

Leadership - Part 3

Jim Downing

I. Introduction.

II. Every leader must learn how to set up and operate within a sound organization.

A. An organization is required whenever more than one person is engaged in a common task.

B. In getting work done there are four key words which are the heart of organizing:

1. Organize.

a. This means to decide who is going to do what.

b. You also have to have some kind of a rank structure - each person should know who he is responsible to and who is responsible to him.

c. In sound organization, no person has more than one boss.

2. Deputize.

a. To give a person the authority commensurate with the responsibility.

b. When you turn something over to someone, let them do it.

3. Supervise.

a. It means to train.

b. It is training them to be more efficient.

4. Control.

a. A leader has to have the feel of the organization - the people that are working for him.

b. The best executives are the least tense.

c. There are three methods in business:

1) By procedure. Simply means routine.

2) By policy. Means that when a situation reoccurs, the problem should become policy when the same decision is made.

3) By the budget. You can do whatever you want as long as you do not spend so much money.

C. The key principle: span of control.

1. This is the key principle of organization and is most widely violated.
2. The human brain can only memorize five or six disassociated objects simultaneously.
3. Span of capacity is not a matter of IQ though - a commander can only supervise so many people below them since a person is only able to commit five unrelated facts or units in their mind.
4. Poor organization is often found in a disjointed span of control.
5. Five or six people should report to a supervisor - no more or less.
6. Discussion.
 - a. Jesus was an exception from the rule.
 - b. Christ had inner circles of focus, so he did not equally focus on the Twelve.
 - c. We must have an organization to be effective in the ministry.

III. How you get the people working for you to get the job done.

A. Completed staff work.

1. Work out all details.
2. Consult everyone else who has knowledge on a problem.
3. Study, write, re-study, re-write.
4. Present a single coordinated proposed action.
5. Do not present long explanations; correct solutions are usually recognizable.
6. Advise the chief what to do; do not ask him.

B. Another way to solve a problem.

1. Find what the problem is.
2. What are the causes of the problem?
3. What are the possible solutions?
4. What is the best possible solution?
 - a. Make it a ground rule that no one can comment on someone else's solution. You do not want to stifle someone's ideas.

b. Action needs to be taken immediately once a solution is reached.

C. A way to be more efficient - the twenty-five thousand dollar secret.

1. Make a list of priorities for your day and tackle them in order of importance until each task is complete - one at a time.
2. It worked for Charles Schwab in making his steel company very successful.
3. Everybody has the same amount of time - organization of priorities is essential.
4. Most are the victim of circumstances.
5. Satan, our friends, social pressure, etc. get us off the track in this area.

D. A leader's job is to appreciate and employ the talents and personalities of his workers.

E. The possession of one kind of power and gift generally means a lack in some other kind.

1. There is a great temptation to treat souls alike, yet this is fatal. Each soul should be treated individually.
2. Instances are far too common of people who attach souls to themselves rather than God - this is disastrous. Maturity needs to be properly attributed to a work of grace and not the spiritual director.
3. A spiritual director must not be a signpost, but he must live the life he is guiding others to partake in.

IV. Favorite Bible leaders and reasons why.

V. Discussion.

A. A major goal is to master the English Bible in your lifetime. Develop a plan to do so.

1. A method is to set aside a time where you read a book of the Bible in one period and do it consecutively.
2. You have to fit this into your schedule.

B. There is no such thing as a geographic vision. (Acts 26:7)

1. You cannot take the place of the Holy Spirit.
2. One does not have to saturate every place - God may only be focusing on a certain people.
3. God sent Paul to people that he prepared, not all over.
4. Beware of duplicating the mechanics of what the Holy Spirit has already done elsewhere.

Application questions.

1. Explain the speaker's principle of the span of control. How does this play out practically in your own life?

2. List some principles for accomplishing a job. Which ones stand out to you as probably being the most effective?

3. Who is your favorite Bible leader? Why? What principles can you apply from his or her life to yours?
