

DEVELOPING SPIRITUAL LEADERS IN EVERY NATION WHO CAN TEACH OTHERS ABOUT THE LOVE OF CHRIST, A LOVE THAT CANNOT BE EARNED AND CANNOT BE LOST.

SERVANT LEADERSHIP GUIDE

MY NAME IS

MY PERSONAL TRANSCENDENT THERE IS



SESSION 1:

TRUE SUCCESS

Philippians 3:7-10 NASB

⁷ But whatever things were gain to me, these things I have counted as loss because of Christ. ⁸ More than that, I count all things to be loss in view of the surpassing value of knowing Christ Jesus my Lord, for whom I have suffered the loss of all things, and count them mere rubbish, so that I may gain Christ, ⁹ and may be found in Him, not having a righteousness of my own derived from the Law, but that which is through faith in Christ, the righteousness which comes from God on the basis of faith, ¹⁰ that I may know Him and the power of His resurrection and the fellowship of His sufferings, being conformed to His death; ¹¹ if somehow I may attain to the resurrection from the dead.



The first true success is not the "planning success" you'll ever have in your life. It is when you put your faith in Jesus Christ as your Savior that begins it.

Our faith in Christ is not so we can get to heaven when we die; it is to get us in the family of people who will go to heaven when we die. We can't go on with our faith unless we start. Like the starting block of the race, you can't run the race until you're on the starting blocks. But the purpose of the starting blocks is not to keep you there; it is to launch you into the race.



DR. DAVE ANDERSON





SESSION 2:

WHO IS THE GREATEST?

Luke 22:24-27 NASB

²⁴ And a dispute also developed among them as to which one of them was regarded as being the greatest. ²⁵ And He said to them, "The kings of the Gentiles domineer over them; and those who have authority over them are called 'Benefactors.' ²⁶ But it is not this way for you; rather, the one who is the greatest among you must become like the youngest, and the leader like the servant. ²⁷ For who is greater, the one who reclines at the table or the one who serves? Is it not the one who reclines at the table? But I am among you as the one who serves.



If you see a basin of water and dirty feet and don't put it together, you have a dirty heart. And dirty hearts won't glorify the Lord. Dirty hearts won't fulfill its mission. The mark of the servant is someone who will do the little things out of a clean heart with love.

If you think about Jesus, you become like Jesus.

The Christian life is more of a rest than a work; it's more of trust than trying. As we behold the Lord, the Holy spirit does the work.



- DR. DAVE ANDERSON





SESSION 3:

THE GOODNESS OF GOD

Romans 8:28-30 NASB

²⁸ And we know that God causes all things to work together for good to those who love God, to those who are called according to His purpose. ²⁹ For those whom He foreknew, He also predestined to become conformed to the image of His Son, so that He would be the firstborn among many brothers and sisters; ³⁰ and these whom He predestined, He also called; and these whom He called, He also justified; and these whom He justified, He also glorified.



We are designed with a purpose to reflect the light of the Son—the Son of God. There's only one super star in heaven. Light is the composite of the colors of the prism. The light of the Son of God is the composite of His attributes. And as we go through this life and He's developing us, working on us, sculpting us in the image of Christ, the more faithful we are, the more we respond with His character qualities, the more we will be able to reflect His light for all eternity.

You may come to a point of despair. Along the way, trials show up at your door and you get hurt. There will be a lot of pain. It can hurt you, but as long as you have the transcendent there to live for, they can't destroy you.

Are the threads of your life all tangled? And the plans that you made gone astray? Remember the Master Weaver—place the threads in His hands—for both joy and sorrow are needed for His perfect purpose to be fulfilled.



- DR. DAVE ANDERSON



why SERVANT LEADERSHIP

TOOLS

- There, Here, Path
 □ Nesting Theres
- Freedom V
 - □ Leadership Styles
 - $\hfill\Box$ Types of Influence
 - □ Tenets of Referent Power
- Project Mood Curve
- Victim/Freedom Circles
 □ 3 Things You Can Control
- Proper Use of Emotions
 - $\hfill\Box$ Systems Thinking
- Moment of Truth

 □ Conflict Resolution
- **■** Communication

These tools are for everyone. Leadership is not just a position. It is about how we steward our influence. Everyone is a leader. These tools are about how to influence well, not how to gain power or receive personal validation. They are about awakening the potential to influence.

These tools provide the framework for a life well lived, by providing a framework for how life works, creating mental models and clarifying language so that we can make our decisions with more purpose and intention. These are tools for all of life, the whole person, and if you use them as such you will experience transformation in all areas.

These tools can transform the culture of an organization. Culture is the result of any organization agreeing on a standard for what is honorable and what is shameful. We use these tools to define what is honorable and shameful through the use of a clearly defined There, a set of core values, and defined boundaries. We are then able to push people towards honorable behaviors and away from the dishonorable ones. In doing so we equip individuals with tools to intentionally create/change culture themselves.

THERE HERE **PATH**

THE FRAMEWORK OF LIFE



- + Clarity
- + Commitment

ath

HERE



- + Act
- + Learn
- + Adjust



THEREHEREPATH

- Needs clarity
- Needs commitment
- The biggest problem we have: Me THERE vs. We THERE
- A healthy THERE works in conjunction with other THEREs, it is not oppositional

- Current reality
- · Requires truth
- The hardest to figure out
- Always changing

- How we get from HERE to THERE
- Goal Setting: SMART
 Specific
 Measurable
 Achievable
 Results Oriented
 Time Bound
- Measure small and measure often
- Plan-Act-Learn-Adjust

3 WAYS TO USE THP

- Transcendent
 - Mission driven
 - Most effective way to lead

- dy;
 - PATH tool
 - Goal-setting
 - Plan-Act-Learn-Adjust

- Useful for problem solving
 - Used when current reality is untenable
 - Ineffective if there is no guiding transcendent vision
 - Least effective way to lead

THERE HERE PATH cont.

NESTING THERES

Vision operates on multiple levels. We can use THP in all four of the following arenas. They are meant to nest together, each fitting within the other so that momentum and motivation drive us deeper into our journey toward our Transcendent THERE



Transcendent THERE: The Key to Vision. The purpose, reason, and ultimate why behind what you are doing. We have to begin by knowing where we want to go. Why does it matter? What value are we chasing?



Strategic There: The End Goal. This is the last objective for a particular category of activities. Most organizations will have multiple categories of activities they manage simultaneously. Establishing Strategic Theres includes the difficulty of grouping activities into categories and determining the end goal for each category. These Strategic Theres help the organization to live out the **Transcendent THERE** effectively.



Milestones: These are the major checkpoints along the way. Big accomplishments that boost motivation and let you know you are on the right track to accomplishing your Strategic There



Goals: These are daily, weekly, monthly tasks. What do we need to work on next? Remember to make them SMART. These move you down the path to completing Milestones.











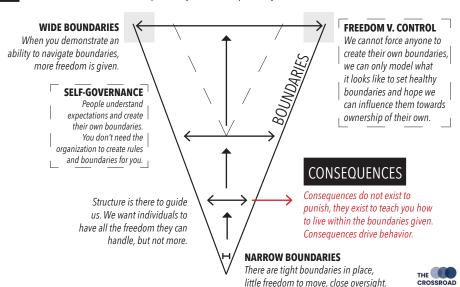
VISION IMPLEMENTATION

FREEDOM V

A TOOL FOR TEACHING AND ENCOURAGING

SELF-GOVERNANCE

Self-governance is the power to make choices, set boundaries, and steward responsibility without a dependency on external forces



IF YOU GO OUT OF BOUNDS

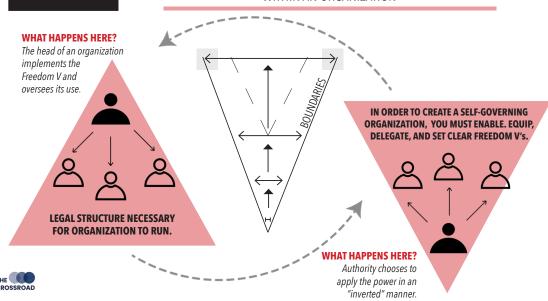
You move back down the V, and your boundaries are tightened.

FREEDOM V

IMPLEMENTING

SELF-GOVERNANCE

WITHIN AN ORGANIZATION



FREEDOM V

The legal authority structure reflects the reality of all organizations. In companies, it is the power to hire and fire, promote and demote, assign roles and responsibilities, delegate authority, etc. It is the way it is.

However, we get to choose how to **implement** the authority structure. **THERE ARE TWO OPTIONS:**

OPTION 1: We can choose the legal authority structure as our implementation strategy; decisions are concentrated with those at the top of the structure (having legal authority).

If we choose the **Legal Authority Structure for implementation**:

- Leader is celebrated; mission is subordinate to leader's honor.
- Leader makes most decisions.
- Leader dictates responsibility and hands out rewards.
- A hierarchy of authority develops and everyone tries to climb as high as possible up the pyramid.
- Participants find their place and do no more than the necessary tasks associated with where they land.
- Concentrated decision-making squelches human creativity.

For the **inverted paradigm**, legal authority remains "traditional" but the authority chooses to apply the power in an "inverted" manner- to enable, equip, delegate, set clear freedom V's, and create a self-governing organization.

OPTION 2: We can invert the structure and lead through service to the mission, and empowerment of the entire organization to make mission-focused decisions, within proper boundaries.

If we choose the **Inverted Structure for implementation**:

- Leader focuses on clear goals and roles to best achieve mission and purpose.
- The participants with the highest authority use it to serve, equip, and empower others.
- Decisions are pushed to the role best postured to make them.
- Decisions center around purpose rather than personality.
- Leader creates a culture of self-governance, inviting participants to embrace the purpose of the organization and how they might contribute to it.
- Dispersed decision-making with clear "Freedom V's" leads to unleashing human creativity.
- Instead of pursuing the spoils of a role, the members of the organization share a truly meaningful mission, making meaningful contributions to something bigger than themselves.









MOST INFLUENTIAL

REFERENT

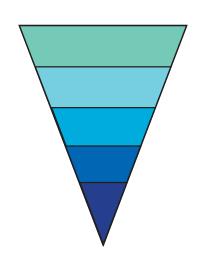
EXPERT

REWARD

COERCIVE

POSITIONAL

LEAST INFLUENTIAL



MOST DEVELOPMENTAL

TRANSFORMATIONAL

DELEGATIVE

PARTICIPATIVE

TRANSACTIONAL

DIRECTIVE

LEAST DEVELOPMENTAL

INFLUENCE

REFERENT

This type of influence comes from doing life right. You can give your referent power away through inappropriate actions or statements. You gain more referent power through strengthening your pillars.*

EXPERT

Comes from demonstrating a level of expertise in an area that is greater than what the observer possesses. You gain influence through demonstrating proficiency. You lose it through ineptness.

REWARD

Comes from the perception that you have the ability to reward. If you do not follow through you lose influence.

COERCIVE

Comes from the perception that you have the ability to punish. If you do not follow through you lose influence.

POSITIONAL

Based on a title, job, or position. You can gain positional power by being placed in positions of authorty.

LEADERSHIP

TRANSFORMATIONAL

There is a shared THP. Demonstrate commitment to and provide clarity of the THERE, share the HERE with transparency, and help the team have a shared mental model of how to negotiate the path. They create a culture people want to be a part of.

DELEGATIVE

Assigns the THERE, and individuals are delegated with the task of finding the PATH. You can delegate authority but not responsibility. The leader is still responsible and must measure small and often.

PARTICIPATIVE

In-person training, the leader shows you the THP. Very effective for teaching and mentoring. Relies mostly on expert power.

TRANSACTIONAL

If you do this you will get something in return, if you don't do it a consequence will be involved. Based mostly on positional, coercive and reward power. When used temporarily it can help people develop good habits.

DIRECTIVE

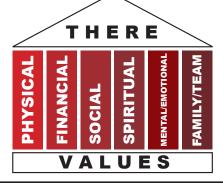
Assigning THP to others. Dictate where we are going, where we are, and the PATH forward. Least developmental, and based mostly on positional power.

TENETS OF REFERENT POWER

- Referent Power is achieved as you strengthen your pillars.
- We are all at different levels, and have the opportunity to be influenced by others and to influence
- Stronger Pillar = Greater Influence
- Weaker Pillar = Less Influence

A TOOL FOR CULTIVATING

INFLUENCE



PHYSICAL - how someone presents themselves; physical appearance and presence.

FINANCIAL - how an individual stewards their finances.

SOCIAL - a person's ability to interact with others relationally.

SPIRITUAL - a personal relationship with God.

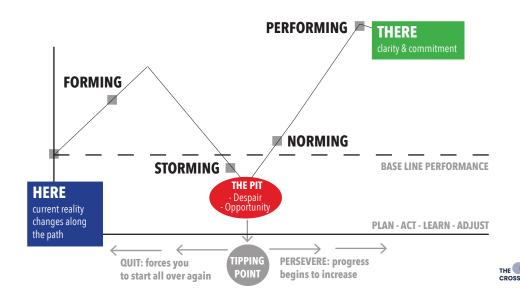
MENTAL/EMOTIONAL - an individual's mental and emotional intelligence.

FAMILY/TEAM - how an individual interacts with those closest to them.



PROJECT MOOD CURVE

A TOOL FOR ENCOURAGING PERSEVERANCE & PERSPECTIVE



FORMING

- Expectations
- High Hopes
- The Honeymoon Phase

STORMING

- Realization of difficulty Gap between expectation and reality
- Conflict
 Familiarity is developed through the struggle
- Two choices present themselves: Persevere or Quit
- An MOT is required to determine best course of action
- Individuals begin taking ownership and responsibility
- Team members work through idea sharing

NORMING

- Conflict resolution
- Culture of the team begins to take shape
- Norms and roles are established
- Culture is set and understood
- Team members have autonomy within their roles
- Connection, intimacy, mutual understanding

QUITTING

PERFORMING

- A lack of commitment or clarity often leads to prematurely giving up
- When you quit you will start another project and the curve will start all over again
- Quitting is not always the wrong choice it invites us to reorient effort toward a better objective
- In "The Pit", despair or opportunity is a matter of choice. Quitting might be viewed
 as an opportunity to reset and start a better objective. Or it might be viewed as
 failure, together with a decision that we are worthless and should not try anything
 else

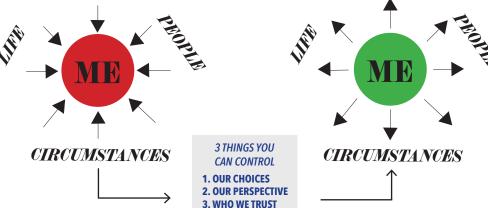


VICTIM + FREEDOM CIRCLES

A TOOL FOR TEACHING AND ENCOURAGING OF THE PROPERTY OF THE PRO

VICTIM CIRCLE

FREEDOM CIRCLE





VICTIM CIRCLE

- Attitude: "I am influenced by everything around me, and I am not okay unless something external changes."
- No ownership/blame culture
- No choice
- Circumstantial living
- No control

FREEDOM CIRCLE

- Attitude: "I have the capacity to influence life, people, and circumstances, no matter what is happening externally"
- Take responsibility/ownership for my choices
- We have choices
- Transcendent Living
- We can control ourselves

3 THINGS YOU CAN CONTROL

our choices

We have both the opportunity and the power to make decisions.

our perspective

We can control how we view the world and those around us.

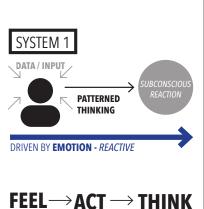
who we trust

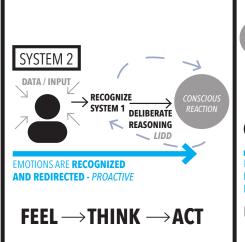
We get to decide if we will trust someone or not.

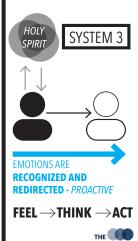




PROPER USE OF CONTROL OF CONTROL







SYSTEM 1

- Automatic
- Reactionary
- Subconscious
- Learned
- Fills in the gaps with assumptions and stories based on memory and previous experiences (Patterned thinking)
- · Uses less energy and capacity

SYSTEM 2

- Manual
- Responsive
- Conscious
- Intentional
- Discovers the truth of what is happening (Focused thinking)
- Uses more energy and capacity
- Lazy

SYSTEM 3

- · Listening to the Holy Spirit
- Listening through prayer
- Filtering our thoughts through the Word
 - Ask questions like: What is truth? What does scripture say?
- Allows us to make choices with a renewed mind
- Not self-serving
- Continued use develops and strengthens all of our Systems

MORE ON SYSTEM 1&2

- Neither is better or worse than the other, each is necessary
- Some System 1 behaviors are negative behaviors
 - These have been modeled for us by:
 - · Parents, Role Models, Culture
 - Some have been adapted as coping mechanisms meant to protect us
 - Defensiveness, Anger, Blame Shifting

PROPER USE OF EMOTIONS

- When something happens that triggers our emotions we tend to rely heavily on our System 1
 - Feel-act-think
- We need to learn how to discern and train ourselves to engage our System 2 when our emotions are triggered
 - Feel-think-act
- LIDD is a process we can go through when emotions are triggered:

Listen

Investigate

Decide (based on values)

Dismiss (release with gratitude)

- Continued and appropriate use of System 2 creates a better System 1
- We create muscle memory, shaping and growing our character and abilities

MOMENT OF TRUTH

A TOOL FOR SEEKING AND SHARING



4 STEP PROCESS:

- Happens when someone violates the boundaries of the Freedom V, when performance is not aligning with expectations
- Measure small and measure often we should be sharing truth often and consistently to ensure performance is aligning with expectations.

REALITY

STORY

PLAN

FEEDBACK

- Acknowledge reality
- Start with yes or no & true or false questions
- Acknowledge the facts first, before getting into the why

- We want to discover the root cause behind why someone is not performing
- Ask questions like "tell me more about..." "how" or "what"
- If it turns out to be unclear communication of expectations, this is an opportunity to clarify and reestablish expectations.

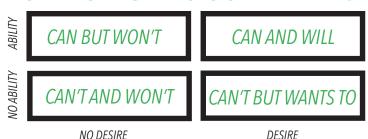
- Help to create an action plan to turn their performance around
- Take it back to the Freedom V - Structure demands behavior
- Create SMART goals that will help them learn how to create healthy boundaries for themselves.
- Make sure to be CLEAR

- We want to follow up to
- ensure that:

 There is accountability
- The plan is effective
- in driving desired behavior (selfgovernance)
- If the plan is not effective, another Moment of Truth is necessary

We need to understand the **motivation** behind people's choices.

4 REASONS WHY PEOPLE DO OR DO NOT DO SOMETHING:



- Helping someone to acknowledge which of these they fall into is very powerful
- The ability category is the easiest to work with as individuals can be trained and equipped
- The motivation category is by far more difficult as it is an internal issue, the expectation is that as a functioning
 member within the organization desire would be there, and there might need to be a discussion as to why the
 individual does not have a desire.



MOMENT OF TRUTH

A TOOL FOR UNDERSTANDING CONFLICT RESOLUTION STYLES

COMPETITION

- there is a winner and a loser
- my way or the highway

COLLABORATION

- both parties get what they want
- can be difficult to achieve
- often yields the best results

COMPROMISE

- each person wins a little and loses a little

AVOIDANCE

- we take a time-out
- useful when emotions run high
- you have not exited the conflict,
- simply delayed it until you can mentally and emotionally deal with it

ACCOMODATION

- there is a winner and a loser
- opposite of competition
- when one person competes and wins, the other is accommodating

- Inappropriate use of conflict resolution styles is the biggest reason people tend to avoid sharing truth
 - Conflict is healthy and can be good
- How we handle conflict can be bad
- Conflict will always be present
 - Examples of when conflict can happen:
 - There is lack of clarity with the THERE
 - There is lack of truth with the HERE
 - We move into the Pit of Despair
- We each have a preferred style
 - When we over or under use one we can lose our effectiveness
- A conflict may start with one style and end with another
- Each style has an appropriate time and use, and each comes with a cost and benefit
- Slowing down emotions is critical for conflict resolution



COOPERATIVENESS

A TOOL FOR UNDERSTANDING

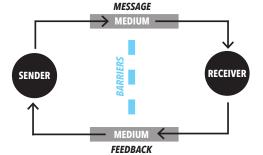
COMMUNICATION

EFFECTIVE COMMUNICATION

COMMUNICATION TIES ALL THE OTHER TOOLS TOGETHER

- · We have to communicate to have clarity
 - Clarity of the THERE
 - Clarity of the HERE
 - · Clarity of the PATH
- Clarity creates unity of effort in our work and our relationships
- · Whenever clarity is not present, consequences usually are

The communication model depends on understanding all four elements.



SENDER

- Must have internal clarity of the message
- Must consider the barriers to communication
- Must consider the best medium for the message
- Must consider who s/he is sending the message to

BARRIERS

- Some barriers include age, gender, position, physical distance, culture, language, etc...
- If the sender understands the barriers well, s/he will be able to clearly communicate in a way that transcends the barriers

MEDIUM

- Some mediums include word of mouth, text, email, books, news articles, videos, podcasts, etc...
- The sender needs to consider the medium with which to best communicate.
- Depends upon the message, barriers, and who the receiver is

RECEIVER

- · Must listen, understand, and provide feedback
- Must ask questions to clarify
- · Must have humility





HUMILITY

+ FOCUS

+ CURIOSITY

= LISTENING

LISTENING SELDOM HAPPENS WHEN...

- You are angry
- Want to punish instead of help
- Not willing to suspend your opinion
- You feel the need to give direct advice
- · You are in a hurry
- You are not willing to serve
- You make it about you

DON'T

- Try to talk the speaker into/out of feelings
- Sympathize
- · Control the conversation
- Give advice
- Judge
- · Replace speakers story with yours

DO

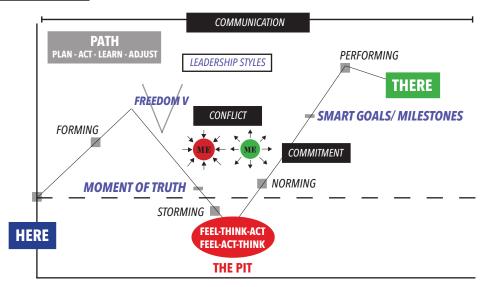
- Focus attention
- Get their perspective by suspending your own
- Visualize
- Repeat what you heard
- Ask clarifying questions
- Empathize





TYING IT ALL TOGETHER

All of these tools work well on their own, but work best in conjunction with each other.





- □ The framework of life is THERE-HERE-PATH
 - We have to have clarity of THERE
 - Truthful understanding of HERE
 - Commitment for the PATH
 - We must Plan-Act-Learn-Adjust along the way
- We define leadership as "Influencing others to get THERE"
- We use the Communication Model to help others gain clarity of our THERE and our HERE
- We have the five Types of Influence which help us to lead others along the PATH
- We deliver influence through the five Leadership Styles, guiding others toward Self-Governance
- The PATH takes the shape of the Project Mood Curve
 - It connects out **HERE** to our **THERE**
 - Every step we take along the PATH changes our HERE
 - We need milestones along the PATH to keep us moving toward the THERE
 - These milestones should be SMART Goals
 - They can be our **pillars** or our **values**, but they must be tangible
 - These goals will help us to form habits through continued use of our System 2

- Understanding the reality of **The Pit** helps us to recognize it as part of learning and progression instead of failure
- The Freedom V is the vehicle we use as we move along the PATH
 - Boundaries and consequences ensure we are operating within the defined expectations to achieve our **Goals**
- This is where Moment of Truth and Conflict usually come into play
 - We use communication to clarify expectations when someone goes outside of the Freedom V
 - We usually experience the most intense emotions in the Pit and during Conflict
 - We deal with our emotions through either feel-act-think or feel-think-act
 - Engaging our System 2 helps to create a healthier
 System 1, where we respond instead of react
- The Two Circles is an opportunity to own our choices on the path, but can be most apparent within the Pit
 - If we are in the Freedom Circle we will look at the Pit as an opportunity as opposed to an obstacle
 - If we are in the Victim Circle we will look at the Pit as an obstacle and will allow our feel-act-think to drive us



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REDEFINING EFFECTIVE LEADERSHIP USING

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There-Here-Path

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- Philippians 2:4-8 Servant Leadership, modelling Jesus
- Matthew 25:14-30 Stewarding your talents
- Romans 12:1-8 Stewarding your gifts
- Isaiah 32:8 Plans / goals
- Proverbs 21:5 Plans / diligence

Influence

- Acts 9:10-16 Positional
- Matthew 10:5-8 Positional Power, Expert Power
- Exodus 8:1-4 Coercive Power
- Numbers 22:16-17 Reward Power
- James 1:12 Reward Power
- Matthew 14:13-21 Expert Power
- Philippians 4:8-9 Expert Power, Referent Power
- 2 Timothy 3:10-15 Expert Power, Referent Power

Leadership Styles

- Exodus 8:1-4 Transactional
- Numbers 22:16-17 Transactional
- James 1:12 Transactional
- Acts 9:10-16 Directive
- Matthew 10:5-8 Delegative
- Matthew 14:12-21 Participative
- Philippians 4:8-9 Delegative, Transformational
- 2 Timothy 3:10-15 Delegative, Transformational

Freedom V

- 1 Corinthians 10:23 Self-Governance
- Galatians 5:13 Self-Governance
- 2 Peter 2:19 Self-Induced Slavery
- Genesis 2:16-17 Boundaries, Consequences
- Proverbs 25:28 Self-Governance



Project Mood Curve

- Romans 5:3-4 Perseverance, Character Development
- Philippians 4:12-13 Contentment in All Situations
- Romans 12:11-12 Perseverance
- James 1:12 Perseverance for the Prize
- Job 36:15 Intimacy in the Pit of Despair
- 2 Peter 12-13 Perseverance, Steadfastness

Moment of Truth

- John 8:32 Truth, Freedom
- 1 Corinthians 13:6 Truth, Love
- Galatians 4:16 Conflict through Truth
- Matthew 18:15-17 Biblical Model for Sharing Truth
- Matthew 5:23-25 Finding Truth Together Truth, Reconciliation
- 2 Samuel 12:1-13 Nathan confronts David over sin

Proper Use of Emotions

- Proverbs 16:32-33 Slow to Anger
- Ecclesiastes 7:8-9 Emotions and Fools
- James 1:19-20 Slow to Anger
- Romans 8:6 System 3: Flesh vs. Spirit
- Romans 12:2 Renewing of the Mind
- Ephesians 4:17-24 Old Man vs. New Man
- 1 Corinthians 2:12-16 Spiritual Discernment, Mind of Christ
- 2 Corinthians 3:17-18 Transformation through the Spirit

Two Circles

- Genesis 3:6-13 Blame in the Garden
- Numbers 13:26-33 Israelites Reaction vs. Caleb's Reaction to Promised Land
- 1 Samuel 18:5-9 Saul's Reaction to David
- Job 1:13-22 Job Worships God
- John 16:33 Freedom in Christ
- James 1:1-27 Freedom in Christ
- Romans 8:31-39 Freedom in Christ
- Philippians 4:4-13 Freedom in Christ
- Galatians 5:1 Freedom in Christ

Communication

- James 1:19-26 Slow to Speak
- Proverbs 1:5 Listen Wisdom
- Proverbs 18:13 Folly of Not Listening
- Proverbs 19:20 Listen = Wisdom
- Proverbs 21:28 Listen Carefully

The Two THEREs

- Romans A Call to Sanctification
- Galatians 5:16-26 Flesh vs. Spirit
- James 4:1-10 Pride vs. Humility





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