

Sample (Session Two) from *Leading Team Projects*

This sample session is taken from the Learner's Guide, which every learner is required to obtain. The Instructor's Guide has the exact same content but also includes PowerPoint Slides, Exams, Leader's Notes and Instructor Tips for teaching each session.

Look For These Unique Design Features In This Session:

- Session Outline** – Listed on the first page to provide a brief overview.
- Objectives** – A primary educational objective, plus detailed supporting objectives for each main concept.
- Main Diagram** – Each module has a main diagram to provide a “You Are Here” visual for the learner.
- Diagrams & Boxes** – Many diagrams and visuals to enhance and support the teaching concepts.
- Bolded Key Points** – The key points are bolded in a concise way for the Instructor and Learner to easily grasp the essential concepts.
- Outline Format** – All sessions use an easy-to-follow outline format to make the lesson easy to teach and easy to learn.
- Point to Ponder** – Summary or climactic thoughts placed in a shaded oval area to provide emphasis or interaction.
- Group Application** – Every session has a Group Application at the end for small group activity, interaction, and assessment.
- Discussion Questions** – Further questions for discussion and reflection.
- Appendices** – Added material to study the topic further or provide assessments and resource tools.

Leading Team Projects

Contains Seven Sessions

Teaching Sessions

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There are seven sessions in *Leading Team Projects* module. The circled session shown above is printed in this book to provide a sample for you.

SESSION OUTLINE

A. Six Traits of an Effective Project Leader.

1. Calling.
2. Confidence.
3. Character.
4. Credibility.
5. Competence.
6. Commitment.

B. The Project Leader as a Coach.

1. Casts vision.
2. Recruits and selects talent.
3. Places team members properly.
4. Builds personal relationships.
5. Builds team unity.
6. Facilitates personal growth.
7. Assesses performance.
8. Faces problems and decisions.
9. Develops leaders.
10. Sustains effective communication.
11. Resolves team conflict.
12. Celebrates success.
13. Plans and prepares.
14. Expects and leads change.
15. Serves as a role model.

C. The Project Leader as a Role Model.

1. A model of spiritual maturity.
2. A model of leadership maturity.

D. Ten Mistakes To Avoid As Project Leader.

SESSION OBJECTIVES

Primary Objective:

To discover the basic principles and practices of becoming an effective project leader so that the leader may successfully lead ministry projects.

Supporting Objectives:

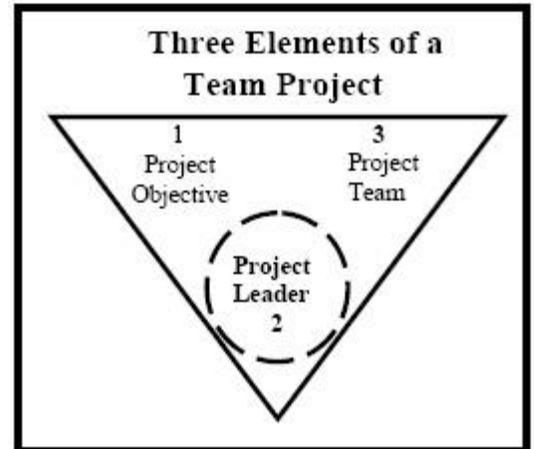
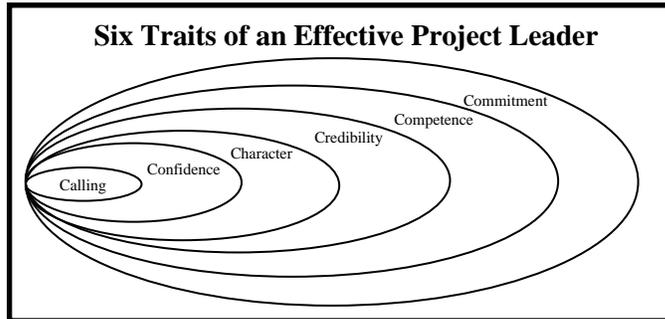
- A. Participants will describe the six traits of an effective leader.
- B. Participants will list the 15 main coaching functions of a project leader.
- C. Participants will describe the two main areas in which a leader must be a proper role model.
- D. Participants will explain the 10 most common mistakes to avoid as a project leader.

SAMPLE

A. Six Traits of an Effective Project Leader.

[See Appendix 2D]

From the calling of Moses at the burning bush (Ex 3:1 - 4:12):



1. **Calling** (Ex 3:1-10).

Ministry leadership is based on a clear calling from God. Emerging leaders must seek God to find and clarify their calling. God equips the called, not just calls the equipped.

2. **Confidence** (Ex 3:11-12).

Leaders must have the inward assurance that God will be with them and enable them to handle their leadership situations in a responsible, effective, and Godly manner. We must trust that God will ultimately work things out for His glory.

3. **Character** (Ex 3:13-15, 16-22).

Leaders must have Christ-centered internal values that are expressed outwardly in strong moral and ethical behaviors as well as Christ-like leadership actions. Christian leaders must allow God to mold and shape their character to His image.

4. **Credibility** (Ex 4:1-9).

Leaders must create an atmosphere of trust that is developed by seeing reliability and results in the life of a leader. We must deliver on our promises.

5. **Competence** (Ex 4:10-12).

Leaders must demonstrate the skills that prove they are qualified to lead the task so that people are willing to follow them. God is able to develop skills we don't initially possess if we trust Him and are teachable.

6. **Commitment** (Ex 4:13-17).

Leaders must model a sacrificial level of commitment to those they lead. This inspires and motivates their followers to give their best to accomplish the mission.

B. The Project Leader as a Coach.

[See Appendix 2E]

A project leader must fulfill 15 main coaching functions:

1. **Casts vision.**

A coach casts the vision of the “Big Picture.” This draws members to the team and keeps the team focused on the main goal.

2. **Recruits and selects talent.**

A coach recruits high quality people to the team. You must also select properly and screen those who do not fit.

3. **Places team members properly.**

A coach places team members in their proper role. You must encourage and nurture members in their strength areas.

4. **Builds personal relationships.**

A coach builds individual relationships with each team member. You must listen and respond to each member’s needs.

5. **Builds team unity.**

A coach builds a unified team spirit within the team. You must instill an attitude of team over the self-interest of the members.

6. **Facilitates personal growth.**

A coach facilitates and challenges team members to continually grow. You must motivate and inspire members to excel.

7. **Assesses performance.**

A coach assesses the team and individual performance. You must give feedback and correction when needed.

Point to Ponder

A project leader is like a coach, leading his or her team toward winning the prize of accomplishing the project objective!

8. **Faces problems and decisions.**

A coach must solve problems and make good decisions. You must learn to recognize and think through problems and move toward identifying possible solutions leading to a right decision.

9. **Develops leaders.**

A coach identifies and raises up potential leaders. You must provide regular training and resource opportunities to facilitate your team's development.

10. **Sustains effective communication.**

A coach must keep the team informed of key information and new changes. You must create an environment that allows feedback and interaction. Communication must be verbal, written, and with electronic tools.

11. **Resolves team conflict.**

A coach acts as a facilitator for conflict resolution among team members. You must learn to be a mediator and peacemaker.

12. **Celebrates success.**

A coach celebrates team and individual victories. Praise members publicly for jobs well done. You must learn to appreciate and recognize each milestone and accomplishment.

13. **Plans and prepares.**

A coach plans and prepares for the tasks ahead. You must take initiative and strategically plot the course for the team.

14. **Expects and leads change.**

A coach gathers relevant information through people and research to prepare to lead and implement change. You must be able to handle stress and be resilient after setbacks.

15. **Serves as a role model.**

A coach serves as a model of character and leadership values to their team. You must model change and personal growth.

Point to Ponder

Winning coaches continually improve and sharpen their own skills as well as those of their team.

C. The Project Leader as a Role Model.

[See appendix 2E]

1. A model of spiritual maturity.

A project leader is a role model to his or her team. You must be an example of maturity by demonstrating certain spiritual behaviors and the resulting fruit of those behaviors.

a. The spiritual disciplines.

- Prayer – Time with God for daily direction and fellowship.
- Worship – Glorifying God for His worthiness.
- Meditation – Reflecting and pondering the Word within you.
- Bible Study – Consistent study and application of the Bible.
- Fasting – Deny self to increase spiritual insight and leading.

b. The Fruit of the Spirit.

As leaders practice the spiritual disciplines, they should be transformed to the image of Christ, with an outward expression of the inward reality. The Fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control (Gal 5:22-23).

2. A model of leadership maturity.

To be able to gain the trust and respect of their team members, project leaders must be a role model in 12 areas:

Modeling Leadership Maturity in 12 Areas

1. Attitude – Represents positive yet humble attitude.
2. Victory – Walking in victory over sinful habits.
3. Grace – Walks in grace, extends grace to others.
4. Growth – Never stops seeking to grow and learn.
5. Authority – Submits to authority, has spiritual authority.
6. Spirit-led – Discerns & follows the leading of God.
7. Testing – Has been tested over time.
8. Failure – Trusts God during failure and setbacks.
9. Recovery – Bounces back from disappointment.
10. Stewardship – Good steward of time, talent, and money.
11. Balance – Maintains good balance of life areas.
12. Wisdom – Shows practical wisdom and common sense.

Point to Ponder

Leaders will teach what they know, but reproduce what they are modeling.

D. Ten Mistakes to Avoid as Project Leader.

1. **Do not publicly embarrass team members.**
Deal with problems one-on-one so you do not damage a person's sense of self-worth. Quietly get help to address problem cases. As a general rule, praise in public, reprimand in private.
2. **Do not over-control or lose control of your team.**
Maintain a healthy balance of control, guidance, and input from team in decision-making. Gently sustain your sense of authority.
3. **Do not fall into delegation disorder.**
Do not allow yourself to try to do it all alone. Empower others to share the load, but do not delegate without monitoring.
4. **Do not treat everyone exactly the same.**
People are individuals and have varied capacities and needs. You must relate to people uniquely to bring out the best in them.
5. **Do not try to lead outside your God-given style.**
God has given you a unique leadership style and gift-mix. Do not try to imitate someone else's style. Be yourself.
6. **Do not drive your team too hard.**
You must identify and respect individual limits. Do not use your position to become a dictator or taskmaster. Maintain flexibility and a sense of humor. Resist the temptation of worldly ambition or gaining recognition and visibility.
7. **Do not allow division or unresolved conflict.**
Be bold about making peace during disputes. Proactively pursue resolution. Break up factions or cliques. Do not let doctrinal debates perpetuate. Team unity is critical.
8. **Do not lose the focus of the mission.**
Do not let yourself get consumed with any single area of responsibility. Fight to maintain project priorities and avoid distractions that take the team off course.

Point to Ponder

Lord, deliver me from the man who never makes a mistake,
and also from the man who makes the same mistake twice.
Dr. William Mayo

9. **Do not lose spiritual perspective.**

Do not let setbacks, unplanned problems, or fatigue overwhelm you. Keep prayer focus through out the project. Respond to the leading of the Holy Spirit if spiritual battle unfolds. Stay rested and alert spiritually, mentally, and physically.

10. **Do not hinder or limit emerging leaders.**

Do not be threatened by the gifts and skills of fellow team members. Allow gifts and new leaders to emerge. Facilitate and nurture their strengths and potential. Find ways to utilize these talents for the good of the team.

David Faces Goliath in 1 Samuel 17

An Example of Common Project Leader Mistakes

1Sa 17 describes the event where David kills Goliath. Although David won, this passage reveals several common mistakes that are made by project leaders. The project was the battle between Israel and the Philistines. Saul was Israel's senior leader, and David became the project leader when he offered to fight Goliath.

Here is a summary of the mistakes that took place:

Do not publicly embarrass team members (1Sa 17:28, 29).

David's brother Eliab attempted to discredit him for coming to the battle. He tried to expose David's motive as being wrong.

Do not lose control of your team (1Sa 17:11).

Saul was overcome with fear. He and his soldiers were paralyzed against Goliath.

Do not fall into delegation disorder (1Sa 17:8-10).

Saul allowed Goliath to dictate the terms of the battle. By allowing only one warrior to fight and represent each nation, the whole project depended on one man. Their success or future rested in one soldier's success.

Do not try to lead outside your own style (1Sa 17:38-40).

Saul tried to get David to wear his armor and fight Goliath his way. David took off the armor so he could fight Goliath in his own style.

Do not drive your team too hard (1Sa 17:8-11, 16, 23-24, and 41).

Saul allowed Goliath to drive the situation and demand that someone step out to fight him. Goliath was dictating everything.

Do not lose the focus of the mission (1Sa 17:10-11).

Saul allowed his fear to cause him to lose sight of the mission of having the Israelite army fight the Philistine army. He could focus only on Goliath.

Do not lose spiritual perspective (1Sa 17:26, 45-47).

David's questions about Goliath and his direct response to him demonstrated that he maintained a spiritual perspective and highlighted that Saul had lost sight of God's power to intervene and help.

Do not hinder or limit emerging leaders(1Sa 17:33).

Saul saw David as only a boy who would be no match for Goliath. He did not recognize the great potential leader, warrior and king that God was raising up.

Group Application

A Leader's Modeling, Maturity, & Mistakes

To generate more awareness of a leader's modeling, maturity, and mistakes, prioritize the following lists:

- 15 main coaching functions (page 2-4).
- 12 areas of maturity (page 2-6).
- 10 mistakes to avoid (page 2-7).

Note: The author did not attempt to prioritize these lists. Since there is no right or wrong answer, any attempt to do so is opinion.

Discussion Questions for Session 2

1. Of the six character traits listed, which one do you need improvement on in order to be a project leader?
2. Who has stood out above others to you as a coach and role model? What quality set them apart?
3. Which mistakes have you found most common among project leaders you have worked for? Which mistake are you most prone to make?

Note: Appendix A provides a case study showing how Nehemiah's project of building a wall around Jerusalem reflects the principles presented in this session.

Note: In Appendix B and C of this session, you will find two case studies: 1) A trans-local mission trip project, and 2) A local youth conference project. Each case study practically applies the topics presented in the session.

APPENDIX 2A

Case Study A Nehemiah Rebuilds the Wall

Nehemiah exhibited the Six Traits of an Effective Project Leader.

1. Nehemiah was Called of God.

After Nehemiah talked to the remnant who returned from Jerusalem, he became sorrowful and determined to change the condition of the city and its wall. There was an urgency and burden to remove the despair from the city and the people of God. Nehemiah mourned, prayed, and fasted before God. He repented for the sins of Israel's past and asked for favor before King Artaxerxes (Neh 1). God granted Nehemiah favor in the eyes of the King. So he went to Jerusalem to repair the wall.

2. Nehemiah had Confidence in God.

Nehemiah was fearful for his life as he served the King. If his countenance was displeasing to the king, he could be killed (Neh 2:2b). However, he was assured that God was with him and he would be successful when the King granted him permission to go to Jerusalem.

3. Nehemiah had exemplary Character.

Although Nehemiah lived in Babylon and served a pagan King, he remembered that he was first an Israelite who worshipped Jehovah. He honored God as he practiced moral and ethical behavior as the King's cupbearer. He could have easily poisoned the King's wine and become a great hero for Israel. However, Nehemiah honored God by protecting the King and gained favor because of his dedicated service.

4. Nehemiah had Credibility before King Artaxerxes, the nobles, and priests of Israel.

Nehemiah found favor in the eyes of the King and the Queen who granted him his request to go to Jerusalem. He promised he would return to Babylon to serve the King again after 12 years and he did (Neh 1:6; 5:14; 13:6). This allowed him to return at a later date. Nehemiah was appointed Governor of Judah (Neh 5:14) and oversaw the rebuilding of the wall and had the power from the King to acquire supplies. The nobles, priests, and people respected and obeyed his commands and followed his example.

5. Nehemiah was Competent in his leadership.

Nehemiah was competent to lead the rebuilding of the wall, even though the situation looked desperate. He encouraged the people to persevere when weary (Ne 4:6-20). When attacked, he stood his ground and devised a strategic plan to defend the city (Ne 4:20-23). When the people cried out for justice, he executed righteously (Ne 5).

6. Nehemiah was Committed to the completion of the wall.

Nehemiah sacrificed his food rations, housing, and salary to meet the needs of the people, so the wall could be completed. He encouraged the people to work on the wall outside their homes, causing the people to take ownership of a portion of project (Ne3). Nehemiah's life was threatened, but he stayed committed to the rebuilding of the wall (Ne 6). Because he remained committed to the completion of the wall in the face of great danger, the people ran to help those who were under attack to defend what had been accomplished so far. Nehemiah sacrificed and had no concern for his life (Ne 6) or comforts (Ne 5:14-18). This inspired the people to continue to work under dangerous circumstances.

APPENDIX 2A (Continued)

Case Study A (Continued) Nehemiah Rebuilds the Wall

Nehemiah was a spiritual role model to the people of Israel.

Nehemiah was an exile just like every other Israelite. However, he remained true to Jehovah and remembered God's promises to his people. He observed and obeyed the Law of Moses and the Law of the Persians. He served King Artaxerxes as cupbearer with honor. Nehemiah exemplified spiritual maturity as he spent time with God in prayer for direction and fellowship. He confessed sin to reconcile the relationship with God. Nehemiah spent time meditating on the promises of God and fasted to increase his spiritual insight and leading (Ne 1:4-11). He knew the Law (Ne 5) and had it read before the people of Jerusalem to remind them of God's faithfulness towards them (Ne 8, 9).

Nehemiah modeled leadership maturity.

1. Attitude – Nehemiah's attitude was humble yet positive that they would rebuild the wall (Ne 2:17, 18).
2. Victory – Nehemiah walked in victory in his personal life and word duties (Ne 1:11; 2:1-9).
3. Grace – Nehemiah walked as a man full grace and bestowed grace to the poor and disgraced (Ne 5).
4. Growth – Nehemiah grew in his leadership ability as he progressed from cupbearer to governor (Ne 1:11; 5:14).
5. Authority – Nehemiah was fully submitted to the foreign King Artaxerxes (Ne 2; 5:14; 13:6).
6. Spirit-led – Nehemiah discerned and followed God's leading although he feared for his life (Ne 1:4-2:9).
7. Testing – Nehemiah was tested when Israel's enemies attacked and discouraged the workers (Ne 4 & 6).
8. Failure – Nehemiah trusted that God would give strength when the workers became tired (Ne 4:10-14; 6:9).
9. Recovery – Nehemiah bounced back after his life was threatened and intimidated to stop (Ne 6:10-14).
10. Stewardship – Nehemiah was a good steward of the allotted time, talent available, and money given.
11. Balance – Nehemiah encouraged the people to work hard, but also celebrated greatly when the job was done (Ne 4; 12:27-43).
12. Wisdom – Nehemiah showed practical wisdom by having the workers carry a sword while working on the wall (Ne 4).

APPENDIX 2B

Case Study B - A Trans Local Project Cambodia Mission Trip

Before Jerry progresses any further with the project, he first considers what it takes to be an effective project leader. To do so he reviews:

- The Six Traits of an effective leader: Calling, Confidence, Character, Credibility, Competence, and Commitment (p. 2-3).
- The 15 coaching functions (p. 2-4).
- The importance of being a role model (p. 2-6).

To analyze where he stands regarding leading the project, Jerry takes the Project Leader's Assessment Tool (p. 2-16). After rating himself, he becomes more aware of his project leadership strengths. But he also becomes more aware of his project leadership weaknesses. This is where he will focus his prayer for himself, as well as enlist prayer from his closest friends. Jerry also commits time to shore up his weaknesses, seeking to improve those areas where he fell short on the Assessment Tool.

By going through this assessment, Jerry also becomes aware of his need for a strong assistant, someone who would strengthen his weaknesses. So well before the team is formed, Jerry begins scouting whom the Lord would call to be his right-hand man for this project.

Another part of the preparation is to study the common mistakes project leaders make (p. 2-7,8). By doing so, Jerry hopes to avoid any costly mistakes in leading the missions trip, helping to ensure that the project team will get the most out of their life-changing investment.

SAMPLE

APPENDIX 2C

Case Study C – A Local Project Local Youth Conference

Rev. Randy is always willing to learn and grow, and he realizes that this project will stretch him like never before. To help prepare him, Rev. Randy uses the project leader assessment tool (p. 2-13) to assess his strengths and weaknesses, hence his growth needs.

He considers each area:

- **The six traits of an effective project leader** (p. 2-3).
Of all the areas, he feels weakest in the credibility area. He has never led a project this big, and thus he is wondering whether he will be seen as a credible leader by other community leaders. To help offset this, he determines that he will get help from Pastor Mike in opening doors and gaining contacts and relationships. Done in this way, Randy feels this will break the ice, helping build his credibility as project leader.
- **Project leader as coach** (p. 2-4).
He is very strong at building unity, synergy and relationships once the doors are opened; and Randy also has been told that he is a good communicator. But Rev. Randy's main concern is that of problem-solving and decision-making at this level, as well as leading the group as a change agent. Once again, he will rely on the experience of Pastor Mike when the need arises in these areas.
- **Project leader as a role model** (p. 2-6).
He is a good role model of spiritual maturity and spiritual fruit. But once again, he is concerned about his lack of experience at a higher level and wonders if he has not faced enough testing and failure to succeed as a project leader of such magnitude. Only time and digging his heels in will tell this...

Rev. Randy makes himself aware of the common mistakes that project leaders make (p. 2-7) with the hope of avoiding as many as possible. He is aware that his own leadership style may not be forceful enough to command the respect of other strong leaders on the team, but he realizes only God's grace can raise him up as a humble servant leader needed to gain anyone's respect.

Rev. Randy presents all of his project leadership concerns to Pastor Mike. After they have a great dialogue and prayer about these concerns, Pastor Mike leaves Randy with the assurance that he can do the job well and that he will be there for him every step of the way as needed.

APPENDIX 2D

Six Traits of an Effective Project Leader

A Study of God's Calling of Moses

(Exodus 3:1 – 4:17)

- 1. Effective leaders have a clear CALLING** (Ex 3:1-10).
 - Moses received a very clear calling from God to lead the Israelites out of bondage from Egypt. There was no doubt or confusion about his purpose (Ex 3:10).
 - Ministry leadership is based on a clear calling from God. Emerging leaders must seek God to discover His indisputable call on their lives.
- 2. Effective leaders have high CONFIDENCE** (Ex 3:11-12).
 - Moses had a lack of confidence in himself and what he was supposed to do. This showed his lack of trust in God to fulfill his calling (Ex 3:11).
 - Yet God told Moses that His presence would carry him through. He would also give a sign to confirm his calling (Ex 3:12).
 - Confidence comes from the inward assurance that God will be with you and enable you to handle all leadership situations in a responsible, effective, and Godly manner. We must trust that God will ultimately work things out for His glory.
- 3. Effective leaders have strong CHARACTER** (Ex 3:13-15, 16-22).
 - Moses was unsure of the name (character attributes) of God. God told Moses that His name meant that He would be everything Moses needed, whenever he needed it. God's character is all encompassing and all sufficient (Ex 3:13,14,15).
 - Christian character comes from Christ-centered internal values that are expressed outwardly in strong moral and ethical behaviors as well as Christ-like leadership actions. We must allow God to mold and shape our character to His image.
 - It is also important to note that God imparts His character into the life of those who yield to Him.

APPENDIX 2D (Continued)

Six Traits of an Effective Project Leader A Study of God's Calling of Moses (Exodus 3:1 – 4:17)

4. **Effective leaders have high CREDIBILITY** (Ex 4:1-9).
 - Moses doubted his credibility. He did not think people would believe or listen to him (Ex 4:1).
 - God told and showed Moses that He would demonstrate His power through Moses to give him authority to accomplish his calling (Ex 4:2-9).
 - Credibility is the trust that is developed by seeing reliability and results in the life of a leader. We must deliver on our promises.
5. **Effective leaders demonstrate COMPETENCE** (Ex 4:10-12).
 - Moses doubted his ability to communicate well. Communication is one of the important areas of competence that a leader must develop to succeed (Ex 4:10).
 - God told Moses He would help him communicate. God is able to develop all the areas of competence that will enable a leader to succeed. God is able to develop skills we don't initially possess (Ex 4:11,12).
 - Leaders must demonstrate the skills that prove they are qualified to lead the task so that people are willing to follow them. God is able to develop skills we don't initially possess as long as we trust Him and remain teachable.
6. **Effective leaders demonstrate high COMMITMENT** (Ex 4:13-17).
 - Moses asked God to send someone else to do the job. He did not want to make the necessary commitment to the calling (Ex 4:13).
 - God became angry but still provided a solution. God provided Aaron as a partner to help accomplish the task (Ex 4:14-17).
 - Leaders must model a sacrificial level of commitment to those they lead. This inspires and motivates their followers to give their best to accomplish the mission.

APPENDIX 2E

Project Leader Assessment Tool

(For each item, give a rating from 1 – 5, with 5 being high.)

Project Leader As a Coach

- ___ 1. Casts Vision
- ___ 2. Recruits and Selects Talent
- ___ 3. Places Team Properly
- ___ 4. Builds Relationships
- ___ 5. Builds Team Unity
- ___ 6. Facilitates Personal Growth
- ___ 7. Assesses Performance
- ___ 8. Faces Problems/Decisions
- ___ 9. Develops Leaders
- ___ 10. Effective Communicator
- ___ 11. Resolves Conflict
- ___ 12. Celebrates Successes
- ___ 13. Is a Role Model
- ___ 14. Plans and Prepares
- ___ 15. Leads Change

___ **Total Coach Score**

___ **Average Coach Score**
(Divide total by 15)

Project Leader As a Role Model

Models Six Leadership Traits

- ___ 1. Shows Clear Calling
- ___ 2. Shows Character
- ___ 3. Shows Confidence
- ___ 4. Shows Credibility
- ___ 5. Shows Competence
- ___ 6. Shows Commitment

Models Spiritual Disciplines

- ___ 1. Prayer
- ___ 2. Meditation
- ___ 3. Bible Study
- ___ 4. Fasting

Models Leadership Maturity

- ___ 1. Authority
- ___ 2. Testing
- ___ 3. Failure
- ___ 4. Disappointment
- ___ 5. Victory
- ___ 6. Attitude
- ___ 7. Stewardship
- ___ 8. Spirit-Led
- ___ 9. Balance
- ___ 10. Wisdom

___ **Total Role Model Score**

___ **Average Role Model Score**
(Divide total by 20)