



The Salvation Army

Jack McDowell School for Leadership Development

Evangeline Booth College, Atlanta, GA

[www.missionmover.org](http://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 Across

## Lesson 1: The Leadership Loop & Completing Other Leaders

### *The Big Idea:*

*"Follow me; I'll walk with you."*

*"Then Barnabas departed for Tarsus to seek Saul. And when he had found him, he brought him to Antioch. So it was that for a whole year they assembled with the church and taught a great many people.*

*Acts 11:25-26*

Leaders who work really hard and exhibit very high competence can influence those above them. So in that respect, they become leaders of leaders. But leading peers is another kind of challenge! To succeed as a 360 Degree Leader who leads peer-to-peer, you have to work at giving your colleagues reasons to respect and follow you. If you want to gain influence and credibility with people working alongside you, there are principles that must be followed. Let's discuss them in this series of lessons.

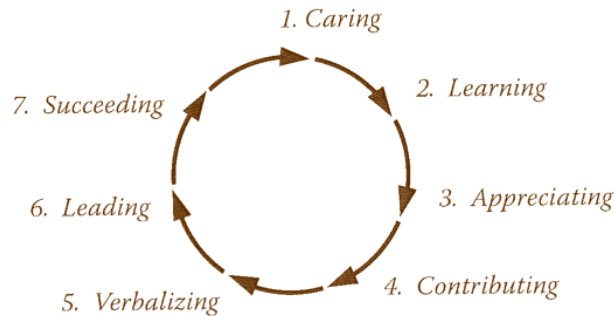
### *A Question to Consider:*

*How do you balance healthy competition with a strong commitment to serve and add value to your peers?*



## Understand, Practice, and Complete the Leadership Loop

Take a look at the following graphic, which will give you an idea of what the leadership loop looks like:



Here are the steps:

1. **Caring** - Take an \_\_\_\_\_ in people.
2. **Learning** - Get to \_\_\_\_\_ people.
3. **Appreciating** - \_\_\_\_\_ people.
4. **Contributing** - Add \_\_\_\_\_ to people.
5. **Verbalizing** - \_\_\_\_\_ and \_\_\_\_\_ people.
6. **Leading** - \_\_\_\_\_ people.
7. **Succeeding** - \_\_\_\_\_ with people.

### Biblical Case Study: Joshua (Joshua 4:29-31)

In every phase of his life, Joshua was faithful in the assignment given to him. While today we consider Joshua an exceptional leader, nowhere does Scripture describe him as a man of extraordinary might, intellect or talent. But he became an outstanding leader because he gained influence as he faithfully served and added value to those above him, beside him and below him. He was on a lifelong journey of growth as a leader. Under his leadership, the people of Israel entered the land of promise. The Bible records that *“Israel served the Lord all the days of Joshua”* (Joshua 24:31). He practiced the leadership loop.



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### Put “Completing” Fellow Leaders Ahead of “Competing” with Them

There is nothing wrong with competition. The problem with many leaders is that they end up competing against their peers in their own organization in a way that hurts the team and them. You want to compete with your teammates in such a way that you are actually completing them. The list below will help you determine if you are *competing with* or *completing* your co-workers.

#### Competing vs. Completing

<u>Competing</u>	<u>Completing</u>
Scarcity Mind-Set	Abundance Mind-Set
Me First	Organization First
Destroys Trust	Develops Trust
Thinks Win-Lose	Thinks Win-Win
Single Thinking	Shared Thinking
My Good Ideas	Our Great Ideas
Excluding Others	Including Others

The bottom line is this, the success of the whole team is more important than any individual wins. Winning at all cost will cost you when it comes to your peers. If your goal is to beat your peers, then you will never be able to lead across with them.

#### **Biblical Case Study: The Disciples of Christ (Mark 9:33-37; Luke 9:46-48; Acts 3:1-10)**

The four Gospels give many examples of the rivalry that existed between the disciples. Several of them seem to be involved in a never-ending campaign to be seated at the right hand of Jesus in His future Kingdom. Interestingly, following the death and resurrection of Christ and the outpouring of the Spirit at Pentecost, a major change takes place. Intense competition is replaced with a passionate commitment to teamwork as the disciples work together to fulfill the Great Commission.



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### *A Thought to Ponder:*

*“Great leaders don’t use people so that they can win.  
They lead people so that they can all win together.”*

*~ John C. Maxwell*

### *What Difference Would It Make:*

*Do you express and show your  
appreciation and respect for your co-workers?*

*What difference would it make  
if you were intentional about showing your appreciation and respect?*

*What are 2 ways you can show your appreciation over the next month?*



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## Lesson 2: Be a Friend & Expand Your Circle

### *The Big Idea:*

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### *A Question to Consider:*

*What mutual interests do you have with your current co-workers?  
Are you building friendships with them?*



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### Be a Friend

Poet Ralph Waldo Emerson wrote, *"The glory of friendship is not in the outstretched hand, nor the kindly smile, nor the joy of companionship; it is in the spiritual inspiration that comes to one when he discovers that someone else believes in him and is willing to trust him."*

Friendships are important because . . .

1. Friendship is the \_\_\_\_\_ of influence.
2. Friendship is the \_\_\_\_\_ for success.
3. Friendship is a \_\_\_\_\_ in the storms of life.

Make it your goal to *be* a friend, not *find* a friend. Here are some steps:

1. Be a great \_\_\_\_\_.
2. Be \_\_\_\_\_.
3. Have a sense of \_\_\_\_\_.
4. Find mutual \_\_\_\_\_.
5. Tell the \_\_\_\_\_ when others don't.

### Biblical Case Study: Jesus and His Followers (Matthew 11:28-30; 14:13-16, 17:14-21)

Jesus was and is the perfect friend. He said, *"No longer do I call you servants, for a servant does not know what his master is doing; but I have called you friends, for all things that I heard from My Father I have made known to you."* (John 15:15)

Jesus built friendships by:

- Putting the needs of others ahead of His own needs.
- Taking risks while serving others.
- Being a good listener.
- Speaking the truth in love.
- Initiating servant ministry to others.
- Teaching servanthood by example.
- Walking slowly through the crowds.



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### Expand Your Circle of Acquaintances

Expanding your circle of acquaintances may be uncomfortable, but it can do a lot for you. It will expose you to new ideas. It will help you see things from a different point of view, which will often help you generate new ideas of your own. It can help you learn new working methods and become more innovative.

Here are some suggestions for expanding your circle of acquaintances:

1. Ask your friends to introduce you to their \_\_\_\_\_.
2. Connect with people who have \_\_\_\_\_ in fields other than yours.
3. Go out of your way to meet people who have \_\_\_\_\_ different than yours.
4. Expand beyond your personal \_\_\_\_\_.
5. Extend beyond your \_\_\_\_\_.

### Biblical Case Study: Peter and Cornelius (Acts 10:1-35)

While the Apostle Peter knew that Jesus had told him to go into the entire world and preach the Gospel to all people, he still had trouble speaking to a Roman centurion named Cornelius. Peter had to step out of his comfort zone and expand beyond his prejudices in order to connect and minister to a person in spiritual need. The result was salvation for Cornelius and his household. This encounter radically expanded Peter's ministry and strengthened his influence.



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### *A Thought to Ponder:*

*What are three action steps you can take  
to gain more influence with your peers?*

### *What Difference Would It Make:*

*What steps can you take to  
get out of your comfort zone and meet new people?*

*What difference would it make if you were intentional about doing this?*





# The Principles 360 Degree Leaders Practice to Lead Across

## Lesson 3: Avoid Office Politics

### The Big Idea:

*“Follow me; I’ll walk with you.”*

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### A Question to Consider:

*Consider an issue that is currently up for debate in your organization.*

*Are you willing and able to see all sides of the issue?*



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### Avoid Office Politics

Office politics is when you change who you appear to be or what you normally do to gain an advantage with whoever currently has power. Political people in the work environment are unreliable and opportunistic, doing anything in the moment to win, regardless of what's best for their peers, their employees or their organization. There seem to be two ways to get ahead in an organization - politics or production. Note the differences below:

People Who Rely on Production	People Who Rely on Politics
Depend on how they grow	Depend on who they know
Focus on what they do	Focus on what they say
Become better than they appear	Appear better than they are
Provide substance	Take shortcuts
Do what's necessary	Do what's popular
Work to control their own destiny	Let others control their destiny
Grow into the next level	Hope to be given the next level
Base decisions on principles	Base decisions on opinions

Here are some safe guards against falling into the trap of playing politics:

1. Avoid \_\_\_\_\_.
2. Stay away from \_\_\_\_\_.
3. Stand up for what is \_\_\_\_\_, not just for what is popular.
4. Look at all \_\_\_\_\_ of the issues.
5. Don't protect your \_\_\_\_\_.
6. See the \_\_\_\_\_.
7. Always tell the \_\_\_\_\_.



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### Biblical Case Study: Haman (Esther 5:9-14)

The evil Haman plotted the destruction of the Jews. He was willing to play dirty politics at their worst in order to gain an advantage over the Jewish leader, Mordecai. Ultimately, his scheme backfired on him. Note the characteristics of this out-of-control leader.

1. He misunderstood the \_\_\_\_\_ of his leader.
2. He lost \_\_\_\_\_ over little problems.
3. He was desperately \_\_\_\_\_.
4. He burned with \_\_\_\_\_.
5. He would do \_\_\_\_\_ to win.
6. He listened to the \_\_\_\_\_ people.
7. He thought too \_\_\_\_\_ of himself.
8. He \_\_\_\_\_ what he sowed.



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### *A Thought to Ponder:*

*Great people talk about ideas,*

*Average people talk about themselves,*

*Small people talk about others.*

### *What Difference Would It Make:*

*Review the lead-across principles from all three lessons.*

*Which of these principles do you habitually apply?*

*With which of these principles do you need improvement?*

*What difference would it make  
If you were intentional about making those improvements?*