see – by yourself – situations as they

truly are. If you can, spend 40% of your time doing paper work in your office and 60% meeting and talking to people (customers, debtors and creditors in the case of business leaders) in their true or real environment.

Employ managers who are more skilled than yourself to take care of the managerial and administrative duties of your office. For the President, this means identifying a highly qualified and competent Chief of Staff and Senior Advisers. For Ministers, this means looking out (through the President) for true professionals for Permanent Secretaries and Directors of key public institutions.

Leaders need to create what one of my mentors and a celebrated author, Nancy Kline, calls "Think Environment". Most leaders' work situations are "Instruction Environments". A Thinking Environment assumes equality between people, creativity in the search for solutions, and taking turns to make contributions. Failure to create a Thinking Environment leads to infantilisation of adults and poverty of ideas and the ensuing actions. A Thinking Environment leads to productive dialogue. When expertly facilitated, dialogue generates wisdom and new knowledge.

In today's world, the currency is shared leadership. The era of single hero leaders or 'lone rangers' is gone. No single leader can find answers to the many complex challenges that confront our society. Collaborative leadership is the answer.

# Mindset Transformation

by Dela Adadevoh

**M**indset transformation requires that individuals and groups first recognize the need for change. This begins with an awareness of how one thinks, their perspectives on particular issues, and how those thinking patterns came into being. It is, however, the effects of thinking patterns that provide motivation for change. For a negative mindset to change there needs to be strong desire for change. That desire is not only based on dissatisfaction with the status quo, but it is also influenced by the conviction that the new mindset and its positive effects are possible. This calls for faith in the power that will effect the change of mindset, and there is no power stronger than that of the God who created all things.

One can be sure of the release of God's power if the mindset is in accordance with his will. (John 15:7) The will of God is consistent with the nature and character of God. God's will and character have been uniquely revealed to humankind through the person of Jesus Christ. To know the mind of Christ is to know the will of God for humankind. The following are some characteristics of the mind of Christ.

## **The mindset of Jesus Christ**

Seek to honor God. When Jesus Christ was on earth he did nothing except what he saw God, his father, doing. (John 5:19,20)

Values the eternal above the temporal. Christ taught his disciples not to fear those who can kill the body but cannot touch the soul, but rather to fear the one who can kill the body and the soul. (Matthew 10:28) He also taught the disciples to look forward to his return, and the inaugurating of the eternal kingdom of God.

Loves all without partiality. The love of Jesus Christ cuts across

barriers of race, gender and age. Christ loved the Gentiles and praised their faith where appropriate. In the story of the Good Samaritan he taught that God's love does not discriminate against people with different cultural backgrounds. (Luke 10:25-37) He also demonstrated love towards the Samaritan woman. (John 4:4-26) Christ also said no one should prevent



the little children from coming to him. (Matthew 19:14) In all these examples we learn that the love of Christ knows no boundaries.

Is a kingdom mind. Everything that Christ taught and did related to the establishment of the kingdom of God on earth. Jesus Christ calls for people to seek to be members of the kingdom. He charged his disciples to seek to bring others into the kingdom of God, further more, he challenged all members of the kingdom of God to live by a kingdom mentality that is consistent with the nature and nature of God.

Mindset transformation was the mission of the early disciples. The apostle Paul explained that it was their mission to take every thought captive to the obedience of Christ. (2Corinthians 10:5) Followers of God are to seek transformation of their minds to Christ- likeness. This involves the intentional avoidance of conformity to a worldly mindset. It is more natural to conform to the patterns of thinking that are popular in the world, but the mind of Christ is a spiritual mind. It is only understood by those who are spiritual. Its value system is different from the value system of the world.

The effects or fruit of the mind of Christ is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self control. (Galatians 5:22,23) We can ask two key questions to evaluate our particular mindset and its effect:

### **Is the effect of our patterns of thinking consistent with the fruit of the Spirit?**

Are our patterns of thinking consistent with the mind of Christ, or wisdom that comes from heaven?

God's power for mindset transformation is only released when the answers to the above questions are positive. God hears and answers prayers that are in his will. (1 John 5:14,15) God's plan is to transform people into the image of his son, Jesus Christ. (Romans 8:29) Jesus Christ was born without sin. He never entertained a negative mindset. His mindset was always a godly one. When people focus on God as their object of worship and adore his Son Jesus Christ as their Savior and Lord, their minds are gradually transformed into the likeness of Christ's mind. This dynamic process of Christ-likeness results in a relational environment characterized by the fruit of the Spirit.

This is the kind of relational environment that can provide positive support for social and economic development in Africa and other parts of the world. This stands in contrast to the environment that results from adoring and trusting in lesser gods and spirits in the African traditional religious world. The spirits in African Traditional Religions are seen as necessary mediators to God. With this view, humans are constantly engaged in seeking the favors of the mediating spirits so they can appropriately present their needs to God.

In the African Traditional Religious World, the spirit beings can be good and bad under different circumstances and towards different people. This unpredictable nature makes their minds very circumstantial as opposed to the mind of Jesus Christ which is consistently true. The Ewe people of southern Ghana appropriately call the spirit gods *trowo*. This

translates into literally those who turn. The spirit gods are chameleon in nature and easily turn or change their minds.

Every person begins to seek to engage the most powerful spirit gods so they can garner protection. This results in a society where people are suspicious of one another; there is always the need to confirm that one is still in the 'good books' of others, even close relations. The biblical principle that people become like the gods they make and trust is at work here (Psalm 115:18). Unpredictability characterises the African relational environment.

The soul of the continent needs to have unchanging good and godly characteristics. The Spirit of Jesus needs to infuse and shape the spirit of Africa. It could then be said of Africa that the kingdom of God is already in her mindset. (Luke 17:21) This transformation of the African mind to the mind of Christ, and the African spirit to the Spirit of Christ does not take from Africa her own distinct characteristics. The goodness and uniqueness of Africa are gifts from God and make it different from the rest of the world. However, for these distinct gifts to reflect their original God- intended beauty, Africa needs to come under the powerful transformational influence of the Spirit of God.

This is the core of the transformation that Africa needs to undergo. There are other mindset shifts that are necessary for ensuring effective leadership on the continent. These have been discussed in the earlier pages. Africa's future depends on leaders who are making the transition from

- Poor self-image to positive self-identity

- Limited supply mindset to abundance mindset
- Corruption to integrity
- Ethnocentrism to inter-ethnic communality
- Ignorance to knowledge of the true value of Africa's resources
- Charity dependence to fair business mindset
- Gender imbalance to gender equality
- Self-centered to sacrificial
- Mediocrity to excellence

There are many success stories of African leaders who have displayed the qualities of a Christ-like mindset. These successes make a revolution of building a critical mass of a new generation of leaders a mission possible for Africa to embark on. The future looks promising. Now, we need focus, intentionality and perseverance in the development of the right kind of leaders, and the strategic engagement of these leaders with the critical, transformational issues.

Kwegyir Aggrey told the story of a certain man who went through the forest seeking any bird he might find. He caught a young bird, brought it home, and put it among his fowls and ducks and turkeys, and gave it chicken's food to eat. Five years later, a naturalist came to visit the man, and noticed the bird. He said to the owner: "Look here, this is an eagle and not a chicken." "Yes you may be right", said the man, "but I have trained it to be a chicken. It is no longer an eagle; it is a chicken, even though it is enormous." "No", said the visitor, "it is still an eagle; it has a heart

of an eagle, and I shall make it soar high into the heavens." "No" said the owner, "it is now a chicken and will never fly." They agreed to test it. The naturalist picked up the bird and held it up, and said loudly: "Eagle, thou art an eagle; thou dost belong to the sky and not down here. Stretch forth thy wings and fly", and with that he hurled the bird up. The eagle turned this way and that, and then looking down saw the chickens eating, and came to join them. The owner said, "I told you it is now a chicken." "No", said the man, "this bird is an eagle. I shall come back to prove this to you."

The exercise was repeated three times, with the same result. The bird always came back to feed with the chickens. The naturalist came back again, chose a hill, held the bird aloft, pointing it to the rising sun, and shouted: "Eagle, thou art an eagle; thou dost not belong down here. Thou dost belong to the sky; stretch forth thy wings and fly." The eagle looked round, trembled as if new life was filling it, and suddenly it stretched out its wings and with a screech of an eagle, it mounted higher and higher and never returned. It was really an eagle, though it had been kept and tamed like a chicken!

"My people of Africa", Aggrey continued, "we were created in the image of God, but men have made us think that we are chickens, and we still think we are, but we are eagles. Stretch forth your wings and fly! Don't be content with the foods of chickens"

The greatest obstacle to worldview transformation is the lack of faith that it can actually occur.

The person who wants to experience worldview transformation needs to believe that the Spirit of God is able and willing to effect the transformation. Tradition and long standing situations have a way of presenting themselves as 'permanent realities' that people have to adjust to. Worldview transformation requires two things; the desire to change and the faith that change is possible. In the Aggrey story it took a naturalist who insisted that the eagle could again behave like an eagle. He did not accept it as unchangeable. He insisted, experimented and persevered. This is the role that mentors can play in the lives of those needing to experience transformation. Affirmation and encouragement are needed to instill positive confidence in people who need to experience transformation. Some people need to come along and speak possibilities into the lives of people who have potential for a holistically better life.

Africa today is an eagle that is yet to soar. She needs to tell herself that she is an eagle and belongs to the sky. Every imagination that places Africa in a lower category in relation to other peoples should be replaced with new thoughts that see Africa at the center stage in global development. The greatest challenge to Africa's development is the mind of Africans. African minds should be transformed into new minds that can dream a new Africa into existence. The time to rethink is now! The time for new resolves is now! The time for new action is now! May Africa soar to new heights like mighty eagles!





# LEADING WITH INTEGRITY

## 12 Day Bible Study

Practical Wisdom For Everyday Leadership Challenges.

by Mark and  
Joanna Williamson

One Rock International Ministries  
[www.onerockinternational.org](http://www.onerockinternational.org)

## **DAY 1:** **What is Integrity?** **Read James 1:4**

Integrity lives in the stories that surround us. It is not loud, it is very much hidden. People of integrity do not advertise themselves on street corners, they live their lives of integrity often in the shadows. They are faithful in seemingly unimportant and small things. Despite the moral pollution in our society during big crises we tend to look for a hero, someone with integrity we can rely on, someone who will put all wrongs right.

Some ask: Is integrity a result of nature or nurture? We do not gain integrity as we gain degrees or knowledge, we grow it with steadfastness often in the midst of difficulties and always with Jesus as our teacher. I believe we nurture a life of integrity and then it becomes our nature to do things according with integrity.

You cannot have integrity in one area of your life but lack it in another. Integrity is something that demands your all. The very word integrity means: complete. And you cannot just hire it out for a short term, you need to strive for it long term.

The word integrity occurs seldom in the Bible, though it is a running theme throughout it. There is not enough room to mention all the examples but it is worth studying them carefully.

In this broken, defragmented world we need to be people who are complete, who keep their promises, who do as they preach. If we profess to be Christian we have to remember that people are watching us, what we say and do, how we react in difficult situations, and what comes out of us when we are pressed on each side.

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## **DAY 2:** **Learn from the Cranes** **Read 1 Corinthians 4:16**

How many of us can say that with all confidence? Paul lived a life of integrity. This gave him confidence to invite others to do the same. The Bible tells us we are surrounded by a great cloud of witnesses. Learning from these amazing men and women of God gives us faith to believe that a life of integrity is possible even in the midst of difficulties and persecution.

One of the most fulfilling aspects of our Christian life is investing in others. Mentoring young people, though challenging at times, can be a particularly rewarding task. Seeing them grow, helping them learn from their mistakes and encouraging them to keep on following Jesus.

Many years ago I read in a book by Kenda Creasy Dean that people studying the migratory paths of cranes have discovered that old cranes teach their young to remember the migratory routes.

The problem is that if birds have been reared in captivity they have no older birds to teach them these routes, and therefore cannot migrate like the rest of their species. She continues to say, "in the same way the practices of faith establish a migratory route to the cross, and we only learn this route from those who traveled before us. Young people like young cranes require wise adults who can show them the way and teach them the practices Jesus used in his life. Without the memories of those who have traveled before them, the migratory route is lost and young people journey aimlessly, mired in self-fulfilling passions."

Are you following in the footprints of Jesus? Are you living a life of integrity and establishing a sense of direction for those around you? Remember young people follow footprints better than blueprints.

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## **DAY 3:** **Lesson from the Sower** **Read Matthew 13:3**

If you read parables and you think you straight away understand their message then read again. There is a depth of meaning hidden in each one. Take for example the well know Parable of the Sower. Most people when interpreting this parable focus on the soil and the seed. However the main character in this parable is the Sower himself; he

goes out and he sows, and he also is the one who gathers. The interpretation that Jesus gives in the texts focuses on the seed that fell on many different types of soil but it should not overshadow the importance of the person of the Sower. He is the one who goes out and sows, he experiences failure upon failure but he also enjoyed success.

We see how even though there are many setbacks, and the seed does not take root many times, there is also a huge harvest to gather.

The parable speaks of the reality that faces the Sower, the many obstacles, and fierce opposition. Thorns, hungry birds and thistles are a part of the farmer's work in producing the harvest. We should not be surprised or even paralyzed by that. As someone said: 'harsh realities will never amount to more than the context in which grace operates.'

The Parable of the Sower places a huge emphasis on proclamation of the Word, an instrument by which God brings his kingdom here on earth. It reminds us of the many types of opposition our proclamation and ministry will face, but also of a great harvest that there is.

The Sower, Jesus, goes out and generously sows the seed. He is active in the world despite many unfavorable circumstances. He is not deterred by the opposition nor deceived by the acclamation. Learn from Him.

#### **DAY 4:** **Strength in Solitude** **Read Matthew 14:23**

Jesus knew the power for ministry that comes from time spent alone with his Father. He withdrew to a quiet place on a regular basis. His confidence in public was a direct result of his moments of prayer and solitude. He was busy but never in a hurry; he was tired but never grumpy; in the midst of the wildest storms he had peace and confidence; in moments of lack he knew of the resources that never run out.

We all need times of solitude. We need safe places where we are alone with God, where we can lay down our burdens and take off our masks.

Richard Foster in his book *Celebration of Discipline* talks about how Jesus calls us from loneliness to solitude. He writes: 'Loneliness is inner emptiness. Solitude is inner fulfillment. Solitude is more a state of mind and heart than it is a place. There is a solitude of the heart that can be maintained at all times. If we possess inward solitude we do not fear being alone, for we know that we are not alone. Neither do we fear being with others, for they do not control us. In the midst of noise and confusion we are settled into a deep inner silence. Whether alone or among people, we always carry with us a portable sanctuary of the soul.'

I know for some of us it is hard to find the space to be alone, but as Richard Foster says it is more a state of mind and heart than a place. Allow God to build in you a portable sanctuary of the soul.

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#### **DAY 5:** **Integrity in the Workplace** **Read Colossians 3:17**

On a recent conference someone asked why we do not have more examples of great business people who acted with integrity. Why are godly businessmen/women so hard to find? A lot of research in this area proves that often people live with double standards and conflicting sets of rules. Some even say that unless a Christian leaves their 'private morality at the door, financial gain is elusive.' I have heard many times the suspicion that if someone has succeeded in life, he or she must have done that at a huge price to their integrity. So is it possible to live in environment that demands competitive spirit, shrewdness and jumping through loop holes?

A great example of a business person with integrity is Truett Cathy and his family. Truett is the founder (and still at the age of 93 the real inspiration) of Chick-fil-A, a very successful quick service chain of restaurants in USA. Chick-fil-A restaurants are closed on Sundays, they tithe their income to charitable

causes, they have a global vision for mission, and they raise up leaders. Truett Cathy and his family went against the grain of the contemporary business style. They did not allow the world of greed and competition to squeeze them into its mold.

Fully integrating your beliefs and moral standards with work can be challenging but it is far from impossible. This company has proved that people value honesty and a strong work ethic that doesn't compromise values for short term gain. Do everything as though you do it for the Lord, and lean from those who follow the path of Jesus in their workplaces.

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**DAY 6:**  
**A Wounded Healer**  
**Read 2 Corinthians 1:3-7**

Do not be ashamed of your scars. Henri J Nouwen says: 'We are called to recognize the suffering of our own heart and make that recognition the starting point of our service. Whether we are trying to enter into the dislocated world, relate to a convulsive generation, or speak to a dying man, our service will not be perceived as authentic unless it comes from a heart wounded by the suffering about which we speak.'

When we keep the suffering to ourselves it will turn sour and will be useless. It may even in due time make us bitter and cynical. Suffering can be redemptive

if we use it for the Kingdom of God. In a book I read long ago an author suggested that the first step on the way to becoming a wounded healer is to accept and affirm one's own life story. People respect leaders who speak from the centre of their humanity and their own struggles. People want help from those who neither deny nor trivialize the struggles of living.

Learning from our suffering does not mean we are to wear our struggles as a badge. Suffering makes some people stronger. Others it makes callous. How about you? Have you been softened by struggles and difficulties? Do you affirm your own story or are you disappointed how things turned out? Think about these things and how you can be a wounded healer to those around you.

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**DAY 7:**  
**Responding to Temptation**  
**Read Matthew 4:1-11 & 1 Corinthians 10:13**

One of the most critical issues for a Christian leader is choosing how to respond to temptation. To be tempted is not to sin, and temptation will always come, no matter how spiritually mature we may think we are. In fact, there are plausible reasons to assume that leaders will face greater levels of temptation as they mature, and certainly as their numbers of

followers increases. If Satan can take out one leader, he can shipwreck the faith of huge numbers of followers. So how we respond to temptation becomes a critical test of our leadership.

Even Jesus was tempted. But the attack on Jesus can be very revealing of the type of attacks he will try with us.

First, Satan questions our identity in God. "If you are the son of God..." This cuts straight to the heart of the matter. If we question our relationship with God, and the truth of what He has already said or done in our lives, we are far less likely to stand up to temptation.

Second, there is a temptation to use our power as leaders to serve ourselves, rather than others; "If you are the son of God, tell these stones to become bread." We immediately lose our moral authority as leaders when we use our power to serve ourselves, rather than those we are meant to be leading.

Third, there is a temptation to make ourselves into a spectacle; "If you are the son of God, throw yourself down, for his angels will rescue you." Again, it is a temptation to misuse our power and position, but this time to make ourselves become more famous or popular. Christian leadership is about using our platform and influence for God, not for ourselves.

The final temptation is then for

us to worship Satan outright, and enjoy the greater power and pleasure he claims to be able to offer us.

Jesus responds to all three by standing on the word of God. We face the same temptations, to question our relationship with God, to misuse our power, or to make ourselves into celebrities. How will you overcome them?

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### **DAY 8:** **Jesus' Teaching on Temptation** **Read Matthew 5:17-48**

Jesus spent much of his time speaking about integrity. The beginning of the Sermon on the Mount is a reinterpretation of the Old Testament Law, encouraging us to live it out at a heart level, rather than the surface level of our actions. For Jesus came not to abolish the law but to fulfil it, and to encourage us in a level of righteousness that surpasses even that of the Pharisees.

How are we to do this? How do we ensure that we do not slip in areas of integrity? The second five of the Ten Commandments all begin with the words "Do not..."

- Do not commit murder.
- Do not commit adultery.
- Do not steal.
- Do not lie.
- Do not covet your neighbour's property.

Jesus reinterprets these commandments to a heart level, i.e. not only should you not murder, but do not hate anyone; not only should you not commit adultery, but do not look at anyone lustfully, etc. He takes us to the heart issue behind the commandment. But I think the whole of his teaching actually encourages us not only to "Do not do" certain bad things, but to "Do" the opposite positive things, and by doing this, safeguard our integrity. Jesus spends far more time teaching on what we should positively do, rather than the negatives we should avoid.

- Do not commit murder becomes... love people.
- Do not commit adultery becomes... honour your spouse, and your covenant relationships.
- Do not steal becomes... give generously to people.
- Do not lie becomes... speak out the truth wherever there is falsehood.
- Do not covet becomes... celebrate with others when they receive good things.

We do not become people of integrity by focussing on not murdering, lying, stealing etc, but rather by focussing on the positive actions. If our lives are so filled with love, honour, generosity, truth and celebration, there will be no room for even thinking about hatred, lust, theft, lying and coveting. This is a major part of the way Jesus counsels us to overcome the temptations that come our way. If our lives are

filled with good things, there is less room for evil thinking.

How are you doing all you can to be a loving, honouring, generous, truth-telling, celebrating person?

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### **DAY 9:** **Who is Your Master?** **Read Matthew 6:24** **& 1 Timothy 6:10**

For the love of money is a root of all kinds of evil. Note that it is not the root of all kinds of evil, but it can be a root to all kinds. No one can serve two masters. And therefore we need to resolve every day who our Master will be for that day.

Master is an old-fashioned word these days. Perhaps a good modern equivalent for us is Motivation. Most Christians will hopefully readily assert that Jesus is their Lord and Master. But when it comes to the daily motivation for all that they do, is it Jesus? Pride? Ego? Money? Fame? Celebrity? Lust? Jealousy? Each of these can be powerful motivators, but we are called to be people motivated and mastered only by Jesus.

As soon as we let any one of these negative motivators into our lives, they try to take over, and can end up destroying our own lives, and many others besides. History is filled with well-meaning politicians who started their career seeking to govern

in the national interest, but who ended by trying to cling on to power at any cost. And when such a desire for power, or for money, takes over, it can leave a trail of murder, lying, theft and all sorts of evil in its wake.

Sexual lust too can be a root of all kinds of evil. King David was a man who seemed able to cope with the fabulous wealth that came with being King, but he struggled with lust. His desire for Bathsheba led not only to their adultery, but also to murder and lying, as he tried to cover up the terrible facts of his sin.

Money, sex and power. All three can become roots of all kinds of evil. All three will seek to master us as soon we allow any room for them in our lives. Where are there any hints of them in your life and leadership? What will you do to remove them as masters and motivations? What will you do to ensure Jesus is Master and Motivation over all you do?

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## **DAY 10:** **The Tragedy of Judas Iscariot**

**Read John 12:1-6  
& Ephesians 4:27**

Judas Iscariot has much to teach us about being a person of integrity.

Just think about how great he was. Singled out to be one of the 12 people in Jesus' inner

circle. What a privilege! He would have heard Jesus teaching and seen Jesus healing on countless occasions.

He was involved in that ministry himself. The disciples were sent out two by two, to teach, preach, heal and cast out demons. We don't hear that Judas wasn't healing anybody. God was using him to heal and minister to people. He could have gone to have the same impact on church history as Peter, John or Paul.

But Judas had a problem. Although he was following Jesus, he had issues regarding money. As Treasurer of the band of disciples he was in a place where temptation came regularly, and John tells us he regularly helped himself from the money bag.

Somehow, that problem with stealing small amounts of money turned into him making the biggest mistake of all time. Many people have come up with clever theories on why Judas betrayed Jesus. Was he disappointed that Jesus was a preacher rather than a warrior? Did he try to force Jesus into action by creating the arrest scene in the garden? These are interesting theories, but they have no basis in scripture. The Bible is clear on this; Judas betrayed Jesus simply because he wanted thirty pieces of silver.

Money and theft had become such an issue for him that it grew from stealing small amounts no one would notice, and ended with him betraying

his Lord. It's not that Judas had stopped believing in Jesus. It's just that a love of money ended up mastering him.

Do not give the devil a foothold in your life. The devil has big feet, and will exploit any toe-hold he can get, widening it into an issue that can destroy you. Do not give him even the slightest room. Do not tolerate any small indulgences in money, sex, power, or any other area of temptation, so they don't destroy you like they destroyed Judas.

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## **DAY 11:** **Serving and Sacrifice** **Read Matthew 5:38-42,** **Mark 10:42-45** **& Philippians 2:5-8**

Jesus brought a whole new understanding to the concept of leadership. He is the first person to have associated the term humility with what it means to be a great leader, and he remains the ultimate example of servant leadership.

When James and John were fighting over who got the best seating position in the Kingdom of heaven, Jesus offered one of the greatest ever definitions of leadership; that leaders are there not to boss others around, but to become the servants of those they are leading.

One question often asked is, how far are servant leaders expected

to go in their service of people? At what point does servanthood become exploitation of a leader? Jesus gives instructive examples; if someone takes your coat, give them your shirt too. Give to the one who asks you, and don't expect to receive anything in return.

Jesus teaches us to live out a radical level of servant leadership, where we serve people to the point of sacrifice. Rather than leadership being something that guarantees us benefits, Jesus talks about leadership as something that will always cost us something. Perhaps cost in terms of material goods, as we freely give to those who are in need. Or perhaps costing us even more. Jesus went to a place of execution because of his commitment to those people he was seeking to lead. He truly served to the point of true sacrifice.

Our attitude is to be the same as that of Christ Jesus. What does our leadership cost us? Are we prepared to constantly serve those we are leading? Even serve to the point of sacrifice, to the point where it hurts us? This is the leadership that Jesus models to us.

What we are prepared to sacrifice for shows us what we truly value. If we lead from a place of true calling, and serious commitment to people and causes, we will be prepared to make sacrifices in pursuing God's call on our lives. If we lead from a place of ease and entitlement, we will be more likely to quit when

the going gets tough, and when there is a cost to us.

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**DAY 12:**  
**The Responsibility of Leadership**  
**Read 2 Samuel 24**  
**& 1 Timothy 4:16**

Christian leadership is a huge responsibility to live up to. It is an immense privilege, but with it comes great responsibility.

The story of David calling for a census of the nation illustrates a little talked about but profound message for all Christian leaders to hear; when a leader sins, it's often the people who suffer most.

David's sin was to trust in the size of his army to protect Israel, rather than to place his trust in God. His sin caused very little damage to his own person. But it did result in the deaths of 70,000 people from across the nation.

As a leader, I am constantly aware of the imperfections and sins in my own walk with God. And yet, God continues to use me. I can tolerate hidden sins (minor or major) in my life, and remain in my role as a preacher, church leader, ministry leader, etc. But I know that when I am not walking as I should with God, the quality of my preaching, my leadership, my pastoral work, anything within my ministry, will

actually suffer. And that means those I am seeking to serve and lead will actually suffer.

I had a friend at university who was part of our Christian Union, but was never fully involved with many of our activities. She was in relationship with God, but something was holding her back. As a teenager she had been part of a youth group where the youth worker had been molesting some of the young people. My friend had come to faith through his ministry, so when his character was found to be so corrupted, she questioned the validity of everything he had ever taught her about Jesus. He is probably still in relationship with Jesus; she has walked away from God. When a leader sins, it's often the people who suffer most.

Paul warns Timothy to watch his life and his doctrine. Persevere in both, and you will save not only yourself, but also your hearers. Constantly develop and grow in your character and your theology. If you do, you will save yourself and your followers. If you don't, those following you may pay the highest price for your neglect.

