

RELATIONSHIPS FOR LEADERS

(The Leader as a People Person)

GOAL:

1. Each participant to understand the importance of relationships in the task of a leader
2. To measure their own life in the light of the above and make the needed changes so as to become the greatest leader possible within their own sphere.

CONTENTS:

1. What draws me to people?
2. What draws others to me?
3. How to be confident with people
4. Becoming a person people want to follow
5. Motivating people for their benefit
6. How to be a person people respect
7. You can be an encourager
8. Loving difficult people
9. How to handle criticism
10. Being a person people trust
11. Developing a winning team



Matt 7:12: "Therefore whatever you want men to do to you, do also to them...."

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Section One: What kind of people attract me?

Golden rule for relating: Put yourself in their place, instead of putting them in their place
Matt 7:12. When we have decided how we want to be treated, we can treat others that way.
If you want people to act in the right way towards you, you must act in the right way towards them. Demonstrate and initiate the right behaviour. Learn to respond /initiate not react.

How do I want others to treat me? I want to be with people who:

1. **Encourage me.** We don't like relationships with people who put us down. We seek out those who lift us up and encourage us. If we feel that we never measure up to the standard set by authority figures, we turn away from them. So seek to encourage people just as you would like to be encouraged
2. **Appreciate me:** Most people have a deep craving to be appreciated. Never underestimate the value of one person. Try to find something to appreciate in the person in the first 30 seconds after meeting them. Never take advantage of people:

What causes unrest amongst staff?

- * Failure to give credit for suggestions
- * Failure to correct grievances
- * Failure to encourage
- * Criticizing them in front of others
- * Failure to ask for their opinions
- * Failure to inform them of their progress
- * Favouritism



Each of these has to do with not recognizing the importance of the person.

Many times we think good things about them, but we do not say anything - better say it!

3. **Forgive me:** Most of our problems come from unresolved conflicts, wrong relationships. So most people feel the need to be forgiven.
 - * A forgiving spirit is the one basic ingredient for a solid relationship. It frees us from guilt so we can interact freely with people.
 - * A person who walks with God, has a giving heart and is forgiving of others.
 - Those who don't forgive don't see themselves realistically. They are either very proud, or deeply insecure.
 - * If we don't forgive we are hurting ourselves more than hurting the other person.
 - * Forgiveness should be done as quickly and totally as possible
 - * If we don't have peace, it is not because someone took it from us - we gave it away.
 - * We cannot control what happens to us, but we can control what happens in us and how we respond to what happens to us.

4. **Listen to me:** People want to be heard - there is a difference between hearing people and listening to them. Listening is wanting to hear. A deaf ear is the first indication of a closed mind.

Example: Story of a husband and wife:

Wife: Dear, the plumber didn't come to fix the leak behind the water-heater today

Husband: Uh- Uhh

Wife: The pipe burst today and flooded the basement

Husband: Quiet. It's third down and goal to go

Wife: Some of the wiring got wet and almost electrocuted Fluffy.

Husband: Darn it. Touchdown

Wife: The vet says he will be better in a week

Husband: Can you get me a coke?

Wife: The plumber told me he was happy that our pipe broke because now he can afford to go on holiday.

Husband: Aren't you listening? I said I could use a coke!

Wife: And Stanley, I'm leaving you. The plumber and I are flying to Acapulco in the morning

Husband: Can't you please stop all that yakking and get me a coke? The trouble around here is that nobody ever listens to me.

5. **Understand me:** How do we feel when misunderstood? Lonely? Frustrated? Disappointed? Resentful? 60% of management problems can be traced to faulty communication. At least half of divorces are the result of faulty communication between spouses.

In life we will either see people as assets or adversaries. If they are adversaries, we will always be fighting with them, trying to defend our position. If we see them as assets, help them to see their potential, they will become our allies and we will make the most of each other. "We" is really the most important word in the English language.



6. **Application:**

Think of someone who is close to you. Keep this person in mind when answering the following:

On a scale of 1 - 10, 1 being not at all, 10 being every time, how often has this person:

- * Encouraged you:
- * Expressed appreciation for who you are (not what you did)
- * Forgiven you.
- * Listened to you
- * Understood you

How did that make you feel towards that person?

Section 2: What attracts people to me?

Charisma is the personal magic of leadership arousing special popular loyalty or enthusiasm.

1. **Abilities that increase our charisma.** We don't want to become something we are not, but if we want to become a people person, we need to **develop a pleasing personality** that will make others respond to us. We should demonstrate:

- * Concern
- * Help
- * Action
- * Results
- * Influence
- * Sensitivity
- * Motivation
- * Affirmation



Concern: Ability to show that we care. At any gathering there are two kinds of people. Those who arrive with the attitude of "Here I am!" and those who have the attitude "There you are!" People will flock to the latter! Be more concerned about making others feel good about themselves, than we are in making them feel good about us. By exposing ourselves to hurting people we learn to develop a greater concern for others. Matt 9:35-38 It is difficult to feel compassion for people if we don't see and feel their needs. Only when we go and see will we go and do.

Help: The ability to reach out. God has given us gifts of grace and we should use them.

Rom 12:6 Eph 4:11-12. Gifts are always for other people, not for our self. Most people have problems and we can seek to help them. We need to encourage them to face and solve their problems, rather than try to fight them or flee from them or forget them (try)

- Tell them it takes time
- Expose our self to their problems in order to relate to them
- Assure them of our confidence in them
- Creatively show them how to deal with their problems
- Offer hope through the process.

Action: The ability to make things happen. If we want to attract people, develop creativity and confidence. Creativity is the ability to say things in an unusual way, confidence is the ability to do things in an unusual way. Charismatic people can do both.

Results: Charismatic people want to be on the winning side, and make others feel good about themselves. They not only want to win, but also want others to win. They are other-centered. The person who is self-centered uses his strengths to dominate others.

Influence: Leadership is influence. If something new and exciting is happening in our life, we want to share it with others. What happens through us speaks of our charisma

Sensitivity: The ability to feel and respond. Charismatic people have the ability to be sensitive to changing situations. They not only feel it, but also know how to respond to and express it. The charismatic person will risk getting out of his comfort zone to help others.

Motivation: The secret of motivating others is providing them with hope. Some examples from the Bible:

- Is. 43:19 - God will do a new thing
- Jer. 31:33 - A new law in their hearts.
- John 3:3 - Jesus spoke of being born again
- 2 Cor 5:17 - Paul called Christians a new creation
- Rev. 21:1 - John's revelation was of a new heaven and a new earth

Are we spreading hope or despair?

Affirmation: Men always do better under affirmation and approval than under criticism. Think the best, believe the best and express the best in others. Our affirmation will not only make us more attractive to them, but we will play an important part in their personal development.

How do we affirm others? We first need to feel good about ourselves. If I fail to affirm a brother, we both lose.

2. Roadblocks to charisma:

Charisma can be developed, but we need to remove the hindrances:

Pride: Will make us look down on people, feeling superior. People will not follow a snob

Insecurity: We will not be willing to take a risk, prefer to remain comfortable and perhaps unexciting

Moodiness: This is an immature quality detrimental to relationships. Person is fickle and cannot be depended upon. Confidence is not built on someone who is sullen

Perfectionism: This is an obsessive need to perform flawlessly. It stifles creativity and freedom

and turns people away. Perfectionists can rarely affirm themselves, so very difficult to affirm others.

Over-sensitivity: They are constantly licking their wounds. Look inward and not aware of the needs of others, so people don't flock around them.

Negativism: This is the opposite of charisma - such people are depressing to be around. They are saying 'no' to life in general. People will avoid them.

Charisma begins at the cross of Jesus. Phil 2:3 - 11. Charisma is more concerned about making others feel good about themselves, than making them feel good about us.

3. **Application:**

3.1. Think of the same person as in session 1. On a scale of 1 - 10 how often have you demonstrated the following towards that person:

* Concern

* Help

* Action

* Results

* Influence

* Sensitivity

* Motivation

* Affirmation



- 3.2. How do you think this person felt towards you as a result of your actions?
- 3.3. Which of the roadblocks to charisma are evident in your life?
- 3.4. What do you plan to do to overcome them?

Section 3: How to be confident with people

Heb. 10:35. One quality that would give us success in motivating people or convincing them to follow us, is confidence. Self-confidence carries conviction it makes others believe in us. People fall into two categories: confidence builders, or confidence shakers. Story of the man selling hotdogs.

Confidence shakers see the negative side of everything. It is difficult for those who do not believe in themselves to have much faith in anyone else. **Self-confidence breeds confidence in others.**

Why do we need confidence? Confidence equals contentment with ourself, knowing we have everything we need for the present circumstances. It will stabilize and stretch us. Insecure people seldom stretch because they are not willing to live on the edge. Life is either a daring adventure or nothing.

3.1. Confidence helps us as leaders to believe in other people.

- * We tend to see others as we see ourselves. An insecure leader neither believes in himself nor in others.
- * Those who lack confidence cannot build up others with compliments because they need these themselves all the time. The moment we place a label on someone we begin to treat them accordingly.
- * A leader with confidence brings about positive change in his people.
- * People must have affirmation and praise to maintain a high level of performance. Not giving negative or critical comments, is not nearly as important as giving compliments and praise. The only ones who can do this are those who feel positive about themselves.
- * Work plus praise increases energy, but work minus praise drains energy.

Paul used the word 'confidence' in three different ways:

6 times in relationship with Christ, six times in relationship with other people and six times in relationship with himself. Without confidence in others we are suspicious and untrusting.

The price-tag the world puts on us, is just about identical with the one we place on ourselves. Self-confidence is the first requisite to great undertakings.

3.2. How can we become confident?

1. Establish our worth according to God's standards. God places great value on us because
He created us in His image and also He gave Jesus to die for us.

2. Focus on God and not on our situation. Ps. 27: 1 - 3 Confidence is not the result of an
absence of problems but the result of trusting God in our problems. Victories
yesterday give us more confidence for today.

3. Develop friendship with confident people. Birds of a feather flock together. A big
man, is someone who makes us feel bigger when we are with him. Don't surround
ourselves with negative people

4. Put a few wins under our belt. Start with small successes and build on them taking on
bigger and bigger challenges. If we fail, try again at once, don't allow ourself the
luxury of self-pity. Compare David with Samson: Judg 16:20 and 1 Sam 17:37.

Samson wanted to please himself, live in the flesh, depending on his own strength, no need to
rely on God in battle. David desired to please God, called upon the Lord and went to battle
with the Lord's help. His weakness became God's strength and assurance of victory.

5. Stop comparing ourselves with others. We often feel inadequate when we compare
our self with others.
6. Find one thing at which we are good and then specialize until we are special. A
successful
leader helps his followers to discover their own gifts, encourage them to develop that
and disciple them to use it.
7. Begin to develop a knowledge of our people and product. Success is just 15%
product
knowledge and 85% people knowledge

3.3. What to do with confidence when you have it?

- * Keep using it and refueling it. It is not constant but fluctuates according to how
successful we are or how we fail.
- * We do not always have success but if we have confidence we will not be devastated
when we fail. David is an example. There were no giant-killers in Saul's army when
Goliath challenged them. After David killed Goliath, there were many (1 Chron 20:4 -
8)

- * One reason why there were no Giant -killers in Saul's army was because he was not one! It takes one to make one!
- * Commendation should be definite and personal and mention a certain quality in the person which we appreciate. Too often we are stingy with praise. Remember praise in public and criticize in private!
- * Confidence will give us the momentum that makes the difference. "I think I can... I think I can.." Confidence makes the person win, more than skill or ability.

3.4. Application:

- 3.4.1. Do you believe in other people? If not, why not?
- 3.4.2. How would you rate your confidence on a scale of 1 - 10?
- 3.4.3. Which of the confidence builders do you need to apply in your own life?



Section 4: Becoming the kind of person people want to follow:

How to develop the qualities of an effective leader:

1. An effective leader must feel **a sense of calling**. People who are called discover something bigger than themselves - a mission, a challenge, a goal or a movement that draws them into an arena. They feel they 'have to' as though they do not have a choice in the matter. Can a person be a great leader without this sense of calling.? I believe he can be a good leader, but not a great one. God places His Hand on those He calls to be great leaders, but everyone in leadership can cultivate and enhance their leadership skills.

Called leaders have a lasting quality, they don't quit and couldn't if they wanted to. Anointed people also have the right answers. The called leader tends to reproduce other called leaders, there is fruit in their ministry. They are relevant and speak to the times and issues.

2. An affective leader must be **able to communicate** - he should be able to communicate visually with his people. Good communicators are able to convey strong belief in their people, there is a very high trust factor. Because everything in life will depreciate, it is necessary for leaders to find ways to grow people. He also knows he cannot do things by himself. He sees the big picture but also the need to share that picture with others who can help him make it a reality. How do we transfer a vision? First we must see it our self very clearly. We cannot transfer what we do not see. Then we must be able to say it in a creative way and show it constantly.

"He who knows not, and knows not that he knows not, is a fool - shun him
 He who knows not and knows that he knows not, is a child - teach him
 He who knows and knows not that he knows is asleep - wake him
 He who knows and knows that he knows is wise - follow him"

People who do not believe in themselves, will have trouble believing in others. Others have trouble believing in them too.

3. An effective leader is **creative in handling problems**. Everyone has problems but the ability to creatively find ways to handle them will determine the success or failure of each difficulty. Adversity has the effect that it draws out talents which would lie dormant in prosperous circumstances. There was a chicken farmer whose land was flooded each year and many of his chickens died. He suffered heavy losses each year. When he told his wife that he could not take another year of losses, she said “Buy ducks”! Creative people are sometimes not understood by others because they do things differently. Eg. Walt Disney
4. An effective leader is a **generous contributor**. A leader is not measured by the number of people who serve him, but by the number of people he serves.

“If you are wise, you will forget yourself into greatness
Forget your rights and remember your responsibilities
Forget your inconveniences, but remember your blessings.
Forget your own accomplishments, but remember your debts to others
Forget your privileges but remember your obligations
Follow the examples of Florence Nightingale, Albert Schweitzer, Abraham Lincoln,
Tom Dooley and forget yourself into greatness.
If you are wise you will empty yourself into adventure

There is no security on earth, only opportunity. Don’t search for security, but have a passion for service. Don’t have a passion for recognition, but rather to achieve, don’t seek for entertainment but to be creative. Jesus said: if you want to find your life, lose it.

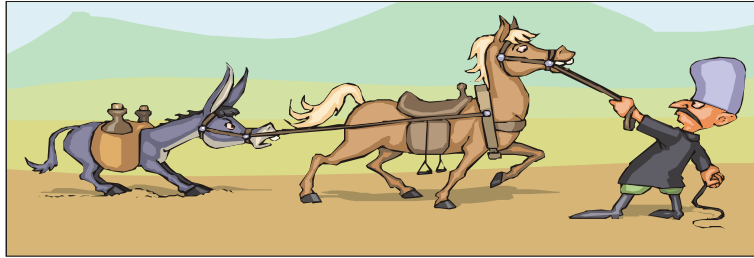
5. An effective leader **acts consistently**: No one has over a long period been an effective leader who was not consistent. The moment people learn that you are not dependable or responsible, they will not recognize your leadership. Socrates said: The first key to greatness is to be in reality what we appear to be. A leader must be consistent in three areas:
people - this builds security
principles - this provides direction
projects - this builds morale.
People will rather follow a leader they disagree with, than one they agree with who is always changing direction.
6. **Application:**
 - 6.1. Which of the qualities of an effective leader do you feel are present in your life right now?
 - 6.2. Which are absent? How can you develop these?

Section 5: Motivating people for their benefit:

Developing the art of drawing out the best in people.



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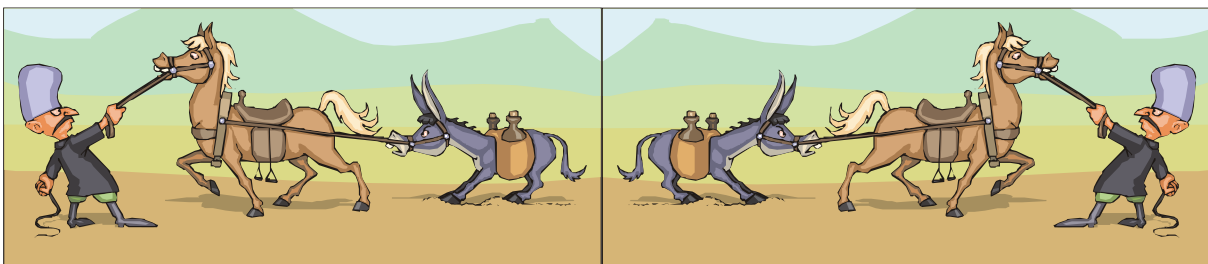
To persuade means to use sweetness to get people to do things. If we make someone do something without them being convinced that it is the right thing to do, that is not motivation it is intimidation or manipulation. Children can ‘make’ adults to things, by crying, throwing a tantrum etc. Adults need to find more ‘refined’ ways of motivating others.

1. **Know precisely what you are trying to accomplish.** First we must decide what we want, then what we are willing to give up and then go for it. We cannot accomplish much until we know where we are going.
2. **Place yourself in the other person’s shoes:** We persuade not from our own perspective but from getting the perspective of others. Be aware of the specific reasons why the other person requires persuasion and perhaps has resisted it. What is there about our goals that he resists or resents? Which of his needs or priorities are threatened by our goals? How can we take care of that fear? By placing our self in their shoes we develop sensitivity to his needs and can better address his issues. This is not easy, but necessary if we want to be successful.

Three questions that will help:

1. What do they know? What experiences have they dealt with?
2. What do they feel? Effective persuasion takes the persons feelings into consideration
Give people a good reason (one of their reasons) how they will benefit, and they will follow. People do things for their reasons, not for our reasons.
3. What do they want? People have needs and expectations and if what we want is also what they want, they will be more open and receptive. If we want someone to come with us, go to where they are and bring them by the hand to where we want them to go.
3. **Expose the problems immediately.** When we get the emotions out and face the potential problems directly then we can get to the important issues. Always deal with problems up front.
4. **Be prepared to take a risk:** Whenever we are aiming to change an opinion there will be strong resistance. When we have stated the case in the best way, we have to take the consequences. Fear is the cause of most failure. Leaders have two important characteristics. They are going somewhere and they are able to persuade others to go with them.
5. **Appeal to the higher vision:** Most people really want to “do the right thing” People don’t buy news papers, they buy news. The woman does not buy cosmetics, she buys good looks. Appealing to the higher vision is simple helping others to become, not only what they are capable of becoming, but what they really want to become.

6. **Know when to stop:** When you have stated our case, we need to stop arguing or we will only build resentment in the person we are trying to persuade. There is great dignity in simplicity. Simplicity speaks loud and clear without insulting the intelligence of the hearer.
7. **Cover your topic with enthusiasm:** A speech without enthusiasm is like a landscape painted in shades of grey. There is form but no colour. Enthusiasm will sometimes give us the edge we need.
8. **Application:** Review with a partner:
 - 8.1 How many of the points to motivate others for their good, have you been using with success?
 - 8.2 Where can you improve and what will you do to improve your motivational skills?



Section 6: How to be a person people respect

Understanding the value of character.

Recent events have unveiled the wrong doing of politicians, businessmen, etc. In his book “The man who could do no wrong” Dr Charles Blair confessed that because he was highly respected and loved, he had developed a sense of invulnerability. That should have already warned him of coming danger... Not one of us is in the position where we can do no wrong. We should always be alert that something may go wrong and we could be on the edge of potential disaster.

1. Every leader has his **strengths but also his weaknesses**. Important for us to realize where the ‘cracks’ are so we can deal with them.
2. Because leaders are on the **forefront of the spiritual battle** they are very susceptible to Satan’s attacks. Often they are amongst the first victims. Satan knows that if he can get the leader to fall, many will follow.
3. Leaders are to **live by a higher standard** than followers. They will be judged differently because their gifts and responsibilities are different. Followers have many options about how they can live, but the further one goes up in the leadership level, the fewer are the options.

Many leaders live as if when they are higher up, they can take more freedom because they have more influence. It is as if they are above the law. Jam 3:1 warns us not to presume to

be teachers, because we will be judged more strictly. Jesus said this too in Luke 12:48. We may sin and be forgiven as the world is, but it is not easy to return to our position of leadership when we have lost our credibility with others. We cannot return to our leadership role - everything is NOT as it was before. Leadership is not a position which one is given, but a position one earns by proving faithful. Listen for “alarm bells”

The following questions can help:

1. **Is my personal walk with God up-to-date?** We need a friend that will ask us: “Do you have a word from the Lord for today?” He doesn’t want a history lesson, he wants to know what the Lord is teaching me today.
Leaders who are effective are disciplined in their lives. A disciplined daily walk is the best protection to keep us from falling into sin.

What we think about, is what we will become. If we are not spending time with the Lord, we are spending the time with whatever has become more important to us than the Lord.

Sin will keep us from the Word and the Word will keep us from sin.

A person of integrity is one who has established a system of values against which all of life is judged. When we begin to put up a facade, we are in trouble. When we begin to ‘talk the talk’ instead of ‘walking the walk’ we are in trouble.

2. **Am I keeping my priorities straight?** The first priority of any Christian should be their relationship with God. Growing closer to Him, worshiping and loving Him, obeying Him.

Our second priority should be our family responsibilities and thirdly our ministry or career commitments. 1 Tim 5:8. Two leaders in the Bible who did not take care of their families were Eli and Samuel. Since Eli mentored Samuel, his weakness also became Samuel’s weakness. 1 Sam 3:11 - 13 Samuel was a very successful judge 1 Sam 3: 19-20 yet he saw the nation he loved and led turn from the purposes of God. His sons were wicked 1 Sam 8:1-5 These warnings from the Word of God should impress us to keep our priorities straight.

3. **Are we asking ourselves the difficult questions?**

- 3.1. Why am I doing this? Why am I spending time on this project or with these people? What are my motives? If I am doing the right job for the wrong reasons, I cannot count on the Lord to bless my project.

- 3.2. How should this be done? This deals with presumption. Moses struck the rock to produce water and then later presumes that this will be God’s method again.

- 3.3. When should I do this? Deals with timing. When does God want this task accomplished? Some leaders have a tendency to run ahead of God as Abraham did when he produced Ishmael. We may want short-term success at the expense of God’s long-term will

4. **Am I accountable to someone in authority over me?**

In 1 Thess 5:12-13 Being responsible to those who have charge over us and esteem them highly. I would be very frightened to follow someone who is not responsible to anyone. Only God can handle that kind of authority and power.

5. **Application:**

- 5.1. Write down now the name of the person to whom you are accountable.
- 5.2. Then write down the ‘five questions I hope no-one ever asks me’
- 5.3. List four questions that address your weaknesses and then ask the help of a Christian brother or sister who will keep you accountable in those areas. The fifth question is this:
 “Have I lied about any of the previous four questions or have I intentionally left out anything?” Much of the problem of credibility in the Christian community is caused by people with power. They struggle with the same tough moral issues as the rest of the people but are not accountable to anyone. Authority without accountability equals a very dangerous situation.
6. **Am I sensitive to what God is saying to the Body of Christ?** Are we sensitive to the fact that God speaks to others too? If not, we are skating on thin ice. In the body, the Spirit will speak to others who will compliment us and make up for our weaknesses.
 1 Cor 12 where Paul talks about the body needing all the different members. “Am I a listening leader, or a lording leader?” 1 Pet 5: 2,3
7. **Am I overly concerned with image building?**
 - 7.1 Do I make decisions based on what is right, or on what is most easily accepted? Am I a leader or a follower?
 - 7.2 Do I change my personality, speech or actions according to the people I am with?
 - 7.3 When I do something for the Lord do people see me, or do they see my God? Do I care who gets the credit?
 - 7.4 Does God work through my life to touch others? If other lives are not changing because of mine this is a good indication that the image I’m building is my own, not God’s. Only if we are open, honest, transparent, vulnerable with others can God use us to change them.
8. **Am I overly impressed by signs and wonders?** If we are seeking revival, signs and wonders for their own sake we are seeking for secondary results. Luke 10:17 - 20

 God is not in the entertainment business. When He works miracles it is for one purpose only the ultimate good of His Kingdom. God can work miracles through anybody. If He made Balaam’s donkey speak by a miracle, don’t get puffed up when He decides to work a few through us! When God does a miracle through us, does it humble us or feed our ego? The appreciation and fascination for God’s moving should never dim or replace our desire for holy living and righteous character.
9. **Am I a loner in my service for the Lord?** Heb. 10: 23 - 25. It is never healthy to be a ‘lone-ranger’ in service or ministry. We need to bring our family or colleagues with us. Being part of a team can also provide a system of accountability. As a lone-ranger we can develop a distorted perception of ourselves, our ministry and other people. We are imbalanced and incomplete without the other members of the body.

10. **Am I aware of my weaknesses?** Or a more important question:

Am I honest about my weaknesses?

Most of us know our deficiencies, but we like to cover them up.

Make a list of the areas of weakness in your own life. These are the very areas where you will be tempted:

- Are you tempted by opportunities because they will build your ego?
- Do you expect too much of others and not enough of yourself?
- Do your feelings get hurt easily?
- Some people have a weakness to keep their schedule within the bounds of human endurance. When I become over-extended it has a negative influence on those around me. To overcome this, I have set standards to help me maintain my priorities and then I have a committee of three to review my schedule. The first step to overcoming this weakness was to admit to myself that there was a problem.

11. **Is my commitment constantly before me?** 1 Cor 7:24

The world constantly thrusts opportunities at us which could distract us from God's call. There is nothing more tragic than when a Christian leader loses God's anointing on his life by allowing himself to become side-tracked. There is no higher violation of God's trust. When a leader stumbles, others fall. In one church the pastor was doing a great work, but fell morally and 20 years later the church was still staggering under the impact of that event. It is better not to do it, than to do it and regret it.

"If my people understand me, I will get their attention. If my people trust me, I will get their action" Cavett Roberts, a great motivational speaker.

12. **Application:**

12.1. What is your answer to the above questions?

12.2. How can you work on improving the areas which are weak?

12.3. Who will help you?

Section 7. You can be an encourager

The key to encouragement is to know what gives people courage, what spurs them on to action. Often we rather point out people's mistakes and failures rather than focusing on their strengths and possibilities. "You don't get what you hope for, ask for, wish for or beg for. You get what you reward." People spend most of their time doing what they believe will benefit them the most. If they do not benefit in some way from doing the right things, they will seek other avenues of fulfilment.

It is simple to offer encouragement, but it can have a tremendous effect on someone's life. Reward people for the right behaviour and you will get the right results. People are encouraged to continue with behaviour that will bring them rewards. Behaviour that is rewarded is



behaviour that will continue. People will withhold their best efforts if they see little connection between what they do and how they are rewarded.

1. **Rewards in action:** We have to understand what kind of behaviour deserves rewards and then give encouragement for that. Reward long-term people and programs that have been productive. Consider what will work and last and identify the factors that are most important to long-term success and communicate those to your team. Go for quality and not quick fixes.

2. **Qualities that should be rewarded:**

- 2.1. A positive attitude is top of the list.
- 2.2. Loyalty
- 2.3. Personal growth
- 2.4. Creativity
- 2.5. Risk-taking. No gain is ever made without the possibility of a loss
- 2.6. Applied creativity rather than mindless conformity.
- 2.7. Decisive action rather than paralysis by analysis.



“To look is one thing. To see what you look at is another. To understand what you see is a third. To learn from what you see is still something else, but to act on what you learn is all that really matters”

Encourage your people to work smarter, not harder. Success is not determined by how many hours you spend, but how you spend your hours.

The key to working smarter is knowing the difference between motion and direction. It is results that matter not attendance and activity.

- 2.8. Encourage simplification instead of needless complication. Find and eliminate the unnecessary. Learn to ignore the ‘squeaking joints’ and encourage the quiet effective producers. Many times the one who yells the loudest and longest gets the attention. What we need to look for is the person who quietly and effectively accomplishes something. You will be amazed how quickly the ‘squeaky wheels’ will catch on.

Consider this skeleton of the organization:

The wishbones wish someone else would do the job

The jawbones talk a lot but do little else

The knucklebones knock whatever everyone else does

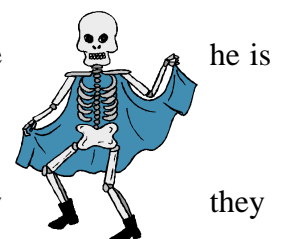
The backbones actually do the work

Encourage and reward quality work rather than fast work which is mediocre. Personal charisma should not be allowed to substitute for steadfastness in performance. Consistency should be recognized and rewarded. Recognize and reward those who work well together.

3. **Top ten rewards:**

1. **Money.** Money does talk and tells an individual how valuable to whoever pays his salary. Pay peanuts and you get monkeys! Money is not the only way, but it is one of the best ways,

2. **Recognition:** People need continual affirmation so they know are doing a



good job

3. **Time off:** If someone has worked long hours on a special project, an afternoon or day off with a hearty thanks will do them a great deal of good.
4. **A piece of the action:** Not everyone can share in the profit, but we can give them some additional responsibility.
5. **Favourite work:** Reward good work by giving people tasks they enjoy doing.
6. **Advancement:** Allow only your producers to advance and move forward. This is a Biblical principle from the parable of the five talents
7. **Freedom:** Give those who produce the freedom to do things their own way – how they feel most comfortable. Don't stifle them by trying to fit them into your mold.
8. **Personal growth.** Reward people with opportunities to further their career or education. Provide books, tapes, attendance at conferences etc.
9. **Special time together:** Take time to socialize over a meal in order to affirm someone's productivity
10. **Gifts:** your thoughtfulness in taking time to select a meaningful gift shows the productive person that you appreciate them.

Encouragement is the way to help others to succeed. You need to know how to improve their shortcomings and build their assets by the skillful use of simple encouragement.

4. **Application:**
 - 4.1. Which of the qualities to be rewarded (point 2) have you been seeing and rewarding in your team?
 - 4.2.. Which of the top ten rewards have you been using? If less than 5, how could you improve practically?

Section 8: Loving difficult people

Understanding and helping difficult personalities



What 'bugs' us most about people? Inconsistency?
inflexibility? Inability to give and take?
What bugs me most is bad attitude. Differences of
opinion, disagreements are okay, but bad attitudes are
really difficult. Often Christians feel guilty about their

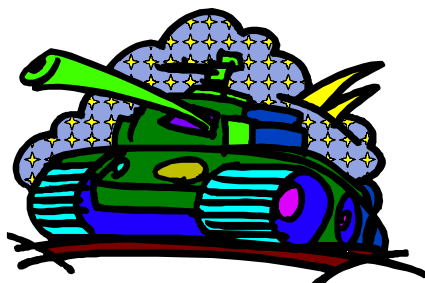
relationships. Are we supposed to get along well with everybody? Must we always ‘turn the other cheek’? Must we just overlook all their idiosyncracies? It seems impossible to have right relationships with everybody. Rom 12:18 Paul writes “As far as it depends on you...” Do the best you can to get along with everyone, but sometimes you are going to have a relationship with difficult persons and you may not achieve this. Think of someone with whom you do not have a good relationship and keep this person in mind as we work through this section.

A personal inventory of the 3 “P’s” will help you to deal creatively with the difficult person.

1. Perspective: How do I see myself? How do I see others? How do others see me?
2. Process: Do I understand the process of relationships? Some stages in relationships are more difficult than others
3. Problems: When facing difficulties in relationships how do I handle them?

A person who sees himself in a negative light will see others in a negative light also. Opposite is also true. Some people see relationships as a series of isolated incidents and one bad incident can break the relationship. These people never develop deep relationships. Their friendships are precarious, one and off types. They run away every time a difficult situation arises. They seldom develop long-standing relationships.

1. **Perspective and Relationships:** I act as I see myself; it is impossible to behave consistently in a way that is inconsistent with how I see myself. We can transfer our negative attitudes to the other person. Matt 7:4-5 says we should deal with our own attitudes before we criticize the other person. Matt 22:39 Jesus says we should love our neighbour as we love ourselves. Not a selfish, self-serving type of love, but deep appreciation of who we are in Christ. Most of the time our relationship problems come from the fact that we ourselves have unresolved problems or issues. Highly successful men and women could only see the good in people. They were people-builders rather than critics. Our self-image will reveal who we are, not how we are treated by others. I am responsible for how I treat others but not for how they treat me. I am responsible for how I react to those who are difficult.
2. **Understanding Personality Types:**
There are several difficult types of people, but we can choose who we will react to them.



Sherman Tank: They intimidate people because of their attitude “I am right and you are wrong” They intimidate through sheer force and power; their behaviour is aggressive and even hostile. It is difficult to reason with a ‘tank’ There is a strategy for dealing with them. First consider how big is the issue at stake, how many people are being influenced by them. If it is a critical issue with a wide influence one needs to stand up to them. Be direct because they probably don’t understand

tactfulness. These people cause more pain than any other type because they don’t feel pain themselves. The fact that with their power to intimidate they can pull together many allies.

Space Cadet: Don't evaluate our leadership by the space cadet's response. Don't even ask for their opinion. They are not good sounding boards.

It's not a good idea to place this person in a team ministry as they have difficulty in pulling together with others.

Don't give the space cadet a position of leadership. Because they cannot determine the heart-beat of others.

Don't write him off as a lost cause. Seek for the key to his uniqueness and seek to develop that. Many space cadets are extremely brilliant and creative, they have much to offer if they are in the right spot. They work best alone, so give them space to dream and create.



Volcano: An explosive, unpredictable type of person, tends to be unapproachable. They cause tension and those who work with them never relax because they don't know what will set them off. The key is calmness. Remove them from the crowd and remain yourself. They don't need an audience and we would do better to keep our blood pressure down. Don't interrupt because they won't hear you. Minimize any exaggeration and remove any hearsay, dealing only with the facts and not the emotion. Hold them accountable for the things they say and the people they harm.

Thumb Sucker: They tend to pout, are full of self-pity and try to get people to cater to their desires. Pouting is used to manipulate others. If things don't go their way they create an atmosphere heavy as a rain cloud, and they employ the 'silent treatment' to get what they want. Make them aware that moodiness is a choice. People become moody to manipulate people and get control. If they are alone they are seldom moody. Show them they are responsible for the atmosphere they create, especially if they are in a position of leadership. Everyone in the world has problems and they have no right to add to the load of others. If you choose to lead, you also have to choose to be even-tempered. Sometimes it is good to expose them to people who have real problems. Never reward or give attention to moody people. If they get recognition for their negative attitudes that is what they want. Praise their positive ideas and actions and ignore them when they are thumb-sucking.



Wet blanket: The thumb-sucker is down only part of the time, but the wet-blanket is always down. This is the impossibility thinker who sees a problem in every solution. They have the dreaded disease of 'excusitis' finding problems and making excuses. Usually they take no responsibility for their actions or attitude. It is always the other person's fault, or 'just the way I am' -

giving God the blame. Do not provide a platform from which to make excuses. Tell them, kindly but firmly that you have confidence in them but that their present attitude is hindering progress. If he chooses to change his behaviour, he will have a cheering session, but if he chooses to remain negative, just move away from him.

Garbage Collector: This person is even deeper into the mire of negativity, has surrendered the leadership of his life to negative emotions. They nurse and replay the hurts others have done to them, nurse their wounds and hold on to their wounded and ill spirits. Confront them about the way they try to represent other people. I never allow them to say “there are many others who feel this way” unless they give names. Usually it is only one or two individuals who also like garbage. Challenge their statements and pin them down when they make generalizations and exaggerations. Expose them to a decision making group to destroy their credibility.



User: This person manipulates others for their own personal gain. Avoiding responsibility for themselves, they demand time and energy from others that will benefit their situation. They often use guilt to get what they want. They put on a weak front to get others to help them. Set limits on how far you will help them, or they will push the ‘guilt button’ and you will weaken. They will not only take you the 2nd or 3rd mile, but to the cleaners if you allow them. Require responsibility from them. Even if we help them, they should do part of the job. Don’t feel obligated to them and don’t feel guilty for not feeling obligated! Most of the time a simple, firm ‘no’ is the best medicine.

Perhaps you have recognized someone you know in these pictures? Or there is a person who is so difficult that they are in a category all by themselves? There are certain general rules that will help to work with these people more effectively.

1. Love them unconditionally
 2. Ask the Lord for wisdom in dealing with them.
 3. Stay emotionally healthy yourself.
 4. Do not elevate people to positions of leadership in order to rescue them
 5. Be honest with God, yourself and with them.
3. **The Process of Relationships:** It is important to understand the process of relationships, specifically the stages of breakdown of relationships
 - 3.1 **Honeymoon stage** is where we start. We usually have an unrealistic view of the relationship. What attracts people to each other is their positive qualities. If we find someone who meets our needs, we are blind to their negative traits.
 - 3.2. **Specific irritation:** We begin to see things we don’t like. We develop a memory bank of these negative traits. We also see the relationship in a more realistic way. We probably remember the first incident that occurred and shocked us - when we realized that the honeymoon was over
 - 3.3. **General discomfort:** This should make us deal with the specific irritations that have piled up. We should become more honest and open about telling someone why they are making us uncomfortable.
 - 3.4. **Try harder:** We raise our energy level to make a success of the relationship. Sometimes it is very difficult to separate the problem from the person

- 3.5. **Exhaustion:** Can become a serious problem in the relationship because we become too tired to try any longer. We throw up our hands and quit.
- 3.6. **Separation** is the final stage. By this time the relationship has usually been terminated with little hope of restoration. We have become too numb to even care or hurt.

These stages do not have to be completed, the cycle can be broken. Most often when the process is reversed it happens during the time of general discomfort. At that point it is still possible to decide to accept what you don't like about the person and love the person unconditionally. As you try harder to overlook the person's faults it becomes easier to focus on their positive traits.



4. **Problems in relationships:** In most relationships it is inevitable that a confrontation will take place. It is very important to approach the offending party with the right attitude. If a confrontation is handled correctly it actually strengthens the relationship. If not, it can bring an abrupt unhappy end to the relationship.

4.1. Bring in the main persons involved in the conflict. Unless all the persons involved are together, it is not possible to put together the whole picture.

- 4.2. Line up the facts. Relying on hearsay evidence or 'general impressions' Will only result in emotion-laden rebuttals and possibly resentful counter-attacks
- 4.3. Never reprimand when angry. Make sure we are in control of our emotions. The angrier we are the less objective we will be and the less effective our reprimand. Delay a confrontation till we have asked our self two questions:
 - * Could I have contributed to the problem?
 - * Were there mitigating circumstances which I'm overlooking?
- 4.4. Be precise about the offense. Let the person know exactly what the charge against them is. Give all the details
- 4.5. Get the other person's side of the story. Always give the offender the chance to explain what happened and why they behaved as they did.
- 4.6. Be sure you keep complete records. The better our documentation - how the mistake happened, who was involved etc. - the more even-tempered and productive the reprimanding session will be
- 4.7. Don't harbour a grudge. Once we have done the reprimanding don't carry around hostilities. Let the person know we consider the matter closed and act accordingly.

Our ultimate goal in dealing with problems should be to present the truth in such a way as to build the relationship and not destroy it. This may not always be possible. If a relationship cannot stand an honest, face-to-face encounter it is probably not a healthy relationship. In some cases, ending the relationship is the only solution, but this should be the last choice.

5. Application:
 - 5.1. Which of the difficult personalities have you encountered? How did you deal with them?
 - 5.2. Think of someone with whom you are having a difficult relationship at present. Checking in Point 3, where are you in the relationship process with this person?
 - 5.3. Can the process be reversed? If so, what would you need to do to make this happen?

Section 9. How to be a person who can handle criticism:

Learning to use confrontation as an opportunity to grow.



Our ability to take criticism can make us or break us. No one is indifferent to criticism and learning to handle it, is one of the most difficult lessons. If we want to do great things for God there will always be someone who doesn't want to participate.

1. **Taking a positive approach:** "What goes around, comes around" This is especially true in attitudes. If we are critical negative persons, life will treat us badly. On the other hand if we have a positive, joyful outlook and joy our share will be returned to us.

There are two kinds of people highly subject to criticism:

First one is Leaders. Aristotle said: "Criticism is something you can easily avoid by saying nothing, doing nothing and being nothing." One of the costs of leadership is criticism. If we are willing to stand apart from the crowd we can count on some degree of criticism. When we are willing to stick our neck out, someone will want to chop it off.

The second kind are the leapers: They are the change agents. They bring unwelcome and uncomfortable change into people's lives even though it is usually for their benefit. People who make discoveries and create inventions find that it takes time for people to accept their ideas because most people resist change.

The question for leaders or leapers is not "Will I be confronted with criticism?" but "How can I handle and learn from criticism and confrontation?"

2. Ten tips for handling criticism:

- 2.1. **Understand the difference** between positive and negative criticism. Someone has said that when I criticize you it is positive criticism, but when you criticize me, it is negative criticism. To determine the motive ask:
 - 2.1.1. In what spirit is it given? Look beyond the word and determine the motives. Is the critic projecting a gentle or a judgmental attitude?

- 2.1.2. When is the criticism given? Times of confrontation must be given privately. If a person criticizes someone in public we can be sure his intentions are not the best.
- 2.1.3. Why was the criticism given? This deals with the attitude of the critic. Is it for personal benefit and growth or from personal hurt?
- 2.2. **Don't take our self too seriously.** Blessed is he who can enjoy his blunders! We are not perfect people. Too many take themselves too seriously and God not seriously enough
- 2.3 **Look beyond the criticism and see the critic:** Take into consideration some factors of our critic. Is it someone whose character we respect? Is the person frequently critical? Is criticism a pattern? If so, don't place too much value on what they say. Criticism from a positive person probably deserves our attention. Does the critic sincerely want to help me? Those who are busy rowing don't have time to rock the boat.
- 2.4. **Watch our own attitude** towards the critic. A negative attitude towards the critic can be more destructive than the criticism itself. 1 Pet 2:21 - 23.
The poor attitude could reveal that we were trusting in ourselves rather than in God who knows the entire situation. If we are trusting Him and being obedient we can expect some criticism. He has also told us to love those who are critical of us
- 2.5 **Realize that good people get criticized.** Jesus whose motives were pure and character spotless was called a glutton (Matt 11:19) a wine-bibber (Luke 7:34) A Samaritan (John 8:48), and a friend of sinners (Matt 11: 19; Mark 2:16)
If our lives are Christlike, we can expect criticism.
- 2.6. **Keep physically and spiritually in shape.** Physical exhaustion has a tremendous effect on how we act and react. Minds and bodies need rest. Watch weariness because Satan will take advantage . When we become overly tired we become overly critical and at the same time we are less able to handle criticism.
- 2.7. **Don't just see the critic, see if there is a crowd.** If there are several critics saying the same thing, we may have a challenge to work on. If we are dealing with a pocket of negative people do not allow our self to be affected by them.
- 2.8. **Wait for time to prove them wrong.** Time is your best ally it allows us to prove our self right. If we know that our action or decision was right, hang in there. Time will prove us right.
- 2.9. **Surround our self with positive people:** Spend our time with people who will build us up. Circle above our adversaries rather than battle with them. If our attitude has any effect on negative people, it will be because of our example, not because of our defensiveness.
- 2.10. **Concentrate on our mission - change our mistakes:** If we run from our task each time we make a mistake we will never accomplish anything. The only mistakes in life are the ones from which we learn nothing. Don't let our mistakes become roadblocks, let them become building blocks.

In order to build strong relationships you need to know how to take criticism gracefully. There will also be times when you need to confront, but be sure to check the following before doing so.

3. **Ten tips for giving criticism:**

- 3.1. **Check your motive** The goal of confrontation should be to help, not humiliate.
Would I criticize if this was not a personal matter?
Will the criticism make me look better? If yes, it is a sign of a very insecure person
Does this criticism bring pain or pleasure to me? If it is painful to you to do it, then it is probably safe to do so.
- 3.2. **Make sure the issue is worthy of criticism.** Does it really matter? To whom?
Sometimes many small skirmishes and continual petty criticism is the mark of a small mind.
- 3.3. **Be specific:** When we confront you must be tactfully explicit. Say what we mean and give examples to back up what we say. If we can't be specific, don't confront.
- 3.4. **Don't undermine the persons self-confidence.** Try to find at least one area for which we can praise the person before we expose the problem. Avoid "you always, you never"
- 3.5. **Don't compare one person with another.** Comparisons always cause resentment and resentment causes hostility.
- 3.6. **Be creative or don't confront:** Unless we are willing to some extent to help turn the situation around we're not ready to comment on the problem
- 3.7. **Attack the problem not the person.** When the confrontation becomes a personal attack we destroy our own credibility and find our self in a 'no-win' situation.
- 3.8. **Confront when the time is right:** The right time is just as soon as we know that something is wrong. When we have completed our homework then we are prepared. We cannot escape the need to talk to the person - when we wait too long it becomes history and more difficult
- 3.9. **Look at our self** before looking at others: Instead of putting others in their place, put our self in their place. Have we successfully done what we are accusing the other person of not doing? Look at things from his point of view. We may find that we are the one who needs to make changes.
- 3.10. **End the confrontation with encouragement:** Always give confrontation the 'sandwich' treatment. Praise at the beginning and encouragement at the end. To leave the person without hope is cruel and vindictive.

How will people respond to confrontation:

- BYE They never profit from confrontation, they don't hang around long enough, their egos are too fragile
- SPY They become suspicious of everyone, try to find out who is "trying to get them" Often they will avoid risking a failure again.
- FRY Simply get mad and either fly off the handle or do a slow burn
- LIE They have an excuse for every mistake, never faces up to the reality of the situation

- CRY Cry babies are overly sensitive and become hurt by confrontation. They hang around in hopes that people will see how mistreated they are and sympathize with them. Have a martyr complex.
- SIGH They have an attitude of “that’s too bad, but there’s nothing I can do about it” Don’t accept any responsibility for making right the wrong.
- FLY They take criticism and fly with it. They learn from it and become better as a result of it.

4. **Application:**

4.1. How have you been responding to criticism in the past?

Did you fit any of the above categories? If yes, how can you change?

4.2. Review the 10 tips for taking criticism. Which of these have you been practicing?

4.3. Have you been criticizing? Which of the 10 tips have you not followed?

4.4. How can you change?

Section 10. Being a person people trust

Building integrity into your relationships.



Trust is crucial in any type of relationship. When this exists, strong positive relationships are built and fed by encouragement and consistency. People who receive a high level of trust have developed their character and have earned the right to be trusted. The key to consistent and dependable trust lies in the character of the person who leads. We are responsible for being trust worthy. There is absolutely no way to establish a reputation for being trustworthy except to be trust-able.

1. **Demonstrate what we want to instill:** People need to see what they ought to be. “No matter what you teach the child, he insists on behaving like his parents” When disciplining others, it is important to BE what we ask others to DO. We teach what we know, we reproduce what we are.
2. **Encouragement causes growth:** It is like gentle rain - causing steady growth. Encourage good qualities, while keeping faultfinding to a minimum. People perform better under a spirit of approval than under a spirit of criticism.
 - 2.1. Appreciate people for who they are. Most children feel appreciated only when they

do well, feel they can never measure up to their parents' standard. So they see life as a no-win situation.

- 2.2 Anticipate that they will do their best. Do not look at them as what they are now, but what they can become.
- 2.3. Admire their accomplishments Thank and praise them for what they have done.
- 2.4. Accept your personal responsibility. Even if people do not do the right thing, I still have to do it

People are unreasonable, illogical and self-centered - love them anyway

If you do good, people will accuse you of selfish, ulterior motives - do good anyway

If you are successful you will win false friends and true enemies - succeed anyway

The good you do today will be forgotten tomorrow - do good anyway

Honesty and frankness make you vulnerable - be honest and frank anyway
the biggest people with the biggest ideas can be shot down with the smallest people with the smallest minds - think big anyway

People favour underdogs but follow only top dogs - fight for some underdog anyway

What you spend years building may be destroyed overnight - build anyway

Give the world the best you've got and you'll get kicked in the teeth - give the world the best that you've got anyway.

- 2.5.. Believe the best: Develop the persons expectation level by believing the best in them. How we view a person is reflected in how we treat them. Do not see them as they are, but as they can be.
 - 2.6. Help others to be successful. How can I make another person successful? Make sure their gifts and abilities match their tasks otherwise we will set them up for failure.
 - 2.7. Equip the people for future growth: When we show him that growth is beneficial we whet his appetite for growth. By believing in people and helping them trust in themselves we have established a relationship in which everyone involved is a winner
3. Application:
- 3.1. Review the list of things you can do to build trust in people.
How have you been doing in your relationships with those around you?
 - 3.2. Are you the kind of person others will trust? If not, why not?

Section 11. Developing a winning team:

Learning how to help others become successful



There are two essential ingredient for a successful team: A common goal and the ability to communicate that goal. Gen 11:1 - 6 the builders of the tower of Babel had both and because their cause was wrong, the Lord confused their language.

The key to successful teamwork, is not uniformity, but unity of purpose.

1. **Winning teams play to win.** Winning and losing are often determined by attitude alone.

The difference between someone who wins a gold medal and a silver medal is not skill, it is attitude.

2. **Winning teams take risks:** I don't have to survive. It is far better to try and fail than to fail to try.

To laugh is to risk appearing a fool

To weep is to risk appearing sentimental

To reach out for another is to risk involvement

To expose feelings is to risk rejection

To place your dreams before the crowd is to risk ridicule

To love is to risk not being loved in return

To go forward in the face of overwhelming odds is to risk failure

But risks must be taken because the greatest hazard in life it to risk nothing

the person who risks nothing does nothing, has nothing, is nothing

He may avoid suffering and sorrow, but he cannot learn, feel, change, grow or love

chained by his certitudes he is a slave; only a person who takes risks is free.

These people will never taste the thrill of victory; to win a victory one must risk failure.

3. **Winning teams keep improving:** Once a victory has been won, the next challenge is there The highest reward for man's improvement is not what he gets for it, but what he becomes because of it.

4. **Winning Team members care about each other:** Each member cares about the success of every other member. It marks a big step in our development when we realize that other people can help us to do a better job than we could do alone.

5. **Hiring right:** the most important feature of any organization is the quality of its staff. If our organization is small it is a mistake to think we can get by with inferior staff members. The opposite is true. Hiring the wrong person is an extremely costly mistake.

- 5.1. There are three **hindrances to hiring outstanding staff:**

5.1.1. Getting references from previous employers. Tolerance stops an honest reference because no-one wants to show up the mistakes of a poor worker

5.1.2. Smaller organizations have less to offer than bigger ones. Do not let the size of our group determine the quality of our staff

5.1.3. Not knowing what qualities we are looking for in prospective staff members. We may know what needs to be done, but not what kind of person we need to do the job.

5.2. A formula to help you rate an individual:

Relationship + attitude x talent + expectation = production.

5.2.1. **Relationship:** 87 % of all people fail, not because of capability, but because of personality. They can't get along with their co-workers

If we work with people we need to develop the ability to interact positively with them:

- * Can you talk to people easily?
- * Do you listen to them?
- * Do you have a sense of humour and can you laugh at yourself?
- * Are you defensive and sensitive?
- * Do you enjoy people and working with them?
- * Are you warm and approachable?

The leader needs to exemplify certain essentials in relationships:

- * Respect his staff - they will absorb this and reflect it back to them
- * Provide open and honest two-way communication. This provides an atmosphere of trust which is essential to function as a team

Insecure leaders are fearful of trusting those with whom they work, looking at others with suspicion, wondering about their hidden motives. Are they planning to take over his position?

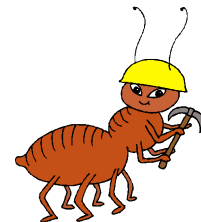
A leader can be hurt in one of two ways:

1. Be non-trusting and hold people at a distance, never sharing or being open with them. His feeling may not be hurt this way, but he will be very alone
2. Be open and transparent and take the chance of being hurt by those who may take advantage of that trust. However it is worth taking that risk. No deep friendships can be developed if we do not trust people.

5.2.2. **Attitudes:** A negative mind-set will manifest itself in a critical spirit and non-support of other staff members. The only person who can change their attitude is themselves

5.2.3. **Talent:**

Talents: What are they good at?
Interests: What are they fascinated by?
Values: What do they believe in



The ability of the leader to discern the gifts and abilities of potential workers is essential for the success of the team.

5.2.4. **Expectations:** The leader needs to know what his staff expect from him and the staff need to know what is expected of them:

Growth: I expect continual personal growth

Teamwork: The whole is more important than its parts

Leadership: They must learn how to influence and develop people.

6. **Firing a worker:**

Being released from one's activities can have a devastating effect. It should not be done lightly.

6.1. **Ask the following questions to help make the decision:**

6.1.1 Has the person outgrown the organization or vice versa?

6.1.2. Who believes this person needs to be replaced? If I as the leader am the only one who believes that they should be replaced, I need to tread carefully. Perhaps there is a personality conflict? To guard against personal prejudices and unfair evaluations each board member could fill in an annual anonymous evaluation of the staff and their effectiveness

6.1.3. What is the basis for dismissal?

- * The most important is moral integrity, when there is a basic character problem - lying, moral compromise, deceitfulness.
- * When a person has lost trust, their service is over within that group.
- * Other possible grounds for dismissal would include serious relational problems
If the person is at odds with others on the team,
- * shows disloyalty to the organization
- * a negative attitude the person should go. Negative thinking can spread like a cancer.
- * Lastly if there is a serious lack of ability that cannot be corrected.

6.2. **How do we do this?**

6.2.1. Do it personally - never by email or phone or through someone else.

6.2.2. Do it gently: It is not necessary to write a long list of the persons short comings; they should have had a list earlier to work through and seek to correct.



6.2.3. Do it without bitterness or malice. Do not attack the person's character

6.2.4. Close off responsibilities quickly: A drawn-out firing process makes it more difficult and gives opportunity for people to lobby for a change of the decision and find excuses for their poor behaviour.

6.2.5. Be discriminating. All the facts do not need to be exposed to those who may want to gossip or slander. The details of moral failure may give opportunity for scandals.

6.2.6. Anticipate the persons reactions and be prepared with your answers. Also consider the effects on those who are close to the person. How could you help those who may be hurt or offended by this change.

6.2.7. There may be a need for emotional healing. Also consider where the person may go and help them in that transition.

7. **Inspiring your people:** The essence of leadership is the ability to inspire others to work together as a team - to stretch for a common objective.

The leader paves the way by a positive, hopeful attitude, reminding the team of the overall vision and the importance of reaching the goal. When the leader communicates clear expectations he also gives the people the freedom to create. He

expresses his most profound inspiration when he believes in his people - when they feel and know that he thinks they are the best and his total confidence is in them.

8. Application:

- 8.1. Discuss with the person next to you how you have handled unsuitable persons in the past
- 8.2. What would you do differently in future?



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