

Learning to Lead Kick-Off Retreat

Leader Notes:

1. Begin by familiarizing yourself with the retreat schedule. This will give you a feel for the big-picture organization of the retreat.
2. There are three primary objectives for the retreat:
 - Vision casting for the year
 - Develop relationships among the men
 - Study the basics of leadership
3. Teach the **Lesson** *The Five Levels of Leadership*. This is the primary teaching time. You can teach it like it is or adapt it to your own style and experience.
4. A sample is provided for the vision-casting time. Use what you like and adapt as needed to make it fit you, your retreat, and your men.
5. A page of relationship-building questions is provided. But, again, adapt to your needs.
6. The time set aside for the guys to tell their Christian testimonies is powerful. 1. Tell their story of life and family before Christ 2. Story of coming to Christ 3. Their life since coming to Christ. This can easily take 30 minutes per guy. (Yup, you'll be up late!)
7. Use the **Application Guide** (approximately eight pages) for *The Five Levels of Leadership* to guide your discussion through the book on the retreat. Give this to the men about a month before the retreat, along with the book. This is not a teaching time! Your job is to lead the discussion and pull out of the men what they understand and how they are applying what they are learning as a leader at home, at church, and in the marketplace. You won't have time to discuss all the questions, so mark the ones you think are most important so that you have time to cover them. Most months, you will not have time to cover all the questions in the **Application Guide**, especially if God interrupts your meeting, which is a good thing! Take time at the retreat to emphasize the importance of completing all their work. Talk about the goal of applying what they are learning, not merely discussing it in the group. Joshua's Men cannot "happen" in four hours a month and two retreats. The personal study and interaction with their prayer partners is essential in the year-long development process.
8. Also included is the material titled *Growing as a Leader*. This is **an extra** resource (as a handout only) to be given to the men as a practical tool to help them move from

level to level through the five levels of leadership. It is not something you go through together.

9. Ask each man to be prepared to schedule the next 3-4 meetings in advance.
10. Assign prayer partners if you haven't already. For example, pair up two men to meet at least once before the next monthly four-hour meeting is scheduled.
11. For those participants who did not already send it in, collect the **Personal Leadership Assessment** (see Intro Packet) from the *First Communications* section. The purpose is a self-evaluation at the beginning of the year to help identify areas to focus on for personal growth. Most groups prefer these forms online for completion.
12. Again, for those who did not already mail it in, collect the **General Information Form** (see Intro Packet) page. Create a one-page contact sheet with only the basic information to distribute to the men. Most groups prefer these forms online for completion.
13. **Assignment for Special Project in Month 2:** At the end of the retreat, challenge the men to a three-day fast. Give them an option for five or seven days, but only if God prompts this. In order to overcome the assignment feel, ask that each man pray and ask God for direction on the fast. For example, one might fast for a breakthrough in marriage or the workplace. Make sure they understand that this is not a "How many days are you fasting?" spiritual bravado thing, but a God thing. The goal is to have the guys experience a closer level of connection with God. Do not encourage a fast beyond 7 days as part of *Joshua's Men*. If a man is prompted to "go long," it needs to be on his own. The cool part is that regardless of how many days each man fasts, you all break the fast together when you meet in February. If there are health issues, do not force the fast.
14. **Bring next month's book**, *Celebration of Discipline*, and the accompanying **Application Guide** to hand out to the men while you have them all together. (or email and they can print it out.)

Information and Preparation Letter

Dates: _____

Place: _____

Time: _____

The retreat starts in the (place) at (time) .

Give yourself plenty of time on Friday to get to the retreat. Consider being a little early for time to relax and begin meeting your fellow Joshua's Men.

Your Cost: (\$\$) payable to (church), which pays the remaining half of the cost (if applicable).

This includes a room to be shared by two men—also, breakfast and lunch on Saturday. The meal on Friday night is self-pay. (Or, however, you set your retreat up.)

Preparation:

- ▶ Read the book and complete the **Five Levels of Leadership Application Guide**.
 - ▶ Be prepared to share your life story and Christian testimony — typically 30 minutes and can go longer. (Summarize your life before Christ, how you came to Christ, and how Christ has changed you.)
 - ▶ Bring your **General Information** form (if you have not sent it) and your **Personal Leadership Assessment** (if you have not sent it), and be prepared to schedule the next 3-4 meetings with your group.
- *Most groups prefer these forms (General Info & Personal Leadership Assessment) available online for completion and submittal.
- ▶ *(Insert pertinent retreat location information here. For example, whether bedding or towels are provided, etc.)*

Most important, pray for God's blessing!

Joshua's Men Sample Retreat Schedule

Day One

4:00 PM Check in at the front desk, then plan to "chill" with some connection time

4:30 PM Main Session

- Greeting and prayer **4:30**
- Interactive fun and competitive games **4:40**
- Vision and challenge **5:00**
- Lesson: *The Five Levels of Leadership* **5:15**

6:00 PM Dinner

8:00 PM Relationship-building, Christian testimonies/life-story

Day Two

Personal time with God

7:30 AM Breakfast

8:00 AM Continue Christian testimonies/life-story

10:00 AM Break

10:15 AM *The Five Levels of Leadership* (study/discussion)

12:00 PM Retreat Ends

Joshua's Men – Vision

A. Opening Greeting

B. Purpose Statement

We commit one year to the development of our Christian character and leadership potential.

- Why does this matter in your life, God's Kingdom, and church?
- God is moving in an extraordinary way at *(church name)*.
- With His favor, we will make a significant impact in our community: in our workplaces, within our families, and directly through our church.

In order to keep that going, we need strong, Godly, spiritual leaders: *We need leaders to make a difference!*

- You are in this room on purpose. **Exodus 18:21**
- You are here because you have been chosen — prayed in.
- You are here because of your leadership potential.
- No one in this room has arrived, but each of you can make a difference that marks eternity.

Here's the bottom line:

Transformational process = life change

- Stories of transformed lives.

C. Expectations

Leader: Share from your heart...

1. This year has not caught God by surprise.
2. Our responsibility is to create an environment and experience conducive to your personal and spiritual growth.
3. Your responsibility is commitment!
 - assignments
 - projects
 - prayer partners

- on time in respect of others' investment
 - what you put in, you will get out
4. Do your best
 5. 100 percent support for each other
 6. Confidentiality
 - No secrets from your wives. You are free to tell her anything about yourself (**but not anyone else in the group**).

You will be stretched, and you will be changed.

Determine tonight...no regrets.

Relationship-Building Questions (Optional as you have time)

Just for fun:

1. Tell about your first job
2. Tell about your worst job.
3. Tell us about your first car. Spare no details. Hey, it's a guy thing!
4. What was something "outrageous" that you did in high school or college?
5. Tell about your first date with your wife.

Going Deeper:

1. How fulfilled are you in your current job? Describe.
2. As a child growing up, what was your image of God? How is it different now?
3. If your wife were here, how would she describe you as a husband and father?
4. How would you describe your relationship with your dad?
5. What is your greatest fear?

Note: The questions are in two groups. The first set is intended to be lighthearted and fun. The second set is designed to reveal the heart. Keep in mind that it is unlikely that you will have time for every guy to answer every question, so make sure to save time so that every guy can answer at least one or two questions from the Going Deeper set.

Lesson

The 5 Levels of Leadership

John Maxwell

Open with a fresh leadership story that illustrates positive influence for the good of others.

Leadership is influence.

He who thinketh he leadeth, and hath no one following, is only taking a walk.

It is obvious why leadership is important.

Leadership is influence, and influence changes the world.

Why leadership is important:

- Leadership lifts and adds value to people
- The Great Commission will never happen without it.
- Leadership brings hope.

Jesus "discipled" the 12. He also led them!

Jesus Sacrificial leadership changed the world.

How will your leadership change the world?

- Lead your families well.
- Lead well in the marketplace.
- Lead well at church.

You are in this room on purpose.

It is not a surprise to God that you are here.

What you do with it is up to you.

Give 100 percent – You will have no Regrets.

Level 1 **Position**

Rights — People follow you because they have to.

Your influence will not extend beyond the lines of your job description. The longer you stay here, the higher the turnover and the lower the morale.

Good place to start, bad place to stay

Insert illustration

- *Tenured professor*
- *Inexperienced military officer (Chief in Navy real leader)*

Read the "Title or Testimony" piece from Tony Campolo

In his book *Who Switched the Price Tags?*, Anthony Campolo related the words of the pastor of a black Baptist church, speaking to a group of college students in his congregation. Campolo wrote:

"Children," he said, "you're going to die!... One of these days, they're going to take you out to the cemetery, drop you in a hole, throw some dirt on your face, and go back to the church and eat potato salad.

"When you were born," he said, "you alone were crying, and everybody else was happy. So the important questions I want to ask are: When you die, are you alone going to be happy, leaving everybody else crying? The answer depends on whether you live to get titles or you live to get testimonies. When they lay you in the grave, are people going to stand around reciting the fancy titles you earned, or are they going to stand around giving testimonies of the good things you did for them?... Will you leave behind just newspaper columns telling people how important you were, or will you leave crying people who give testimonies of how they've lost the best friend they ever had".

Always remember, you may have the authority, but the people have the power. You earn the right to leverage that power. Trust!!

Relationship earns you the right to lead.

Level 2 **Permission**

Relationships — People follow you because they want to.

People will follow you beyond your stated authority. This level allows work to be fun. Caution: Staying too long at this level without rising to the third level will cause highly motivated people to become restless.

Insert illustration

- *Leadership is 51 percent encouragement.*

Level 3 **Production**

Results — People follow you because of what you have done for the organization.

This is where most people first realize success—those who follow you like you and what you are doing. A leader at this level makes things happen. And most problems are solved through the benefit of positive momentum.

Insert illustration

Jesus expected results too!

Production without relationship doesn't work. People will stop following you when relationships are poor and your "production" (results) declines.

Never skip level two in pursuit of level three – especially in leading your family.

Level 4 **People Development**

Reproduction — People follow you because of what you have done for them.

This is where sustained growth occurs. Your ability and commitment to developing leaders will ensure ongoing growth to the organization and the people. The people are *bigger, better, and stronger* because of your investment in their life.

Insert illustration

- *Who will name you one day?*

Level 5 **Personhood**

Respect — People follow you because of who you are and what you represent.

This step is reserved for leaders who have spent years growing people and organizations. Few make it. Those who grow to this level have an extraordinary impact.

Few get here, but the path to personhood essentially is about constantly and effectively living out Level 4 for decades.

- *Billy Graham*

But we all can achieve level 5 with our family, and that is where leadership must start to be of real value in any other environment.

Observations:

1. As you grow to a new level, you cannot **forsake** the principles of the preceding levels.
2. You can be at different levels with different people, but overall, you are primarily at one level.
3. Moving to the next level isn't automatic (a function of putting in your time); it takes **intentional** effort.
4. When you change organizations, you are not guaranteed in the new organization the same level you had where you were.
5. There is a **range** of growth within each level, and the higher you grow, the greater the range.
6. The higher you go, the more personal sacrifice is required.
7. A great leader **never** stops growing.

Key Questions:

1. What level of leadership are you on with most people?
2. Do you sense your influence increasing or decreasing?
(with those above and below you)
3. Are you willing to pay the price to grow as a leader? (How?)

Level 3 Production

"Results" – People follow you because of what you have accomplished.

This is where most people first realize success—those who follow you like you and what you are doing. A leader at this level makes things happen. And most problems are solved through the benefit of positive momentum.

1. Which comes first, high morale or high productivity? Then, how do you personally manage the tension?
2. "All great leaders are productive. However, it is possible to be a producer and not a leader." What does this mean to you?
3. "Prioritize the things that yield the high return." This is easier said than done. What disciplines are required of you to consistently focus on the priorities? When you think of highly productive leaders, do you think it's more about giftedness or discipline? Why?

4. We know there are results from human efforts, and there are results from God's power. Ultimately, spiritual leadership is the integration of the two elements. There is often a very subtle and nearly indiscernible line between the two. How do you know the difference, navigate the difference, and know that your results matter?

Level 4 People Development

"Reproduction" – People follow you because of what you have done for them.

This is where sustained growth occurs. Your ability and commitment to developing other leaders will ensure ongoing growth to the organization and the people. The people are "bigger, better, and stronger" because of your investment.

1. Your character matters as a leader. You reproduce who you are, not what you do. So how are you tempted to violate integrity as a leader? How do you strengthen and sustain your integrity as a leader?

2. Why and how does insecurity usually prevent or at least diminish your ability to develop others as leaders?

3. Why is a simple game plan important when it comes to developing people? Can you give an example of one?

4. What makes you feel empowered as a leader? How do you empower others as leaders?

Level 5 Pinnacle

"Respect" – People follow you because of who you are and what you represent.

Though few leaders achieve level 5, it is a great target to aim at. Personally, I think every man (husband/father) has a shot at being a level 5 leader in his own home.

1. This level is largely about legacy; it is still practical, but what you do from levels 1-4 for a long time determines level 5. You will have time later in the year to go more in-depth but more "off the top" what would you like your legacy to be? Have you thought about it? How do you want to be remembered? What do you want to leave behind? What will your mark be?

2. John lists several things that would greatly contribute to your legacy—valuing people, continuing to grow, practicing the golden rule, being authentic, exhibiting good values, and living out the right priorities.

Which of these jumps out as something you want to work on starting now?

Extra Resource

Moving Up the 5 Levels Growing As A Leader

I. Moving from Non-Leader to Leader Level 1 — POSITION LEADERSHIP

The Bible teaches us in I Timothy 3:1 that leadership is a worthy aspiration. The scripture also goes on to immediately list the high character standards for those who accept this responsibility. Our motives are quickly checked as we see God's expectations of a spiritual leader. So you want to be a leader...good. But first, reflect on why and what you believe God wants you to do.

- A.** Examine your motives
1. Why do you want to be a spiritual leader?
 2. Are you willing to pay the price?

The following is a common list of *price tags* that leaders will pay when serving God and people:

- a. pressure
- b. criticism
- c. loneliness
- d. long hours
- e. difficult decisions
- f. personal sacrifice
- g. commitment to growth

3. What do you hope the rewards will be?

Clearly identify your strengths and weaknesses.

- B.** What are your productive strengths, and what are your destructive weaknesses?
- C.** Name three people who you think are great leaders. Then, make a list of their qualities and learn from them.
- D.** Know your job and do it well.
- E.** Take the initiative to do more than is expected and accept responsibility.

II. Moving from Level 1— Position Leadership to Level 2 — PERMISSION LEADERSHIP

A. Pray every day for God's heart for people.

It isn't enough to say, "I like people," even if you mean it. You must have God's heart. You will "see" life differently when you look through God's eyes. This is truly a life-changing prayer.

B. Listen more than you talk and learn to ask excellent questions.

We communicate how much we care by how much we listen and how much we are on the other person's agenda compared to our own. Leaders who are good with people practice asking good questions to learn more about the person to serve them better. The questions are often very simple, but the answers reveal much when you listen carefully between the lines. The point is not to ask questions just to ask questions but always ask with a specific purpose in mind. For example:

1. How is your family doing?
2. (Ask about his or her background.) Then, tell me your "story."
3. Are you enjoying your work this week?
4. What is the toughest thing you are dealing with right now?
5. What is the best thing you have recently learned?
6. How are you growing in your Christian faith?
7. Are you feeling close or distant from God these days?

C. Practice the three steps to relational charisma.

All growing leaders, at one time or another, surrender to their own perceived or real lack of charisma. Charisma is unfortunately characterized by that mystical, almost magic-like personality that only a few are given by God. The truth of the matter is that, yes, only a few are given those extraordinary gifts of charisma, but everyone can develop the basics of charisma on an interpersonal level. The following steps to charisma (on an interpersonal level, not necessarily on a public platform) are more than achievable even by average leaders. The good news is that as these are developed and practiced with consistency, excellence, and intention, the leader won't stay average for long.

- 1.** Be more interested in making people feel good about themselves, than making people feel good about you.

In other words, when you walk into a room, whether there are two people or two hundred people, your focus is not worrying about what they think of you, but your only interest is helping the people feel good about themselves. By sincere compliments, authentic encouragement, careful listening, and brief nuggets to help them grow, you will find people "lining up" to be near you.

Obviously, that is not the goal. But the role of a leader is to influence as many people as possible according to the gifts that God has given them. This will unquestionably help maximize your potential. This is difficult for insecure people because they can't move past what others think of them. But for the leader who finds their security in Christ, this is pure joy.

- 2.** Learn people's names quickly.
 - 3.** Smile and live enthusiastically (with passion), and stay positive!
 - 4.** Learn to see life through others' eyes. (perspective)
 - 5.** Help those around you become more successful.
- D.** Commit yourself to being an encourager.

A "multitude of leadership sins" can be corrected by simply being an encourager, as long as you commit yourself to encourage specifically and sincerely.

- E.** Avoid the three top relationship killers:

- 1.** A controlling nature

There is a great deal of difference between being a leader who is in control and being a controlling leader. The former exercises control for the benefit of the people and carries the authority as a responsibility, not an entitlement to lord over others. Unfortunately, the controlling person controls for the wrong motives, often out of insecurity or sometimes simply out of selfishness to get their own way.

- 2.** A critical nature

People run from critical people, and it's very difficult to lead from behind! As noted earlier, encouragement is essential to lead people. The opposite of encouraging is criticism. It only takes one criticism, even a well-intended criticism, to undue about ten praises or encouragements.

3. A crabby nature

When people can't trust the consistency of your attitude or mood, they simply cannot trust you. And if they cannot trust you, then they cannot follow you. You know how you feel about moody, crabby, cranky people; leaders are held to even higher standards.

F. Learn to quickly and easily say, "I'm sorry."

Learning to accept responsibility for mistakes and acknowledge them is a foundational people skill for every leader. Whether you blew a project, or hurt someone's feelings, speak up and say, "I'm sorry," "I did that," "I messed that up," or "I hurt you." "Will you forgive me?" As a result, people will respect you much more in the long run.

G. Seek to understand rather than to win.

No one ever wins an argument. On the contrary, arguments result in a "lose-lose" scenario. That is why the "win-win" principle is so important. Therefore, a leader must spend less time being defensive and trying to prove a point and more time seeking to understand others' points of view.

H. Quickly share credit and praise.

It's amazing how much we can accomplish when it doesn't matter who gets the recognition. Share both publicly and privately, both in written form and verbally.

III. Moving from Level Two — Permission Leadership to Level Three — PRODUCTION LEADERSHIP

It is very important not to skip Level Two (permission) and jump to Level Three (production).

The temptation is greatest for talented people with a significant amount of drive as well as under pressure to "make things happen" in short amounts of time.

For a short time, a talented leader who can get the job done but has poor relationships will be tolerated and perhaps even praised for productivity. But sooner or later, the lack of people skills which will result in poor relationships will catch up with them.

Unresolved conflict that results in a big problem that is nearly impossible to resolve because so much "bad blood" has gone under the bridge. Even if a major people

conflict never arose, which is highly unlikely, there comes a time in every person's life, a season if you will, in which productivity decreases. Perhaps a personal issue, perhaps fatigue — but whatever the case, without solid relationships to fall back on, the leader is set for a major fall. So be productive but never neglect those relationships.

- A.** Develop a personal life mission statement.
- B.** Learn when to say no and when to say yes.
- C.** Possess a firm grasp of the 80/20 principle.
20 percent of the effort produces 80 percent of the results when priorities are right.
- D.** Possess a firm grasp of a problem-solving model.
- E.** Learn from your mistakes.
- F.** Pay now and play later.
Cultivate a willingness to do what is necessary before that which is enjoyed. Too often, leaders are sidetracked by what they enjoy doing rather than tending to what they are responsible to accomplish.
- G.** Pay attention to and understand the nuances of timing.
- H.** Develop accountability for results — begin with yourself.
- I.** Cultivate a tenacious, near ruthlessness for doing what produces results and nothing else.

IV. Moving from Level 3 — Production Leadership to Level 4 — PEOPLE DEVELOPMENT LEADERSHIP

This begins to tap into the heart of leadership. The earlier levels are more apprenticeship levels because until you reproduce yourself, you have not yet fully realized the essence of leadership. This is also where the greatest joy and rewards of a leader are experienced. There is nothing quite like seeing someone's life change for the better because of your love, care, guidance, challenge, and influence.

- A.** Seek out a special time of prayer over you for empowerment by an anointed leader who has great credibility with people.

This is not as mystical as it perhaps sounds, but nonetheless very important. A certain element is missing in all of us that prevents a maximum lasting impact on people. Perhaps it is our sinful nature or just individual human shortcomings. In any case, the power of the Holy Spirit on a leader's life is necessary to move successfully into this level of leadership. It is also necessary to stay and grow at this level. A

leader certainly can pray for him or herself for this blessing, but Christian history teaches us that there is something special about the empowering prayer of an anointed leader.

- B.** Interview three spiritual leaders who have proven credibility, integrity, and influence. Ask them:
1. What is the most significant leadership lesson you have ever learned?
 2. Why do people follow you?
 3. What is the key to developing people?

- C.** Spend a day alone with God and review your motives, integrity level, and personal walk with God.

Clear a day and take nothing but a Bible and a notepad. Spend the day in meditation upon God and reflection on yourself. Invest long periods of prayer seeking God's face about the condition of your heart and respond by journaling God's answers and your insights. The goal is to do a "gut check" and refocus yourself as a servant leader. God cannot bless you long-term as a people developer if your personal agenda comes before the people you are pouring yourself into.

- D.** Make sure your "house" is in order before attempting to reproduce yourself into other people. Then, do whatever it takes to make and keep your marriage and family strong.

I Timothy 3:12 reminds us that if we cannot manage our own house well, then we have no business assuming the spiritual responsibility for other people. This does not mean that leaders must be perfect, we are all sinners saved by grace, but it does mean that leaders live by a higher standard than others. And this higher standard requires our homes to be loving, nurturing environments that glorify God and set a good example for others to follow. If a leader influences thousands but loses his family, he has lost everything.

- E.** Develop around you a team of prayer partners.
- F.** Gather a core team around you and invest yourself in them. Teach them leadership!!
- G.** Invest more time leading, planning, thinking, praying, dreaming, and developing and less time doing.

This is the place in leadership when your "to-do" list becomes shorter, but your responsibilities become greater. This is the principle of leadership inversion, where

you are "doing" less but accomplishing more. This is true leadership...influence. It is obvious that at this level, a leader's future potential is determined by the people he brings around him.

- H. Dedicate yourself to living a life worthy of others' following — model well.
- I. Encourage often and empower freely.

V. Moving from Level 4 — People Development Leadership to Level 5 — PERSONHOOD LEADERSHIP

This level cannot be sought, earned, or received simply by outlasting everyone else! It comes ultimately from the sovereign hand of God. God's hand is revealed through talents, abilities, natural energy levels, opportunity, relationships, and timing. As these merge with God's kingdom plan, certain leaders are raised to a level beyond themselves.

It is wise, however, to make ourselves available to God should He have big plans! In other words, do not think this level impossible, just impossible by your own human means.

One other note on this level, I believe you can reach this level with your own family. The important issue is to never stop growing in your leadership development. Do everything possible to grow in your influence, and let God take care of the rest.

Characteristics at this level:

1. Followers are sacrificial and loyal.
2. Level five leaders have mentored and empowered many effective leaders.
3. Public authority is granted to others by level five leaders.
4. Success of new leaders is measured against the success of level five leaders.
5. Leadership is destiny for level five leader