



The Salvation Army

Jack McDowell School for Leadership Development

Evangeline Booth College, Atlanta, GA

www.missionmover.org

In cooperation with
EQUIP's Million Leaders Mandate
Series Two ~ Notebook Three
The Salvation Army Edition

The Principles 360 Degree Leaders Practice to Lead Up

Lesson 1: Lead Yourself and Lighten the Load

The Big Idea:

"Follow me; I'm right behind you."

"So Moses heeded the voice of his father-in-law and did all that he said."

Exodus 18:24

The 360 Degree Leader must learn the skills to lead up (with your leader), lead across (with your colleagues) and lead down (with your followers). Each of these draws on different principles and requires different skills. Leading up is the greatest challenge. Your underlying strategy should be to support your leader, add value to the organization, and distinguish yourself from the rest of the pack by doing your work with excellence.

In this series of lessons, we will study the "Lead Up" principles one by one:

1. Lead Yourself Exceptionally Well
2. Lighten Your Leader's Load
3. Be Willing to Do What Others Won't Do
4. Do More Than Manage - Lead!
5. Invest in Relational Chemistry
6. Become a Go-To Player

A Question to Consider:

How well do you lead yourself?

How would you rate your self-management and self-discipline?

◆ *Leader's Notes* ◆

PRAY! PRAY! PRAY!



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Lead Yourself Exceptionally Well

Learn to lead yourself before you try to lead others. The keys to leading yourself well are self-management and self-discipline. Nothing will make a greater positive impression on those above you than your ability to lead yourself. John Maxwell lists the following areas in which you must manage yourself:

1. Manage your _____.
2. Manage your _____.
3. Manage your _____.
4. Manage your _____.
5. Manage your _____.
6. Manage your _____.
7. Manage your _____.

If I can't lead myself, others won't _____ me.

If I can't lead myself, others won't _____ me.

If I can't lead myself, others won't _____ me.

Biblical Case Study: Paul (Acts 26:12-29)

Leaders add infinite weight to their words by living the principles they teach. Paul earned enormous credibility and influence by practicing what he preached. When Paul stood before King Agrippa and was asked to defend himself, he was able to do it with credibility because of the life he lived.

1. Paul was willing for his life and _____ to be on display.
2. He modeled a life fully _____ to Christ.
3. He encouraged everyone to follow his _____.
4. He _____ for the sake of others.
5. He gave himself fully to the _____ of the Lord.

◆ Leader's Notes ◆

1. Emotions

2. Time

3. Priorities

4. Energy

5. Thinking

6. Words

7 Personal Life

Follow

Respect

Partner With

1. Leadership

2. Surrendered

3. Example

4. Sacrificed

5. Work



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Lighten Your Leader's Load

The top leader carries many responsibilities. He can give up many things, but he cannot give up final responsibility. As a subordinate leader in his organization, you can make his load lighter, or you can make it heavier.

Helping the top leader carry the load does the following:

1. Shows you are a _____.
2. Shows your _____ for a place on the team.
3. Makes you part of something _____.
4. Gets you _____.
5. Increases your _____ and _____.

Follow these principles:

1. Do your own job well.
2. When you find a problem, offer a solution.
3. Tell leaders what they *need* to hear, not what they *want* to hear.
4. Go the second mile by doing more than is asked of you.
5. Stand up for your leader whenever possible.
6. Ask your leader how you can help lift his load.

Biblical Case Study: Ruth and Naomi (Ruth 2:1-12)

Boaz extended favor to Ruth as she gleaned heads of grain in his field. His words reveal that she had faithfully served her mother-in-law, a widow. Boaz said, *"It has been fully reported to me all that you have done for your mother-in-law since the death of your husband, and how you have left your father and mother and the land of your birth, and have come to a people whom you did not know before."* (Ruth 2:11) Ruth lightened the heavy load carried by Naomi.

◆ Leader's Notes ◆

1. Team Player

2. Gratitude

3. Bigger

4. Noticed

5. Value, Influence



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A Thought to Ponder:

What are two ways you could help lighten your leader's load?

What Difference Would It Make:

*What difference would it make
if you were intentional about doing
those two things on an ongoing basis?*

◆ *Leader's Notes* ◆



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Lesson 2: Do What Others Won't and Do More Than Manage

The Big Idea:

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Exodus 18:24*

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5. Invest in Relational Chemistry
6. Become a Go-To Player

A Question to Consider:

*When was the last time you took on
a task that was not "your job"
in order to help the organization succeed?*

◆ *Leader's Notes* ◆
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Be Willing to Do What Others Won't Do

Few things gain the appreciation of a top leader more quickly than a subordinate with a whatever-it-takes attitude. This person can think outside their job description and tackle the kinds of jobs others are too proud to do or too frightened to take on. This is crucial to becoming an effective 360 Degree Leader.

John Maxwell teaches several things to do to become a 360 Degree Leader who leads up. Remember that the goal is more important than the role (Law of the Big Picture from *The 17 Indisputable Laws of Teamwork*).

1. Take on the _____.
2. Work hard even if no one _____ you.
3. Learn to get along with _____ people.
4. Be a _____.
5. Admit faults, but never make _____.
6. Do more than is _____ of you.
7. Be first to _____ to help others.
8. Perform tasks that are not in your _____.

Biblical Case Study: Gideon (Judges 6:11-7:25)

Gideon took on the very difficult task of fighting the Midianites. Even though he had serious doubts about his qualifications to lead, he was willing to take on the tough task. He followed three key steps to victory:

1. He was willing to assume _____.
2. He anticipated _____ results.
3. He was willing to be a _____.

◆ Leader's Notes ◆

1. Tough Jobs
2. Notices
3. Difficult
4. Risk-Taker
5. Excuses
6. Expected
7. Volunteer
8. Job Description

1. Responsibility
2. Positive
3. Risk-Taker



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Do More Than Manage - Lead!

EQUIP Board Member, Pastor Tom Mullins, says, "Leaders must be good managers, but managers are not necessarily good leaders." Leadership is more than management. Leadership is:

1. _____ more than projects.
2. _____ more than maintenance.
3. _____ more than science.
4. _____ more than formula.
5. _____ more than procedure.
6. _____ more than caution.
7. _____ more than reaction.
8. _____ more than rules.
9. _____ more than what you do.

Sum it up this way: Managers work with process - leaders work with people.

1. Leaders think _____ term.
2. Leaders see the _____ context.
3. Leaders push _____.
4. Leaders see the _____.
5. Leaders invest _____ in others.
6. Leaders see themselves as agents of _____.

◆ Leader's Notes ◆

1. People
2. Movement
3. Art
4. Intuition
5. Vision
6. Risk
7. Action
8. Relationships
9. Who You Are

1. Longer
2. Larger
3. Boundaries
4. Intangibles
5. Power
6. Change



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Biblical Case Study: Deborah (Judges 4:1-24, 5:1-9, 31)

Deborah was able to gain the respect of a male-dominated culture in Israel in about 1100 B.C. She became one of the greatest leaders of her generation, bringing peace to her people for forty years. Here are some marks of her leadership:

1. She exceeded the expectations of others.
2. She stood firm on her convictions.
3. She possessed uncommon security and maturity.
4. She valued her team.
5. She helped others experience success.
6. She thought ahead of others.

A Thought to Ponder:

What is the difference between management and leadership?

What Difference Would It Make:

What difference would it make if you were intentional about being a leader rather than just a manager?

◆ *Leader's Notes* ◆



The Principles 360 Degree Leaders Practice to Lead Up

Lesson 3: Relational Chemistry & A Go-To Player

The Big Idea:

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A Question to Consider:

Can you state your leader's vision and priorities?

◆ Leader's Notes ◆
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Invest in Relational Chemistry

All good leadership is based on relationships. People won't go along with you if they can't get along with you. As a 360 Degree Leader, you must take it upon yourself to connect not only with the people you lead, but also with the person who leads you. If you want to influence those above you, you must take the responsibility to connect up. Here's how to get started:

1. Know and relate to your leader's _____.
2. Know your leader's _____.
3. Know your leader's _____.
4. Support your leader's _____.
5. Understand your leader's _____.
6. Earn your leader's _____.
7. Respect your leader's _____.

Biblical Case Study: Naaman and the Servant Girl (2 Kings 5:1-14)

She was captured by the Syrian army during a raid on Israel. This young girl was a servant to Naaman's wife. Naaman was a great and honorable man, commander of the army of the king of Syria. But he had leprosy. How did this lowly servant girl influence one of the most powerful men of his day?

1. She earned the _____ of those she served.
2. She cared about the _____ of those she served.
3. She took the _____ in adding value to Naaman.
4. Her _____ reached all the way to the King's palace.

◆ *Leader's Notes* ◆

1. Interests
2. Priorities
3. Strengths
4. Vision
5. Personality
6. Trust
7. Family

1. Trust
2. Well-Being
3. Initiative
4. Influence



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Become a Go-To Player

The Law of the Catalyst in the *17 Indisputable Laws of Teamwork* states, "Winning teams have players who make things happen." These team members demonstrate consistent competence, responsibility and dependability. These are the people who will step up and make a difference when it matters most, often when the pressure is greatest. Go-to players gain tremendous influence with the leaders above them. They produce!

1. They produce when the _____ is on.
2. They produce when the _____ are few.
3. They produce when the _____ is low.
4. They produce when the _____ is heavy.
5. They produce when _____ is tired.
6. They produce when the _____ is absent.
7. They produce when the _____ is limited.

Biblical Case Study: Paul and the Shipwreck (Acts 27:1-44)

As an inmate on a virtual prison ship, Paul began with no influence. By the end of the voyage, however, everyone was listening to him, including the centurion. Paul became the go-to person on that ship. Note how he influenced those above him:

1. He took _____.
2. He possessed good _____.
3. He spoke with _____.
4. He spoke with _____.
5. He offered _____.
6. He modeled a _____.

◆ Leader's Notes ◆

1. Pressure

2. Resources

3. Momentum

4. Load

5. Everyone

6. Leader

7. Time

1. Initiative

2. Judgment

3. Credibility

4. Confidence

5. Encouragement

6. Positive Attitude



Other Lead-Up Principles

1. Be prepared every time you take your leader's time:
- Bring ideas and solutions to the table
2. Know when to push and when to back off:
- Make the right move at the right moment with the right motive.
3. Be better tomorrow than you are today:
- The key to personal development is being more growth-oriented than goal-oriented.

◆ Leader's Notes ◆

A Thought to Ponder:

How does knowing your leader's priorities affect how you can lead up?

What Difference Would It Make:

What difference would it make if you were to volunteer to help your leader in a challenging situation?