

LEADERSHIP

Volume II

Dr Brian Bailey

Version 1.0

“Leadership, Volume II”

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For more information, please contact:

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Phone: 607-565-2801

Toll free: 1-877-768-7466

Fax: 607-565-3329

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Introduction

The subject of leadership is so vast and important. Whilst we have presented Volume 1 on *Leadership*, which was received very favourably, we have thought it necessary to publish a Volume 2. This was compiled essentially from a series of lectures given at the School of Leadership in Tung Ling Bible College, Singapore.

I would like to share a recent experience that inspired those lectures. Obviously heaven preoccupies me as I am now well into my eighties; I do not know how long it will be before I go there permanently. I have had the privilege of seeing the Holy Spirit and the Lord Jesus Christ Himself on many occasions throughout my life. However a little while ago, while pondering over the thought that the kingdom is personified by the Father, I asked the Lord Jesus Christ if He would reveal the Father to me (Lk. 10:22). I desired to meet the Father so that He might tell me the things that have to be straightened out in my life before I enter His kingdom.

At that time, I was reading my book on *Preparation for Revival*—in particular, the first chapter dealing with the prophet Habakkuk. He said, “*I will stand upon my watch, and set me upon the tower, and will watch to see what he will say unto me, and what I shall answer when*

I am reproved” (Hab. 2:1). I was expecting somehow that there would be a communication from the Father to the effect of “You have got to change this and that in your life.”

However while I was sitting on my chair in my apartment in Waverly, New York, it was as though there were a cylinder of light through which I could perceive the throne of God. Then a Being—God the Father—stepped from the throne and He began to communicate with me.

I was overcome by the way He was addressing me. I was expecting Him to reprove me, but He began to introduce Himself, saying, “I am the Father.” By this, I understood that He wanted me also to be a father.

After some time, He said, “I love all My children,” and so I understood that I was also to love all the children of God.

Then He also said, “There has to be harmony in My kingdom.” Therefore I was to do whatever I could to bring harmony into a situation so that there is an atmosphere of harmony. (Harmony is not synonymous with uniformity and is best expressed in this way. If you hear the London Philharmonic Orchestra, all the instruments are playing, but they are not necessarily playing the same note or the same kind of instrument.

Yet they all harmonize. Likewise in heaven, one can be singing one chorus and another singing another chorus all at the same time, but there is a beautiful harmony.)

Therefore, in the Kingdom of God, leaders are to be fathers. They must love those whom they are responsible to lead and they must bring harmony amongst those with whom they labour.

In this book, we will develop these themes by examining the attributes of a leader in the areas of character, ability, and productivity—for a man or woman is known by those three aspects:

Character is who we are.

Ability is what we are able to do.

Productivity is what we accomplish in life.

PART I

CHARACTER

What is esteemed in heaven is quite different from what is esteemed by men here on earth. History books eulogize what are termed “great men and women” who have achieved distinctions such as winning battles and so forth. For example, Lord Nelson, one of England’s most famous admirals, wrote a prayer to God because he had a premonition that he would be killed. When he died, all England mourned because they had lost their hero.

In actuality, heaven has a different way of measuring that man. Proverbs 16:32 says, “*He that is slow to anger is better than the mighty; and he that ruleth his spirit than he that taketh a city.*” Sadly, Lord Nelson did not control his spirit and was known for his adulterous relationship with Lady Hamilton (Hibbert, 1994, chapter 17). While historians gloss over those things, heaven does not. One thing that I understood from my meeting with the Father was that what heaven admired (and what hell admires too) is character. There is a difference between character and ability. Ability refers to the talents that one has been given. John the Baptist said in John 3:27, “*...A man can receive nothing, except it be given him from heaven.*” Character, on the other hand, is who we are.

In heaven, the general way of referring to our time on earth is termed our “probationary period.” In other words, our conduct here on earth determines our eternal position in heaven. Therefore, I would rather be more focused on what heaven esteems as great, than what earthly historians do. Since it is character that is admired in heaven, this is what we want to concentrate on.

In a fruitcake, there are many ingredients that harmonize and produce a very edible substance. Likewise, character has many different ingredients. I asked the Lord how He wanted to develop character in a leader. In other words, when we look at people and say that they have character, what attributes would they have? The Lord then directed me to the Book of Revelation, where the Apostle John recounts:

**Character is
admired in
both heaven
and hell.**

“And I saw in the right hand of him that sat on the throne a book written within and on the backside, sealed with seven seals. And I saw a strong angel proclaiming with a loud voice, Who is worthy to open the book, and to loose the seals thereof? And no man in heaven, nor in earth, neither under the earth, was able to open the book, neither to look thereon. And I wept much, because

*no man was found worthy to open and to read the book, neither to look thereon. And one of the elders saith unto me, Weep not: behold, the **Lion** of the tribe of Juda, the Root of David, hath prevailed to open the book, and to loose the seven seals thereof. And I beheld, and, lo, in the midst of the throne and of the four beasts, and in the midst of the elders, stood a **Lamb** as it had been slain, having seven horns and seven eyes, which are the seven Spirits of God sent forth into all the earth. And he came and took the book out of the right hand of him that sat upon the throne. And when he had taken the book, the four beasts and four and twenty elders fell down before the Lamb, having every one of them harps, and golden vials full of odours, which are the prayers of saints. And they sung a new song, saying, Thou art worthy to take the book, and to open the seals thereof: for thou wast slain, and hast redeemed us to God by thy blood out of every kindred, and tongue, and people, and nation” (Rev. 5:1-9)*

Here, there was no one who was found worthy to open the seals. Then John was told, “Weep not, for the *Lion* of the tribe of Judah has prevailed and overcome and can open the seals,” and when he looked, he saw a *Lamb*.

There are therefore two aspects of character—that of the lamb and of the lion, both of which are necessary in order to have a complete and balanced character without flaw. One of the problems in life is that a leader that

has otherwise many admirable qualities is later brought down by a flaw in his character. Therefore as leaders, it is so important for us to have a flawless character.

The Lamb

A Lamb Is Meek

The first aspect of the character of a lamb is meekness. We are introduced to the Lamb of God in Isaiah 53:7: *“He was oppressed, and he was afflicted, yet he opened not his mouth: he is brought as a lamb to the slaughter, and as a sheep before her shearers is dumb, so he openeth not his mouth.”* That is so important—*“He opened not His mouth.”*

Meekness is the key to leadership. You will find that there are two great leaders in the Bible— Moses and the Lord Jesus Christ. Of Moses it was said that he was the meekest man in all the earth: *“Now the man Moses was very meek, above all the men which were upon the face of the earth”* (Num. 12:3). Jesus also said in Matthew 11:29, *“Take my yoke upon you, and learn of me; for I am meek and lowly in heart: and ye shall find rest unto your souls.”* Those two men, along with Elijah, are the principal leaders in heaven.

I was in Jerusalem with a group from our fellowship of churches many years ago. At one point, everyone went into the garden tomb. When they had left, I took off my

shoes and walked in. There was the shelf where the Lord Jesus had laid and I said to Him, “What do You really want to be known for?” Then across the shelf in shining letters was the word “Meekness.”

“He opened not his mouth”—that is one of the criteria of leadership. Meekness is linked with James 3:2: *“For in many things we offend all. If any man offend not in word, the same is a perfect man, and able also to bridle the whole body.”* The perfect man is therefore the one who controls his tongue.

When I was about nine years of age, we had an assembly at our school. The headmaster gave us a lecture because there was a new boy who had come to the school, and all the other boys were picking on him. The headmaster wanted to put a stop to that and so he said, “You boys can go up and punch one another. You might even knock someone down, but when he gets up, you shake hands and you are still friends. However, one thing you have to remember in life is that if you say something to somebody, those words remain with him for life and they wound. Therefore you have to be very careful of what you say to one another. You must not hurt another by your tongue.”

When you are in leadership, people can flare up and say things that they probably wish they had not said. How you respond to that is very important indeed. As a

leader you must not react. You must just smile and go on your way.

When my wife and I came to Africa for the first time, we needed help in knowing what qualities we would need in Africa. A very seasoned English minister told us, “The one thing you must learn in Africa is to forgive.”

That brings up a very important point—the attribute of Manasseh (or holy forgetfulness), which is so needed in meekness. Joseph had been very ill-treated by his brethren. When he was elevated to the governorship of Egypt, Pharaoh gave him a wife, and he subsequently had two sons: *“And Joseph called the name of the firstborn Manasseh: For God, said he, hath made me forget all my toil, and all my father’s house. And the name of the second called he Ephraim: For God hath caused me to be fruitful in the land of my affliction”* (Gen. 41:51-52). Joseph called the first one “Manasseh” meaning “God has caused me to forget,” and that is so important.

A couple that my wife knew very well was having marital problems. They called me for counsel, and we had a meeting. This couple had been married for 50 years, and when I asked the wife what she had to say, she began from the time when she was 19 years of age, recounting all the misdemeanours of her husband. Then she sweetly said afterwards that she had forgiven

him. I said to her, “In reality, you have not forgiven him because if you had, you would have forgotten about these things.” I had to lead her in prayer that God would help her forget all his misdemeanours and truly forgive. After the prayer, she looked at her husband and she said, “I do love you.” Then we enquired of her husband if he had anything to say and he said, “No.”

Forgiveness is rooted in forgetfulness. I have had a number of experiences where people have sought forgiveness for what they had done against me. When I told them that I had forgiven them, they asked, “How can you forgive? What we did was so terrible.” I told them that it was because I had forgotten what they had done to me, and so it was easy for me to forgive.

Forgiveness is rooted in forgetfulness.

The quality of meekness is so important in leadership, especially when working with a team. We may say that we choose our team, but in reality it is God who chooses our team, and those people are indispensable in fulfilling the mission that God has told us to do. We cannot fulfil the mission without the team.

When one member of the team reacts against us, one thing we must never do as a leader is to respond in like

manner. If we do so, we are going to wound that person, cause him to leave us, and send him on another path when he is very important for the team. We can with our tongue destroy what God has purposed. Many times I have been a member of a team with a difficult member who succeeded in upsetting the team spirit.

Marriage and family life are where meekness is often developed. Meekness saves us from making a mountain out of a molehill. Oftentimes, I have been preserved by either my wife or my secretary urging me to overlook minor transgressions that people have committed.

An illustration of what a lack of meekness can lead to is the story of the divorce of a famous couple. According to the wife, the family was playing table tennis. While the husband and wife were playing a game, a little argument developed as to whether the ball had touched the table or not. The husband claimed that it did and the wife said it did not. The husband was adamant, and the wife refused to back down. The air became blue before the children and they broke up the game because of the husband's temper. He refused to play and stomped out of the room, calling the wife all kinds of names. The wife retaliated and a divorce ensued. If only the wife had quietly and meekly acquiesced to the husband's declaration that the ball had touched the table, the marriage, which had until then been a role model, would have been saved.

Our very inheritance depends on being meek. The Lord Jesus said concerning meekness in Matthew 5:5, “*Blessed are the meek: for they shall inherit the earth.*” Some leaders have missed God’s opportunities for enlargement because they let relationships between them and their team members become antagonistic. Therefore they failed to work together, which would have brought mutual benefits.

The thought of a lamb’s meekness was forcibly brought home to me when I was in Austria with a Canadian pastor. He had just received a letter from his wife, telling him that an American pastor had given his car away to a young missionary couple who would be coming to collect it in a few days. The Lord directed this Canadian pastor to the verse in Isaiah 53:7 and spoke to him to allow the “shearers” to take his car. When he had made that dedication, the Lord provided another car for him even before the other car was taken from him. Praise the Lord!

A Lamb Is Pure

There is another aspect of the character of a lamb, and that is purity. What I have seen over the years is that a person may have a very good character, but a flaw can bring him down. This is illustrated in Ecclesiastes 10:1, which says, “*Dead flies cause the ointment of the apothecary to send forth a stinking*

savour: so doth a little folly him that is in reputation for wisdom and honour.”

One of the things that we have to watch very carefully is that the enemy is going to test us in the area of character. In the case of Job, the enemy had permission from God to test him (Job 1:12, 2:6). The Lord Himself said concerning Peter, “Satan has desired to sift [or test] thee” (Lk. 22:31).

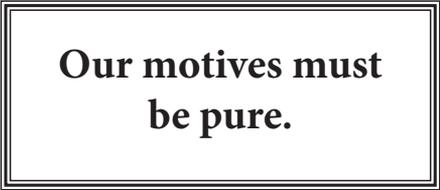
An important aspect of God’s character is that He is holy and that He desires that we be holy (1 Pet. 1:16). The Apostle Paul said in Hebrews 12:10, “*For they [our earthly fathers] verily for a few days chastened us after their own pleasure; but he [our Heavenly Father] for our profit, that we might be partakers of his holiness.*” Holiness is innocence that has been tested. Adam and Eve were innocent, but they had to be tested to have fellowship with a holy God. Likewise, Satan will obtain permission to test us.

One area of testing is in the area of sexual immorality. It is so important to understand that many of the great and strong men have fallen in this area. We will also be tested in this area, and we must triumph.

A serious situation occurred when a very gifted teacher, much respected for his teaching and general demeanour, got trapped into surfing the internet. Regretfully, this

married man met a woman on the internet who enticed him. This led to his committing adulterous acts, and instead of repenting, he sought refuge in denial. The ultimate result was that the Lord uncovered all. This teacher had to resign his church position and teaching post. Then by his own decision, he left the church, divorced and married this other woman, and has since lost all. The motives of this dear brother were not spiritual, but rather the satisfying of the flesh, and hence his downfall.

The Apostle James in speaking of wisdom in James 3:17, says that wisdom is first pure. That purity extends to purity in the realm of motives. A number of years ago, the Lord used to play back the day for me. Perhaps I had done good things, but the Lord would say to me, “But why did you do it?” Our motive for doing things is very important. As sons and daughters of a holy God, we have to be holy. Our motives have to be pure. If they are not, a situation will be created where an impure motive will take us out of the path of God.



**Our motives must
be pure.**

A Lamb Is Gentle

There is another aspect of character that is very important, and that is brought out in Psalm 18:35 where King David says, “...*Thy gentleness hath made me great.*”

The Lord dealt with me in this area many years ago when my wife and I were travelling in the United States. We had just finished ministering in a church, and we had several invitations to minister in other churches. When I was enquiring of the Lord which church we should go to next, He said, “I do not want you to go to a church. I want you to go to a motel and I will speak to you.”

As soon as we entered the motel room, the presence of God was very heavy, and all we could do was to kneel at the bed before we could do anything else. Immediately, I was in heaven, and there was an angel. (In eternity, you are under the control of His messengers.) The angel smiled and beckoned me to the river. I knew that on the other side, I would meet the Lord. (In heaven, you can walk through the lakes and rivers of heaven as though you are on dry land.) The angel led me through this river, and at that moment, it was revealed to me how hard my heart was. When we got to the other side, I said to the angel, “I cannot meet Jesus. We have to go back.” He smiled, and we turned back.

I found myself down by my bed again and the Holy Spirit said, “It is not just a question of speaking the truth, but it is *how* you do it.” This may be summed up in the words of the Apostle Paul in Ephesians 4:15, that we should speak the truth in love.

Paul develops further the meaning of gentleness in 1 Thessalonians 2:7, where he says, “*But we were gentle*

among you, even as a nurse cherisheth her children.”

When you speak to children, you speak very gently to them. Likewise, patients in a hospital are very fragile. What they need is someone to say gently to them, “I would like you to do this, or take this.”

I remember that when my wife was in the hospital, I used to sleep in a bed by her side so I could watch over her. On one occasion, one of the nurses bounded into the room at about four o’clock in the morning and slammed the door. She only did it once because I said to her, “Don’t you ever come into this room like that again. You will wake my wife up, and she is shaken and weak. If you want to wake her up, you will first wake me, and I will then wake her up by gently touching her.”

How we touch or speak to a person, how we carry on a conversation, or the way we correct a person is very important. That is one of the prime qualities of character—gentleness.

“Thy gentleness hath made me great.” King David was renowned for his gentleness, and it was the gentleness of Christ that had made him great. That was the thing that overwhelmed me when I was asking the Lord if I could come before the Father and find out what He wanted changed in my life. I was overwhelmed by the way God the Father came to me; it was not as I had

anticipated. He just introduced Himself and that was enough. I realized how far short I was falling.

Gentleness in leadership is very important because an abrasive leader brings insecurity and fear to those he is leading. On the other hand, a leader who exudes the gentleness of Christ makes them feel secure, like a child in the arms of his father. We could illustrate this from Scripture by the attitude of Rehoboam when confronting the emissaries of Israel in 1 Kings 12:1-8, 13-16:

**A leader's gentleness brings
gentleness to his people.**

“And Rehoboam went to Shechem: for all Israel were come to Shechem to make him king. And it came to pass, when Jeroboam the son of Nebat, who was yet in Egypt, heard of it, (for he was fled from the presence of king Solomon, and Jeroboam dwelt in Egypt;) That they sent and called him. And Jeroboam and all the congregation of Israel came, and spake unto Rehoboam, saying, Thy father made our yoke grievous: now therefore make thou the grievous service of thy father, and his heavy yoke which he put upon us, lighter, and we will serve thee. And he said unto them, Depart yet for three days, then come again to me. And the people departed. And king Rehoboam consulted with the old men, that stood before Solomon his father while he yet lived, and said, How do ye advise that I may answer this

people? And they spake unto him, saying, If thou wilt be a servant unto this people this day, and wilt serve them, and answer them, and speak good words to them, then they will be thy servants for ever. But he forsook the counsel of the old men, which they had given him, and consulted with the young men that were grown up with him, and which stood before him... And the king answered the people roughly, and forsook the old men's counsel that they gave him; And spake to them after the counsel of the young men, saying, My father made your yoke heavy, and I will add to your yoke: my father also chastised you with whips, but I will chastise you with scorpions. Wherefore the king hearkened not unto the people; for the cause was from the LORD, that he might perform his saying, which the LORD spake by Ahijah the Shilonite unto Jeroboam the son of Nebat. So when all Israel saw that the king hearkened not unto them, the people answered the king, saying, What portion have we in David? neither have we inheritance in the son of Jesse: to your tents, O Israel: now see to thine own house, David. So Israel departed unto their tents."

Here, we see that his older counsellors had advised him that if he was gentle towards the people, they would serve him forever. Nonetheless, Rehoboam chose to have an abrasive attitude, with the result that the people turned away from him.

Another aspect of gentleness may be gleaned in studying and contrasting the lives of the two brothers

Esau and Jacob. First, let us consider their different characters.

The importance of a leader's character is stressed by Ronald Kessler, the author of the book *In the President's Secret Service* who wrote on the various characters of the recent presidents of the U.S.A. Some of the character portraits he depicted of certain presidents were so revolting that I marvel that they found their way into print. His point was that with such deplorable private lives, it is difficult to see how they could possibly have made the right decisions for the country. Yet the people who elected them had such confidence in them, not knowing, of course, their seamier sides.

Turning to Esau and Jacob, Esau was a man of the fields, a hunter. He, too, had a deplorable personal life. He was a fornicator and a profane person, who willingly sold his birthright for a plate of pottage or stew. Yet God pronounced a blessing upon him as we see in Genesis 27:39-41: *“And Isaac his father answered and said unto him, Behold, thy dwelling shall be the fatness of the earth, and of the dew of heaven from above; And by thy sword shalt thou live, and shalt serve thy brother; and it shall come to pass when thou shalt have the dominion, that thou shalt break his yoke from off thy neck. And Esau hated Jacob because of the blessing wherewith his father blessed him: and Esau*

said in his heart, The days of mourning for my father are at hand; then will I slay my brother Jacob.”

This hatred of Esau for Jacob has lasted for generations, as we see in Amos 1:11: *“Thus saith the LORD; For three transgressions of Edom, and for four, I will not turn away the punishment thereof; because he did pursue his brother with the sword, and did cast off all pity, and his anger did tear perpetually, and he kept his wrath for ever.”*

Jacob was by no means perfect. His principal failure was that he was a deceiver. This, it seems, he had inherited from his mother Rebekah. She devised one of the shadiest deceptions in the history of mankind when she suggested to her son Jacob that he disguise himself as Esau to capture the birthright from Esau for himself. Jacob readily acquiesced, and his only concern was that he should not be discovered, thereby receiving judgment instead of the desired blessing.

This deceitfulness took almost a lifetime to eradicate. As we shall see, even to ripe old age, God took measures to ensure that Jacob became that which He desired when his name was changed first to “Israel,” meaning “a prince with God,” and then “Jeshurun,” meaning “an upright person.”

For example, Jacob the deceiver had to endure 20 years of deception at the hands of the master deceiver, Uncle

Laban. Laban deceived him by giving him the eldest daughter Leah to be his wife instead of the one that Jacob had chosen, Rachel. There also followed a period when Jacob, who had contracted to look after Laban's cattle, had his wages changed some ten times. We reap from what we are and what we sow.

Then Jacob fled from Laban and met the angel of God. We see the tenacity of Jacob in the matter of spiritual blessings when wrestling with the angel; he would not let him go until he blessed him. It was then that his name was changed from Jacob to Israel.

Jacob was again deceived by his other sons. Joseph, his son by Rachel, was abducted by his other sons and Jacob was led to believe for a number of years that Joseph had died. Later on in life he was reunited with Joseph, who had since become ruler of Egypt after Pharaoh. Jacob's testimony before Pharaoh was that his years had been short and wearisome.

The purpose of this section is to study the reaction of Esau and Jacob when they met just after Jacob had had his name changed by the angel from Jacob to Israel. It is quite revealing, and we trust that it will be a source of instruction for you, gentle reader.

It concerns the leading of the flocks, of which we read in Genesis 33:12-14, "*And he [Esau] said, Let us take*

our journey, and let us go, and I will go before thee. And he [Jacob] said unto him, My lord knoweth that the children are tender, and the flocks and herds with young are with me: and if men should overdrive them one day, all the flock will die. Let my lord, I pray thee, pass over before his servant: and I will lead on softly, according as the cattle that goeth before me and the children be able to endure, until I come unto my lord unto Seir.”

Esau would have driven the flocks on, but Jacob, who had undergone all the dealings of God, led them softly or gently. One reason for the roughness of Esau is understood from Colossians 1:21 where it states that wicked works alienate the mind. Esau had alienated or hardened his mind through his life of fornication and therefore he did not display the care that a shepherd or leader should have for his flocks.

May we lead a life of purity so that our hearts and minds are tender towards others for whom we are responsible, caring for them in a tender, loving manner.

***A Lamb’s Nature Is One That Is Easy to
be Entreated***

Another aspect of a ‘lamb’s nature’ is that it is easy to be entreated or reasoned with. Those who are parents know that in parenting, you have to choose your battles, knowing when to yield and when not to yield. Likewise

in leadership, we have to know when to say yes and when to say no. That is the quality of leadership.

The problem with some leaders is that they are very self-opinionated. Their thinking is, “It has got to be this way, my way.” For example, if someone says that he likes the curtains a certain colour, it is not normally all that important. There are many things in life that one should *not* fight for. We have to know what is important and what is not important. That is the quality of character.

We have quite a few girls who work in our offices in Waverly and they wanted dividers around their desks. Personally, I did not see the need for it, but they wanted it, saying that they would work better with dividers, and so we put up dividers.

The whole purpose of leadership is to get something done, and as such, it is important to have a team in harmony. If your team wants something, give it to them whenever you can. Some things are not important to you; yet they may be important to another person. If you yield on that issue, you will have a happy team. Being approachable and flexible as a leader produces harmony.

A Lamb’s Nature Is One that Is Kind

There is another quality that comes within the sphere of a lamb, and that is kindness—being sweet to all. In

Judges 9, Jotham narrates a parable in which the trees of the wood are invited to become a leader: *“The trees went forth on a time to anoint a king over them... And the trees said to the fig tree, Come thou, and reign over us. But the fig tree said unto them, Should I forsake my sweetness, and my good fruit, and go to be promoted over the trees?”* The fig tree responds like this: *“Why should I leave my sweetness to be promoted over the trees?”*

That is one thing you should not lose as a leader—the quality of sweetness symbolized by the fig tree. The Lord dealt with me when I was in Marseilles, France many years ago. I used to walk down a certain path where there was a wall on one side and a road on the other. A branch of a fig tree came over the wall and that branch had beautiful figs. In France, anyone is permitted by law to take of the fruit of a branch that extends over the wall and so I would lift up my hand to take a fig and munch it.

Then the Lord spoke to me, saying, *“The branch of that fig tree goes over the wall. When an unpleasant person comes along the road, the fig tree does not lift its branches to prevent that person from taking its figs. Neither does it lower its branches when a pleasant person comes so that the figs can be taken. The fig tree is the same to all, and that is one of the attributes of leadership.”*

**A leader
must be the same; he must be
sweet to all.**

How did the Lord address Judas, the disciple who betrayed Him? He said, “Judas, do you betray the Son of Man with a kiss?” He actually said “friend” (Mt. 26:48-50). The Lord was the same to the betrayer as to those that were faithful. He was sweet to all. That is one of the very important attributes of character—you have to be sweet, the same to all.

A Lamb's Nature Is Peaceful

Another aspect of the lamb is that sheep are peaceful animals. Let us consider two presidents of the U.S.A.—President Eisenhower and President Nixon. President Eisenhower had one of the best administrations that the U.S.A. had ever known. President Nixon had the best training that any president had ever had. He was a congressman, a senator, a vice-president and eventually president. President Eisenhower was at peace with himself and had a very successful two terms in office. In contrast, President Nixon, who had broken the law while in office because of his character flaws, was not at peace with himself. He became paranoid and was forced to resign the presidency.

One key to being at peace is to enter into the rest of God. A leader can then cease from his own works and let God work *in* and *through* him. Francis de Assisi was asked by a brother monk why everyone wanted to see him, hear him and obey him since he was not from nobility, and neither was he handsome or learned. Francis responded that it was because the Most High had willed it so; for God could find no one less worthy than he to confound the wise of this world and accomplish His marvellous work (Assisi, n.d., Part V, Colloquy XII). Thus Francis had entered into rest, knowing that it was not he that was doing the work, but God. So must every leader be like minded, and God will accomplish His purposes through him.

There are certain aspects and degrees of peace. We cannot have peace unless we are at peace with God. Romans 5:1 says, *“Therefore being justified by faith, we have peace with God through our Lord Jesus Christ.”* Being at peace with God comes from being justified, which means that God adjusts us line by line.

The term “justified” comes from the old typewriter. When you swing the carriage back, the left hand margin of the text is always straight but not so with the right side. However, a printer will not print the text like that. Rather, he will adjust every line so that each is the same length. That is the process of justifying.

God wants us to be straight like the Lord Jesus, and so He deals with us line upon line. If we are willing to accept His correction on various lines in our life, we will have peace. But if we resist Him, we will not have peace.

The key to having peace lies in the leadership. A leader must be at peace with God and yielding to what God is speaking to him about. When a leader does not have peace with God, it is going to be reflected in his team. President Nixon was not at peace. He had tremendous problems in his character, and that caused his team to be in chaos.

Another aspect of peace is the peace of God. The peace *of* God is higher than peace *with* God because it means having God's peace even when we are going through a time of difficulty, and that peace will extend over our team. Jesus said at the Last Supper, "*Peace I leave with you, my peace I give unto you: not as the world giveth, give I unto you. Let not your heart be troubled, neither let it be afraid*" (Jn. 14:27).

Peace is very important and it depends very much on the leader. The team reflects the leader. Two of the most dreaded and hated leaders in history, Joseph Stalin and Saddam Hussein, had no peace. They spent many nights away from their official residences and slept in the houses of those whom they knew. Their reason was to

protect themselves from potential assassins whom they feared all the time. Their behaviour may be described in the words of Shakespeare in his play *Henry IV*, “Uneasy lies the head that wears the crown.”

There is also the case wherein God makes a covenant of peace with you. Phinehas qualified for the covenant of peace as we read in Numbers 25:11-13: “*Phinehas, the son of Eleazar, the son of Aaron the priest, hath turned my wrath away from the children of Israel, while he was zealous for my sake among them, that I consumed not the children of Israel in my jealousy. Wherefore say, Behold, I give unto him my covenant of peace: And he shall have it, and his seed after him, even the covenant of an everlasting priesthood; because he was zealous for his God, and made an atonement for the children of Israel.*”

Other qualifications are found in Malachi 2:5-6: “My covenant was with him [Levi] of life and peace; and I gave them to him for the fear wherewith he feared me, and was afraid before my name. The law of truth was in his mouth, and iniquity was not found in his lips: he walked with me in peace and equity, and did turn many away from iniquity. For the priest’s lips should keep knowledge, and they should seek the law at his mouth: for he is the messenger of the LORD of hosts.” One of the keys to speaking only those things that the Lord would have us say is to receive His treasure—the

fear of the Lord. It is that virtue that purifies us in body, soul and spirit.

When God makes a covenant of peace with you, you bring His peace to a situation everywhere you go. When you are in leadership, you will

**A leader can
only give
what he has.**

encounter many problems—some of which you cannot resolve yourself. You have to have a relationship of trust with God. In the natural, sheep cannot eat or drink without peace, and likewise your sheep must have peace in these situations. That peace comes from the leader, but the leader can only give what he has.

Jesus was introduced as the Lamb of God in the Book of Revelation. I commend that you meditate upon these things and meet God in them because as a leader, you must have the nature of a lamb, meek, pure, gentle, easy to be entreated, kind and peaceful.

The Lion

In the Book of Revelation, there is a contrast between the Lamb of God and the Lion of the Tribe of Judah. As a leader, we need to have the two sides of the coin—the meekness of the Lamb as well as the boldness of the Lion in order to have a well rounded character.

A Lion Is Bold and Courageous

The lion is the king of the jungle. Lions are very bold. My wife and I were travelling in Kenya and going through a game reserve. The Lord had given me a scripture, “a lion out of the thicket” (Jer.4:7) and I said to my wife, “Today we shall see a lion.” She was not greatly enthralled. In the game reserve, I was looking for my lion when just in front of us, a lion appeared. I told the missionary who was driving to stop the truck, and despite the protestations of my wife, I left the truck and went after the lion. It was actually a lioness. (You have to understand the law of the jungle. The lion is the king and master of all his domain, so he does nothing. The lioness is the one that goes out, gets the food and brings it back. The lioness is the one you have to watch.)

The lioness turned and I stopped, and we looked at one another in the eye to sum each other up. That is how it is in the jungle. She looked at me and I looked at her, and we were both satisfied that we were not going to harm each other. She turned and walked, and I followed her amidst the cries of my wife in the background about wisdom. I managed to get some very good photos of her, which I have since lost. This lioness was wounded; she had teeth marks in her flesh. I followed her for some way and she kept stopping and looking at me. She had no fear, absolutely no fear at all.

This is one of the characteristics that we have to learn as a leader. We must have no fear. There is only one fear we must have, and that is of God. Proverbs 29:25 says, *“The fear of man bringeth a snare: but whoso putteth his trust in the LORD shall be safe.”* One of the prime problems of leadership is the fear of man, which is a snare. It was because of the fear of man that King Saul disobeyed God and lost his inheritance and life (1 Sam. 15:24, 1 Sam. 28:18-19).

The lion and lioness roar with confidence, and they can be heard from miles away. We likewise should proclaim our message with confidence, as this will in turn impart confidence to others (Phil. 1:14). As it says in 1 John 4:18, *“There is no fear in love; but perfect love casteth out fear: because fear hath torment. He that feareth is not made perfect in love.”*

In leadership, the issue is more about courage to do the right thing, than courage in facing the enemy.

I want to touch on the importance of courage in a leader. What is the definition of courage? It is to overcome fear—the fear of man. A lion just walks through that jungle, looking to the right and left, and no one dares to touch him. It is said in Proverbs 28:1 that *“The wicked*

flee when no man pursueth: but the righteous are bold as a lion.” The lion is the king of the jungle and fears nobody. He is bold and King Solomon says that the righteous are bold in the same way.

It is important to meditate on the way God spoke to Joshua when he was taking over the leadership of Israel from Moses. When Joshua became the appointed leader of Israel, Moses told him to be strong and of good courage (Deut. 31:23). Then the Lord commanded Joshua to be strong and of good courage, and to do all that was written in the law and not to be afraid or dismayed. The Lord said to Joshua, “*Moses my servant is dead; now therefore arise, go over this Jordan, thou, and all this people, unto the land which I do give to them, even to the children of Israel*” (Josh. 1:2). Then the Lord repeats the phrase “Be strong and of a good courage” in the following verses: “*Be strong and of a good courage: for unto this people shalt thou divide for an inheritance the land, which I swear unto their fathers to give them. Only be thou strong and very courageous, that thou mayest observe to do according to all the law, which Moses my servant commanded thee: turn not from it to the right hand or to the left, that thou mayest prosper whithersoever thou goest... Have not I commanded thee? Be strong and of a good courage; be not afraid, neither be thou dismayed: for the LORD thy God is with thee whithersoever thou goest*” (Josh. 1:6-7, 9).

One may think that the Lord was encouraging Joshua to be courageous concerning the enemy. But we must remember that Joshua had had many experiences during the 40 years in the desert facing the enemy. What the Lord is really saying is that Joshua must be strong and very courageous *to do according to all the law*.

The issue was not as much about courage to face the enemy, as in courage to do the right thing. God was not concerned about the enemies in Jericho or in the land of Canaan. He was going to take care of them. His concern was whether Joshua would be courageous to make sure that the children of Israel did according to the law. Was He going to have a leader who would adhere to the law of God, or would He have one like Saul, who stood head and shoulders above the people, and could fight the enemy, but was afraid of God's people? This issue is very important in the realm of leadership. God wanted a leader who could teach the people the Scriptures.

As leaders, we need courage to face the people of God as Joshua did in his last days, saying to them, *“Now therefore fear the LORD, and serve him in sincerity and in truth: and put away the gods which your fathers served on the other side of the flood, and in Egypt; and serve ye the LORD. And if it seem evil unto you to serve the LORD, choose you this day whom ye will serve; whether the gods which your fathers served that*

were on the other side of the flood, or the gods of the Amorites, in whose land ye dwell: but as for me and my house, we will serve the LORD” (Josh. 24:14-15).

In other words, can the leader face the church and say, “Look, we are living by the Scriptures. We are going to have holy worship. We are going to do things God’s way, preach God’s Word and live by it”? The problem today is that the leaders do not always preach the whole Word of God because they are afraid of the people, and so they compromise. If all the churches preached the whole Word of God, how powerful the Church would be.

As leaders, we need to be strong and of good courage to teach the people the law of God. We need courage to face the church and say, “Look, we are going on with God.” A lion has very powerful hind legs; they launch the lion forward. In a certain sense, that is what we need—the strength to go forward. We will go on only if God permits (Heb. 6:3), and He will permit only if we do what is right and not compromise.

These are some of the issues that leaders may be tempted to compromise on:

It is not enough to be simply doing the right thing. God says that we have to be born again (Jn. 3:7).

It is not right to refuse water baptism because it is needed to fulfil all righteousness (Mt. 3:15).

It is not right not to speak in tongues. We need to be baptized in the Holy Ghost and we are compromising if we are not speaking in tongues regularly (1 Cor. 14:39).

I love you and therefore I will tell you the truth. Having been to heaven and having met the Lord, I say to you that He is the One to whom we will have to give an account—did we live by the Word of God or did we compromise? Are we in a church that goes all the way with the Lord, or one that compromises? If we compromise, the terrible thing is that we will have to face the Lord at the judgment seat of Christ and give an account (2 Cor. 5:10), and He is the One who does not compromise. He will say to you, “Why?” If you say, “The people did not want it,” He would say, “Whose servant are you? The servant of the people, or the servant of God?”

When the people said to Jesus, “This is a hard saying” and they started to leave Him (Jn. 6:66-68), Jesus did not go after the people and say, “Do not feel too bad. You do not have to keep all those commandments.” Instead, He turned and said to His disciples, “Are you

leaving Me, too?” He was only living for the approval of one Person—His Father. Who are we living for?

I do not fear the people. I fear God, and as the Apostle Paul said, “*Knowing therefore the terror of the Lord, we persuade men...*” (2 Cor. 5:11). I was in a situation where I was being hosted by a noted person on the east coast of the U.S.A. He had divorced his wife and remarried another. His wife was explaining why it was acceptable to marry someone when his or her former mate was still living. She put it in such a way that I was thinking, “I am almost persuaded.” That night (and I never want another night like that), I saw the dark clouds of God’s judgment coming upon me for even *thinking* of compromising in that area. I then cried out, “O that I might see the husband and tell him how wrong he is.” That morning when he returned home, I witnessed to him and he repented. Mercifully, God forgave him and his marriage was transformed.

Leadership is to be courageous, and courage is needed when facing God’s people who want to compromise. The question that one faces as a leader is this: “Are you going to tell the people the truth or are you going to do what they want?”

At the time of the charismatic renewal, I was a pastor in an evangelical church, but they knew I was a Pentecostal. Everything was going well at the church. It was growing.

I was the “fair- haired boy” and got invited to all the important functions in the village. They all wanted to hear me speak.

Then the Lord said, “Are you telling them where the anointing is coming from?” I said, “Lord if I talk to them about the baptism of the Holy Spirit, it will split the church.” He said, “I am not interested in them; I am interested in you. Will you preach the whole truth and nothing but the truth, or will you preach what they want to hear?” I made a consecration at that moment and said, “God, I will preach what You want me to preach. I am Your servant.” As leaders, we are servants of God, not the people. While we may serve the people, they are not our masters. Our Master is the Lord Jesus Christ and the Heavenly Father.

We may have studied the Word of God, taught others, and done miracles, but if we have not lived the life, we will be castaways. The Apostle Paul said in 1 Corinthians 9:27, *“But I keep under my body, and bring it into subjection: lest that by any means, when I have preached to others, I myself should be a castaway.”*

I love you, and I want to see you in heaven where I will be able to look each of you in the eye and say, “I told you the truth,” and then rejoice when you say, “Thank God you told me the truth; and I am here because I obeyed God’s Word.”

A Lion Has Vision

There is the aspect also of vision. Have you ever watched a lion hunting? It never takes its eyes off the prey. The lion knows where it is going, and nothing deters it.

As leaders, we must know where we are going in life and be open to seeking counsel. I knew a certain lady who was always taking a job, and then quitting. She never found the right job, but then again she also never asked for counsel.

When my wife was at Bible college in the U.S.A., there was an “intellectual” in the class. He did not stay in the ministry, but went into education. He took his bachelor’s and then his master’s degree in various subjects. I am not quite sure how many master’s degrees he had, but he never progressed to a doctorate. In other words, he never “peaked,” or sustained his focus in a chosen field for a specific purpose.

We cannot go through life like that. Jesus knew where He was going. I am concerned for people who are doing “this and that.” The danger is that they are going nowhere. We want to hit the mark. We must ask God for His purpose to be accomplished in our lives. If we do not focus on God’s will, even as a lion focuses on its prey, we will wander through life, and will never hit the mark that God has chosen for us.

**A lion never takes its eyes
off its prey.**

God gave me a vision when I was a young believer, and that vision has stayed with me all my life. It has been a vision that gets progressively clearer and deeper, but it is still the same vision and path. Just recently, the vision deepened when the Father was speaking to me. It is so satisfying.

I have found that a vision from God has two parts—the horizontal and the vertical aspects. The vertical aspect is our relationship with God and is the most important. I thank God for the understanding He has given to me of what He wants me to do in my relationship with Him. He has given me relationship with the Holy Spirit, with the Lord Jesus and now relationship with the Father. I am very humbled and overwhelmed by what He is doing for me. The eyes of my understanding are beginning to be opened in a way that I had never thought possible before and had never understood.

But there is also the horizontal aspect of the vision, which is what He wants us to do here on earth. I was down at the tip of South Africa once, looking at the map of Africa and thinking that perhaps we will have influence in this and that country when the Lord said,

“The whole of Africa.” A similar situation happened in India; and He said, “The whole of India.” Then when I was with one of our missionaries in Africa praying about his responsibilities, the Lord said, “The whole of French-speaking West Africa.” Later on, God spoke to me, and said, “I want a Zion school in every nation.” If God requires it, He will have it.

Both the horizontal and the vertical aspects are important. We have to have both. I would like you to ask yourself these questions: “How does this apply to me? Do I have a horizontal vision? Do I know what God wants me to do? Do I have a vertical relationship with God?” These are crucial questions upon which we should meditate.

A Lion Never Gives Up

A lion is rarely deterred from taking its prey and in like manner, a leader must never give up. William Pitt was the youngest prime minister in the history of England. He said, “The most important thing is patience and endurance.” In other words, we must never give up. A leader must stay on track. He must never, but never give up.

In World War II, the British Prime Minister Winston Churchill inherited a weak cabinet, comprising people who wanted to negotiate with the Nazis and surrender. Churchill is remembered for the words of two important speeches:

“...We shall fight on the seas and oceans,
we shall fight with growing confidence
and growing strength in the air, we shall
defend our Island, whatever the cost may
be,
we shall fight on the beaches,
we shall fight on the landing grounds,
we shall fight in the fields and in the streets,
we shall fight in the hills;
we shall never surrender,
and even if, which I do not for a moment
believe, this Island or a large part of
it were subjugated and starving, then
our Empire beyond the seas, armed and
guarded by the British Fleet, would carry
on the struggle, until, in God’s good time,
the New World, with all its power and
might, steps forth to the rescue and the
liberation of the old” (Churchill, W. 1940)

“Never give in—never, never, never, never, in nothing
great or small, large or petty, never give in except to
convictions of honour and good sense. Never yield
to force; never yield to the apparently overwhelming
might of the enemy” (Churchill, W. 1941).

A leader must determine never to give up. When using
this illustration of the wartime speech of Sir Winston
Churchill, the following chorus was given by the Holy

Spirit in the Cameroons where we were speaking to about 1,000 pastors (see Appendix for notated song):

“I will never, never give up
I will never, never give up
I will never, never give up
Until Jesus comes, I will walk with Him.”

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**A leader must never,
but never, give up!**

A Lion Is Strong

Being a leader, you have to be strong. Those back legs of a lion are very powerful. Psalm 84:7 says that all they that are in Zion go from strength to strength.

In 2 Corinthians 12:9, the Lord speaking to the Apostle Paul said, “...My strength is made perfect in weakness...” If we try and do things in our own strength, it will not see us through; we need God’s strength. God gives strength to those who are righteous and on course. He is not going to give strength to those who take other people off on the wrong course. Whether you are strong or not depends on where you are spiritually.

Isaiah 40:31 says, *“But they that wait upon the LORD shall renew their strength; they shall mount up with wings as eagles; they shall run, and not be weary; and they shall walk, and not faint.* Here, it speaks of having an exchange of strength. They will mount up with wings as an eagle.

At a certain point in the life of an eagle, he starts to moult and wilt. It looks as though the eagle is finished, but then new life comes into him and he renews his strength, mounting up to the highest of heights. Likewise, there are often times in our lives where it seems as though our strength is finished. We can hardly get out of bed in the morning to face the challenges of the day. We must realize we are not required to fight the battles with our own strength. God has said, “I will give strength to the weary, to those who have no might I will increase strength” (Isa. 40:29). The key is to wait upon the Lord to receive His strength.

We are not
required to
fight battles
in our own
strength.

We can see God’s strength in the life of Samson when he tore a lion apart (Jdg. 14:5-6). Another example of God’s strength is when the Lord Jesus faced all those moneylenders and separated the owners from their money (Jn. 2:13-17). He did it because He was anointed with the strength of the Lord.

The task that God gives us is beyond our human strength. We must not try to fulfil God's purposes for our lives with our own strength. We need supernatural strength, the strength that comes from God.

I cared for my wife for a period of four years before she passed away. When my wife suffered a stroke and was incapacitated, there were three doctors who considered the question of whether to release my wife to return with me to the college. The three doctors looked at me and said, "You will die in six months because no one can care for her in that condition alone. It is impossible."

However, I felt the Lord say, "No, you will not die," and so I took her home with me to the college. Her physical condition required care day and night. God gave me His strength which I describe as "super human" strength because it was far beyond my own strength.

But on the night that she was going to die, I suddenly felt the strength of God leaving me and I became like a normal person. I was worn out. I looked at my wife and thought, "I cannot see you through the night." That night, she died. The Lord later explained to me that that strength was given to me to do His will, namely looking after my wife. However, because He was going to take her He lifted that mantle of strength, the Spirit of might, from me (Isa. 11:2). It had been given for a specific purpose which had since been completed.

A year later, I was sitting in my armchair and there was a light that got brighter and brighter. A scroll appeared, and I realized that it was my report card. The scroll was unfolded on the subject of marriage, where I got a passing mark. I asked the Lord about the other subjects and He told me that I do not get the mark until I finish the course. I had finished the course in marriage.

God gives strength to do His will. If God has called you to do a certain thing, you are to wait upon Him that His strength be given to you. There has to be a time when you just sit and wait for God's strength to see you through.

The Swiss have cable cars which take you up and down the mountains. They run on steel cables and the Swiss will only use those cables for a very limited period of time. Afterwards, they sell the cables. The reason is that the Swiss estimate the safety factor of the steel cables to last for only a certain period of time and they have had no accidents.

Steel is very strong and it is formed through much heat. How is strength developed in us? It is formed also through much heat. We go through experience after experience that heats the steel of our character. But the Apostle Paul says in 1 Corinthians 10:13, *“There hath no temptation taken you but such as is common to man: but God is faithful, who will not suffer you to be tempted above that ye are able; but will with the temptation also*

make a way to escape, that ye may be able to bear it.”
So the Lord will not permit the trial to last more than your steel can bear.

The quality of strength is also connected with sweetness. In Judges 14, Samson went forth and (because of the tremendous power of God upon him) he killed a lion. Then later that day, he went past the carcass and found that the bees had made a nest in it. He said of the lion, “Out of the strong came forth sweetness” (Jdg. 14:14).

When my wife and I were driving in New York state, she had the habit of stopping at little cafes and being refreshed with a cup of coffee before continuing our journey. (That is one of the battles husbands do not fight. Most men like to travel right through from point A to point B without stopping. The other gender likes to stop.) However, it was well worth a stop on this occasion.

In the café, there were two dogs. One was a great dane, very strong, lying across the entrance. When we opened the door, the great dane opened one eye, looked at us, shut it again, and continued sleeping. He had no fear of us at all. In fact it was the other way around. We were concerned about him because we had to step over him. This great dane was very affable with some children who were stroking him. One child was even opening his eyelid, but he did not make any sound. He was

very sweet. Over in the other corner, there was a tiny nondescript little dog and when he saw us he could not stop yapping because he was weak and fearful. (Dog trainers would call this a show of aggression because of fear.)

This speaks about one of the lessons we have to learn in leadership. The quality of being kind and sweet to all comes from being strong. It is seen in the demeanour of Jesus upon the cross when He gave instructions to John to care for His mother (Jn. 19:26-27). It is also seen when He said to the adulterous woman in John 8:11, *“Neither do I condemn thee: go and sin no more.”*

Strength is also linked to wisdom, as Proverbs 24:5 says, *“A wise man is strong; yea, a man of knowledge increaseth strength.”* When we are leading someone we have got to make the right choices and wisdom is the ability to make the right choices. Only God knows what is right because He alone knows the future. Therefore we have got to cry out to God for mercy that we might make the right choice. If the leader goes down a certain path, the whole congregation goes down that path; if that is the wrong path, the people would have no confidence in the leader.

As leaders, the words that we speak must be as what King David asked of the Lord in Psalm 17:2: *“Let my sentence come forth from thy presence...”* In other words, when

people come to church and they hear something from the pulpit, they take that as God speaking. Therefore we have to be very careful. A pastor cannot say today, “We will do one thing” and then the following day say, “We will do a different thing,” otherwise a church would view him as being unstable. People look up to the pastor as someone who hears from God and God does not change His mind.

The standards of the pulpit are very high. As leaders, we have to cry out to God for wisdom. If we have a decision to make and we do not know what to do or we have not yet heard from God, we must wait until God speaks. Sometimes people ask me how I feel about a particular matter and I say, “I do not know. I have not heard from God and we are not moving until I have heard.”

That brings up another thought. Jehoshaphat was a very interesting man. He made many good decisions but he also made some terrible ones. Jehoshaphat counselled with his princes and prophets, but when he did not, it was then that he made the wrong decisions that proved disastrous for his kingdom.

As leaders we have to have people around us who hear from God and not simply offer their own opinion. I thank God for my personal secretary, since there are confidential things that I can share with her. She is tight-lipped because she was trained as a nurse, and the first

thing nurses are taught is that they are not to talk. I will say to her, “I have this decision to make, please pray.” Mercifully, God often speaks through her as well as to me, and I have the confirmation. When it is a major decision I check with my other two directors if they are in the country. I have found that when we are in unity, we have the mind of the Lord and it is always the right decision. There are usually not more than two or three days going by before I am talking again to them, for it says in Proverbs 24:6, “*For by wise counsel thou shalt make thy war: and in multitude of counsellors there is safety.*”

Other Qualities of a Leader

The Importance of Righteousness

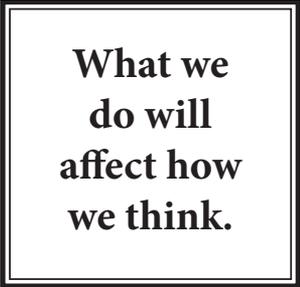
As a leader, you have to absolutely major in righteousness. Righteousness must be the sceptre of your domain. You must be known for righteousness, meaning the quality of doing what is right. It must be a way of life.

Character is formed by one’s manner of life. Lyndon Johnson, who was president of the U.S.A., was also a serial adulterer. His problem was knowing what was right, but not doing it because sin had alienated his mind.

I happened to be in an airport when Lyndon Johnson flew in (before he became President). When I looked

at his eyes, I realized that I had never seen a man so sad. Yet I felt within me that he was going to be the next president sooner than he thought. At the age of 15, he had known the Lord as his Saviour. Sadly, he had walked away from the Lord and had done one thing after another that was wrong and he became a serial adulterer.

This is one of the things that we have to learn in life. If one does something wrong, one may think, “Oh well, it does not really matter.” But it does impact the whole of your being and especially your mind. When we do wrong, something happens in our mind. It becomes corrupted and alienated from God and we have difficulty in determining the right thing to do. This is brought out by the Apostle Paul in Colossians 1:21, when he said, *“And you, that were sometime alienated and enemies in your mind by wicked works, yet now hath he reconciled.”*



**What we
do will
affect how
we think.**

Therefore doing what is right is very important for our character because each time we do that which is right, it strengthens our mind to walk on the pathway of righteousness. Even in little things, we must do that which is right.

If you are in leadership, you generally have several problems a day and many decisions to make. In each decision you make, you must do that which is right. Often, things are very clear cut. The Lord has taught me, “You make a right choice, and you will receive the fruit of that.” I often ask my right hand man, “What is the right thing to do here? What would Jesus do?” Sometimes it is a multiple choice. We have determined that if we err, we shall err on the side of mercy.

**If we err, we shall err on
the side of mercy.**

The Lord said in Matthew 5:6, “*Blessed are they which do hunger and thirst after righteousness: for they shall be filled.*” We are to be filled, as the Apostle Paul said, not with our righteousness but His righteousness (Phil. 3:9).

In life, if we walk down a certain path, the Lord will eventually establish us in that path. Then He will fill us with the virtues of that path. This is also true in the negative. In the case of Pharaoh, he hardened his heart ten times, and ten times God hardened his heart. God established him in the way of wickedness. We want to be established in the path of righteousness. Psalm 11:7 says, “*For the righteous LORD loveth righteousness; his countenance doth behold the upright.*” Day by

day, we must determine to do the right thing. That will place us on the pathway of righteousness, which is as a shining light that grows brighter and brighter unto the perfect day (Prov. 4:18). I can testify that in my own life, the days get brighter and brighter.

Doing the right thing with everybody is so important. It does not matter who that person is. When that person comes to us, he is entitled to receive the right counsel, and we must do what is right by him.

It is not just a matter of being filled with His righteousness. It is also realizing that His righteousness is actually a gift. Romans 5:17 says, *“For if by one man’s offence death reigned by one; much more they which receive abundance of grace and of the gift of righteousness shall reign in life by one, Jesus Christ”* (See also Psalm 24:5). Sin came through one man, but by another man, the Lord Jesus Christ, came righteousness and the abundance of grace.

We have established the fact that we need to do the right thing by God and man. This involves caring for people. When the Father started to speak to me on these occasions, He said this: “Everybody must be satisfied.” In heaven, everyone is satisfied with what he is doing. However, here on earth, God has a kingdom to run and His children must be satisfied. It is our responsibility as leaders to make sure that those for whom we are

responsible feel that they are in the will of God, and that they are satisfied with what they are doing. If one is satisfied, one is in the right position. If one is not satisfied, then something is wrong.

We should also ask ourselves if *we* are satisfied. Are we doing what we should be doing? If we are truly in the will of God, we will be satisfied. I can say that I am very satisfied because the days are getting brighter and brighter, and I am getting further revelation and satisfaction.

Another aspect of righteousness is keeping our word. When people approach you as a leader, asking you for a decision and you say, "I will do this," you have got to keep your word.

I was reading a Christian magazine about leadership. It quoted Field Marshall Lord Montgomery as saying, "People must have confidence in you." Therefore if someone comes to me and says, "May I do this or that?" I generally do not give a quick answer. I mull it over because I know that if I say something to a person, I cannot change my mind. In marriage, your wife may ask if she can do something. I often said to my wife, "We will see, Dear."

Keeping one's word is one of the qualifications of going to Zion found in Psalm 15:4, "...*He that sweareth to*

his own hurt, and changeth not.” If a leader makes a promise to a person, he cannot change his word. If he says yes, then it is yes, even if it becomes inconvenient afterwards. If I say, for example, that you can have a day off, I have got to keep my word, which is my bond.

Proverbs 24:21 says, “*My son, fear thou the LORD and the king: and meddle not with them that are given to change.*” If a person fails to keep his word, then people lose confidence in him. Many children have problems because their parents do not keep their promises. That is a flaw in the realm of integrity. We have to be very careful of what we promise. If we have made a promise to someone, we cannot change our word, otherwise our word means absolutely nothing.

The Importance of Longsuffering

When the Lord appeared to Moses, He said, “... *The LORD, The LORD God, merciful and gracious, longsuffering, and abundant in goodness and truth*” (Ex. 34:6). Longsuffering means suffering for a very long time and that is an important quality of leadership.

The Apostle Paul was chosen to be a pattern of longsuffering to the church throughout all generations (1 Tim. 1:16). That he was the epitome of longsuffering is clear when one considers his own testimony: “*But in all things approving ourselves as the ministers of*

God, in much patience, in afflictions, in necessities, in distresses, In stripes, in imprisonments, in tumults, in labours, in watchings, in fastings; By pureness, by knowledge, by longsuffering, by kindness, by the Holy Ghost, by love unfeigned, By the word of truth, by the power of God, by the armour of righteousness on the right hand and on the left, By honour and dishonour, by evil report and good report: as deceivers, and yet true; As unknown, and yet well known; as dying, and, behold, we live; as chastened, and not killed; As sorrowful, yet always rejoicing; as poor, yet making many rich; as having nothing, and yet possessing all things” (2 Cor. 6:4-10).

***Through longsuffering, we gain
souls for God’s kingdom.***

Sometimes we have to suffer a situation for a long time. It is to develop our character so that we become like the Lord—longsuffering. The quality of longsuffering also means to suffer a person, who perhaps aggravates us for a long time, until they change. God suffered King Manasseh of Judah for a very long time, and in the end, he changed and walked in the pathway of righteousness. God had gained a soul. We, too, can gain a soul for God’s kingdom by suffering with a person’s flaws in character until he changes, much to our mutual joy.

The Importance of Goodness

Also in the realm of character is the quality of goodness. The Lord appeared to me once and stretched out His arm saying, “Touch Me. I am altogether goodness.” What I understood by that was that He was abundant in goodness and I had to be so too. Goodness is basically the virtue of being incapable of doing evil. So as leaders when people come to us we must only do them good.

I was once on the faculty of a Bible college where we had students who had been drug addicts. When they got to Bible school, they were invited to give their testimonies. Unfortunately, their testimonies consisted of 55 minutes of recounting all their sins and the last five minutes on their salvation. The Christians got an education in sin that they had never heard. The Lord spoke to me to tell them to stop it because if they continued like that they would go back into sin.

I was invited to another meeting after this and there they were, giving their testimony as I had counselled them not to do. Then the time came when they fell back into sin, but they finally managed to return to Bible school after going through “cold turkey” withdrawal. Some of the other students had said, “We do not know how we can succeed in the ministry. We do not have such a gripping testimony of sin and forgiveness.” I said to them, “Ask the Lord how He feels.” They returned and

said, “The Lord said that He did not have a testimony like that either.”

When the former drug addicts finally returned to Bible college, I thought that here was the golden opportunity that I had waited for. I bounded up those stairs and opened the door, ready to give a lecture, “I told you! I had warned you, but you did not listen! Look at where you are!” However, as soon as I got into the room, I found myself prophesying, “The Lord will not forsake you. The Lord will bless you and make you a pastor and you will have a large church.” I thought, “That is the last thing *I* wanted to say!” The prophecy was fulfilled when one of them had a church of about 3,000. It reveals the goodness of God.

What I am saying is that the Lord deals with things differently from the way we would proceed and what we deem as good in a situation may be very different from what the Lord thinks is good. In this particular situation, the students did not need my lecture; they needed my encouragement. The important key is that we have to have our sentence (or our verdict) coming from the Lord (Ps. 17:2).

The Importance of Being True

As leaders, we must always tell people the truth. We must never say that something is right when it is wrong because

they will quote us. On occasions, I have had people come to me and quote what I had said five, ten or even 20 years ago with gratitude, for it helped them on the path of life.

We must also be genuine. We had a British Prime Minister who followed after Winston Churchill. His name was Anthony Eden. When he took over, he was the darling of the country. But I read a little article about him which said, “He is a hero to the country but not a hero to his own staff.”

**Our own
staff
knows us
best.**

Our own staff knows us best. They know if we are genuine or not. They know our foibles, if we are straight or crooked. How will Eden be judged? The Lord will take the position of his staff because that was what he was really like. That which he portrayed to the public was a farce. What we are really like is what we are at home, around our staff and so forth.

Our Responsibility

Having spent a little time in heaven, I want to assure you that what counts the most is your character. Your abilities are God-given, but your character is made.

In the realm of leadership, it is God who appoints us to the position that He has chosen for us before the

foundation of the world. If we study the Word of God, we will find that all things are for the pleasure of the Father. For example, the Apostle Paul was an apostle by the will of God (Col. 1:1). Also, in Romans 13, he says, “...*There is no power but of God: the powers that be are ordained of God.*”

What is our responsibility as leaders? It is to deal with our character. When one studies the Word of God, one finds that so many kings had flaws, and because of these flaws, they failed. We want to have a character without flaws, one of sterling silver or gold that has been refined. We want to be those who stand by our word. We also want to be those with vision, knowing where we are going, for we cannot lead people if we do not know where we are going.

We are to have the character of a lamb and a lion and to be without compromise. Those of uncompromising character are the ones who are respected in heaven, and interestingly also in hell. Even the wickedest person respects people of character. The people in the tavern know who is true and they respect that person. In hell, the demons and fallen angels respect those who have lived the life.

As we seek to do the things that are right, God notes it and we qualify at all times for a higher position and greater influence in His kingdom.

Part II

ABILITY

We have seen that a person is known basically for three aspects of life—character, ability and productivity. Character is the most important because it is who we are that is going to see us into eternity. However, abilities are those qualities that we have been given by God.

Obviously, God has not made us all equal nor with the same abilities. The Apostle Paul says in 1 Corinthians 4:7, “Who made you to differ?”

There are many diverse functions or abilities that God gives. In Romans 12 and also in 1 Corinthians 12, the Apostle Paul presents the church as a many-membered body. As we look at the human body, obviously we have many members, but they do not all have the same function. For example, the eye is different from the hand, the foot is different from the mouth, but each one is essential and very important so that the Church fulfils its function.

As leaders, we need to look at recognizing and developing our own abilities, as well as the abilities of others. One of the things that God has taught me is this—there are two things that determine what you should do in life –

the first is *desire* and the other is the *ability*. You must have both. You cannot just have desire without ability. For example, I may desire to be a worship leader, but if I do not have the ability, it does not work. Why must there be desire? It is because God has taught me that in His kingdom, His people must be satisfied. They must enjoy what they are doing. Desire by itself is not sufficient. We must have the ability to fulfil the task or duty too.

The Ability to Teach

I want to look at the thought of the ability to teach. Romans 12:7 speaks of “he that teacheth.” Then when we come to Hebrews 5:12, we find that the Apostle Paul is saying to the Jews, “*For when for the time ye ought to be teachers, ye have need that one teach you again which be the first principles of the oracles of God...*” Therefore, in a very real sense, everyone is going to be a teacher in one form or other.

The ability to teach is something that has to be developed. In the secular schools, teachers are slotted into different levels. There are those who teach the lower grades and others, the higher grades. Teachers, generally speaking, major in certain fields. First of all, they concern themselves with certain age groups. Then they also major in specific subjects. When a teacher finds his slot, he generally stays in that slot the whole of his life.

In the spiritual realm, we must realize that as teachers, we too have to be slotted into our appropriate age groups and subjects. We need to pray and ask the Lord what our age group is and what our particular subject is. Sometimes, that may change over time. If we have fulfilled the task that God has ordained for us at one given period, then He advances us. That is called promotion. Also, as we walk with the Lord, we will find that certain truths are emphasized and re-emphasized in our lives. These are imparted to us; they become part of us, and those are the truths that we express in teaching.

There are also different levels or degrees of teaching. The saints have to be fed on the milk of the Word (the elementary doctrines) and then they have to be taken from the milk to the meat of the Word. The Apostle Paul in Hebrews speaks of the fact that the people should have been feeding upon the meat of the Word of God, but were still feeding on the milk of the Word of God set out in Hebrews 6:1-3. Yet there are still babes in the Church who need to be fed on milk.

Those that are capable of taking in the meat of the Word of God are those who have had their senses exercised to discern between good and evil. Developing that, we have the thought in the Book of Malachi of how we may have discernment—to know who is of God and who is not of God: *“Then they that feared the LORD spake often one to another: and the LORD hearkened, and heard it, and*

a book of remembrance was written before him for them that feared the LORD, and that thought upon his name. And they shall be mine, saith the LORD of hosts, in that day when I make up my jewels; and I will spare them, as a man spareth his own son that serveth him. Then shall ye return, and discern between the righteous and the wicked, between him that serveth God and him that serveth him not” (Mal. 3:16-18).

When someone is preaching or teaching, it is not easy to know whether or not he

really does or does not serve God. You need discernment that comes from God. Divine discernment is given to those who speak often about the Lord and talk about His Word. When God sees a heart that is devoted to Him and loves Him, He gives discernment to know who is of God and who is not and who serves God and who does not.

***Discernment
comes from
God; it is given
to loving and
devoted hearts.***

A teacher is one who lays a foundation and then adds building blocks. That is how we learn. In 1 Corinthians 3:10, the Apostle Paul speaks of himself as a master builder. A wise master builder lays a good foundation. We are essentially spiritual builders and the most important aspect of a building is its foundation.

The foundations take more time than anything else and will determine how long a building will remain or stand.

The spiritual foundation is found in Hebrews 6:1-3: *“Therefore leaving the principles of the doctrine of Christ, let us go on unto perfection; not laying again the foundation of repentance from dead works, and of faith toward God, Of the doctrine of baptisms, and of laying on of hands, and of resurrection of the dead, and of eternal judgment. And this will we do, if God permit.”*

Essentially, Hebrews lays down the elementary principles of Christ and it speaks of the foundation of repentance from dead works. Dead works are basically the works of the flesh, and these are listed for us in Galatians 5:19-21: *“Now the works of the flesh are manifest, which are these; Adultery, fornication, uncleanness, lasciviousness, Idolatry, witchcraft, hatred, variance, emulations, wrath, strife, seditions, heresies, Envyings, murders, drunkenness, revellings, and such like: of the which I tell you before, as I have also told you in time past, that they which do such things shall not inherit the kingdom of God.”*

I have noticed that those that speak well of God, ordering their conversation aright, are those He blesses, saves, and preserves from the works of the flesh. As it says in Psalm 50:23, *“Whoso offereth praise glorifieth me: and*

to him that ordereth his conversation aright will I shew the salvation of God.”

The foundation is very important indeed. When a friend and I were in Athens, Greece, we were taken on a tour of a park and on each side of the pathway there were huge pillars. The guide said, “These pillars were erected before Jesus Christ came. They were pockmarked with bullets and shells but nonetheless, they had still remained standing for around 2,000 years.” As we walked down, there was one pillar that had fallen and the guide said that the pillar had fallen some 20 years ago. It had been there for over 1,900 years. When we asked him what was wrong with the pillar, he said, “The pillar was fine, but I will show you why the pillar fell.” We walked the length of this pillar and came to the foundation. There, we saw that the foundation was cracked by a blade of grass.

The Word of God tells us that we are all like grass. Spiritually, this was a picture of the flesh breaking through the foundation, splitting it and causing the pillar to come crashing down. This is a problem in leadership. If that foundation of repentance is not fully laid, later on there will be that “blade of grass” or that flaw that is going to break the foundation. As you study church history, you will find that revivals crash because of flaws in the leadership. One thing we have to be very careful to do is lay a good foundation in the lives of the people

that we teach—the foundation of repentance. Upon that foundation is going to be erected the building or the ministry of the person, but that ministry will come crashing down if the flesh arises. That is why you have problems of leaders crashing. It is because they have not dealt with that foundation.

**Leaders who refuse to allow
God to deal with their
foundation, end up crashing.**

When we teach we often get revelation from God. One of the things I learnt in Switzerland was that as you milk a cow, milk is produced in the cow. As Proverbs 11:25 says, *“The liberal soul shall be made fat: and he that watereth shall be watered also himself.”* What should we do with the revelation that we receive? Proverbs 12:27 declares, *“The slothful man roasteth not that which he took in hunting: but the substance of a diligent man is precious.”*

When I think upon my teachers in school, I remember and learnt more from their *ways* than from what they taught me. There was a certain lady who was a history teacher. Her lessons were in the form of lectures, and while she was speaking she was also writing down what she said. After several years, she would have had notes

for all her classes. Therefore, as she got older she could teach from those notes.

This teacher taught me a lesson, namely that I should take careful notes of what I was teaching. We have produced about 50 books. Therefore, when I need subject material I go back to my own notes. It is so important to keep good notes because these truths are God-given and you want to treasure them. If we do not have a superb memory, we need to read our notes and be reminded of the truths.

Then of course, Romans 12:7 states that one must wait upon one's teaching. In other words, one has to give oneself to teaching.

On a trip to Singapore, I was going through the customs at the airport, and there were tables where you had to place your suitcases for inspection. The customs officer attempted to help me lift a suitcase and was unable to do so. She asked me, "What have you got in those cases?" I told her that I had books. She then looked at my white hair and asked, "Are you still studying at your age?" I said, "Yes, a teacher always has to be studying. You never give up studying—it is a constant life of studying." As an American librarian and museum director John Cotton Dana once said, "Who dares to teach must never cease to learn."

During my 60 years of ministry, I have seen so many who have started well, but who then fail and do not continue, or they reach a certain plateau and they are content to stay there, not going on.

**Who dares to teach must
never cease to learn.**

I went to three Bible schools as a student. We had a reunion with some of the previous students and I was amazed that the level of conversation of so many of them was the same level we had in Bible school. They had not gone on with the Lord.

I was on the faculty of a Bible school in New York many years ago. I had come from Europe and had by that time been away from Europe for seven years. The Lord said to me, “You are to go back to Europe during the holiday period. I have something to show you that you will reveal around the world and it will break your heart.” I went back into Europe and to my horror, I found that some of the top spiritual leaders in Europe that I knew personally, as well as a friend of mine with whom I had been to Bible school, had all fallen into sin.

The Holy Spirit then provoked me to ask why they had fallen. This is what He said in response, “They have gone around the same mountain for too long.” In other

words, they had been preaching the same things that they had preached seven years before. What had been fresh and life-giving to them seven years before was now no longer giving them life.

This is one of the things we have to understand. We must keep going on forward constantly asking the Lord to show us something fresh and receiving it from Him. There is an interesting truth that I learnt from the secular field just recently. A large and successful firm was laying off or terminating some of its employees. The reason given for the termination was that the employees were unwilling to receive advanced training because they were content to remain in their position and level.

Yet to go on (we are told in Hebrew 6:1-3) we need God's permission. There is a tremendous promise given in Zechariah 3:7 to the high priest, Joshua: *“Thus saith the LORD of hosts; If thou wilt walk in my ways, and if thou wilt keep my charge, then thou shalt also judge my house, and shalt also keep my courts, and I will give thee places to walk among these that stand by.”* The Lord is saying, “I will give you places to walk by those who stand still.”

Therefore, the key is to live a life whereby God has pleasure in us and then He will give us the hidden manna of His Word and open the treasure house of truth to us. This is so important. The Lord speaks in

Matthew 13:52 of one who is instructed in the things of God as being like a husbandman that brings forth things new and old. It is so important in teaching that you continue on and satisfy your own soul with truths—things new and old.

I do not know if you have ever met teachers who have spent their lives in one classroom. I remember one person who said to us, “My wife sat in the same classroom for 34 years teaching the same thing.” If we do not go on, we are going to dry up.

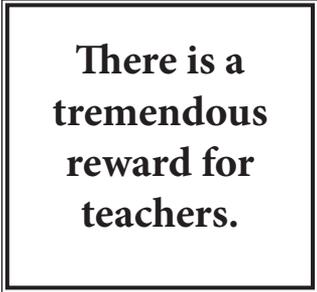
Another aspect of being a teacher is reproducing other teachers. We have to reproduce teachers of righteousness and that can be a painful experience. It is similar to childbirth, concerning which Paul writes in Galatians 4:19 that he travailed in birth until Christ was formed in them. Likewise, reproducing teachers of righteousness requires much travailing in the Spirit to form noble teachers.

Everybody will be teaching at some point during his lifetime. It is an ability that is open to every one of us. As we approach the last day revival, the Lord is developing teachers of righteousness who will be able to instruct the people. The pastor cannot do it alone. He needs teachers and God is raising up teachers at all levels. Let us make sure that we have got good content and that we develop our teaching skills.

Daniel 12:3 speaks of teachers of righteousness shining as stars throughout eternity (and you will find this in the margin of the Bible and not the text). There is a tremendous reward for teachers. The Lord Himself confirmed that in Matthew 5:19, where He said,

“Whosoever therefore shall break one of these least commandments, and shall teach men so, he shall be called the least in the kingdom of heaven: but whosoever shall do and teach them, the same shall be called great in the kingdom of heaven.”

Thus, those who practise and teach righteousness shall be called great in the Kingdom of God. It is my prayer that you will be teachers of righteousness, shining forever and ever in the Kingdom of your Father.



**There is a
tremendous
reward for
teachers.**

The Ability to Lead the Team

Depending on his position, a leader may be likened to a Chief Executive Officer. He has to run a team. My brother was in the government service. At one time, he had 358 people under him—virtually all scientists and top key people. I asked him, “However did you get to the top? How did they give you the position of running this team? You have not got your doctorate in science,

and the people who work for you know more than you do.” He said, “Yes that is true, but they cannot run their department. Scientists concentrate on one thing, but they cannot run a team.”

The interesting thing is that as a leader, you may have in your team people who know far more than you do, but these people cannot run a team. While a leader need not necessarily have the abilities of the team, he needs to learn to rule, and to rule with diligence.

I was a hotel director in Switzerland, and we had to have very fine meals. Our chefs knew how to prepare these meals. On one occasion when I had let the chefs take time off, there was a distinguished gentleman who came to the hotel. He happened to be the Chief Justice of Sweden at that time. He came unexpectedly, wanting a meal. The only one who was available to cook the meal was myself, and he never came back. You cannot run a hotel without chefs. The hotel director does not and need not know how to cook. However, he needs to know how to manage the chefs, and some of them can be very difficult to manage.

In a hotel, you have to have chefs, gardeners, cleaning staff, and those in the business office who know accountancy. As a hotel director, you do not generally have to know all those things, but you have to be able to co-ordinate all their particular jobs so that you

accomplish what you are supposed to do and have a very well run hotel.

The example that follows explains what it means by the ability to lead. It was in the year 1959 that my wife and I travelled from the French port of Au Havre to New York City on the largest liner of those days, the Queen Elizabeth. The Atlantic Ocean was in all its fury such that all doors leading to the deck had to be firmly tied with rope to prevent the passengers venturing upon those sea washed areas and being swept out to sea and lost. The waves towered over the ship as though it were like a match box tossed to and fro on some wind-blown lake, helpless to direct its own way. How insignificant we humans can be upon the sea, in a raging forest fire, or in the midst of a tempestuous gale. Thus we were forced to remain below deck and few passengers ventured near the restaurant at such a time as this.

However God redeems the time, and uses these situations for the instruction of his servants. I was walking around below deck when I came to the bottom of a staircase from which two ship captains descended. They appeared to be of equal rank with their four golden rings on each arm of their uniforms. Yet one was obviously deferring to the other and then I noticed a difference.

One captain had golden oak leaves on his hat whereas the other did not. The one without the oak leaves was

deferring to the one with the oak leaves. They were obviously carrying out an inspection of the ship, but I was aware that it was the responsibility of the junior captain to have ensured that everything was in order. He was the captain administrator in charge of all the personnel, stores, and the general appearance of the ship and he seemed a little apprehensive as the senior captain carried out his inspection.

As I mused on this scene many years later, the Lord seemed to quicken a lesson to my heart in the realm of leadership. It was very much like a church or fellowship. There are pastors who are responsible for the different facets of church

A senior pastor has the responsibility of ensuring that his church arrives at its spiritual destination.

life. The junior captain may be likened to an associate pastor who has the general oversight over all these ministries, functions, and congregational members. But what was the prime duty of the senior captain? It was to ensure that the ship together with all its passengers and crew arrived safely at the port of destination.

As I have meditated upon this fact, I realize that being a senior pastor myself, everything—all my prayer and efforts—must be directed to knowing the course that our

fellowship is called to sail in and the ultimate purpose for which God has raised it up. Whenever a problem emerges I have to think about how it can be remedied so that it will not affect the progress of our spiritual ship in arriving at its spiritual goal. Figuratively speaking, my task is to ensure that the ship arrives at its port of destination.

Like the junior captain whose job is to contribute to the smooth journey of the ship to its ultimate destination, there are pastors in church whose responsibility is to ensure the safe running of the various ministries of the church. Nonetheless, as the senior pastor, I must not be encumbered with details for which others are designated. My eyes must ever be on the vision that God has entrusted to us, which is to stay on course and hit the mark of God's high calling for our lives.

We have seen that a key in leadership is the ability to rule. The other important key is to get everyone in harmony. The Lord emphasized to me the need for harmony in the team. When you look at your team, you will find that everyone is very important indeed. You have to condescend to those of low degree, such as those who sweep the floor. Their function is still very important; guests cannot arrive to a floor that has not been swept. Therefore, you have to pay attention to everyone on that team.

I was at a mega church a while ago, and the pastor said to me, “Do your staff ever see you during the week?” I said, “I speak to them every day.” He said, “What? I only speak to my staff when they are in trouble.” That is not the way to have a happy team. As leaders, we must pay attention to and recognize everything everybody does, knowing how to compliment and encourage them so that everyone is happy doing what they are assigned to do. We have to look after, care for, and love our team. They have to know that we love them.

***The team has to know that
the leader loves them.***

Then a leader has the challenge of placing people in their slot. The Lord taught me through several experiences that you cannot place a square peg in a round hole just as you cannot place a PhD sweeping the floor; he would be most unhappy.

One night, the Lord appeared to me as Wisdom, standing at the foot of my bed. I looked at Him and realized that He knew everything about everything. He is the One who keeps the molecular structure in place. Scientists cannot explain that and they call it the X-factor, but Christ is the X-factor. Paul brings this out in Colossians where he says, “*And he [Christ] is before all things, and*

by him all things consist” (Col.1: 17) and then again in Hebrews 1:3 where he says of Christ, “*Who being the brightness of his glory, and the express image of his person, and upholding all things by the word of his power...*” Interestingly, scientists have now determined that the X-factor is laminin, a protein molecule which is a human glue that holds our body together. It is shaped in the form of the cross of Christ (Hay, 1991, p. 124).

In this experience, the Lord then gave me a vision of the earth and I saw everything all at once, with people doing different things. He said to me, “I have a kingdom to run, and I have not created everyone equal.” That is what Paul says; it is God who makes us differ from each other (1 Cor. 4:7). He continued, “I created those who sweep the floors. I have created each for his own function so that the kingdom runs.”

A little while later, I was in New Zealand where we have friends who run six day-care centres. They wanted me to visit one of the centres and so I did. There, my friends took me from room to room. In the first room was a lady with white hair seated in a rocking chair and holding a baby—and she was so happy and contented. In the next room were the toddlers. The girls who were looking after them were perspiring and running after their charges, but they were very happy. As we were leaving the facility, the Lord said to me, “How do you feel?” and I said, “Lord, I am glad I am not working

here.” The Lord said, “Yes, but it is because I did not create you to look after children.”

About three or four months later, I went to the Philippines where we had a seminar. One night about 3 a.m. the Lord appeared to me. This time, He was surrounded by angels. Angels do not have the same height. There were the children’s angels, who are very close to Him; and as one got further from Him, the angels got greater and greater in stature and responsibility.

Then the Lord began to communicate with me, saying, “These around Me are angels created to look after children.” Then He went on, referring to other angels, “These are for churches, these are for cities, and these are for nations. If I asked one of these angels who had been created to look after nations to look after a baby, he would not be satisfied. Conversely if I say to one of these angels who were created to look after children to watch over a nation, he would be bewildered. He is not equipped to do so.”

Therefore, one thing we have to learn as leaders is to know our people and what they were created for. We cannot have someone in the kitchen who should be working in the computer room. This would create tremendous frustration, and this is what the Lord was dealing with me about. He said, “You have to know the people in your team—what they are created for.

You must not put them in the wrong slots, otherwise they will be frustrated, very unhappy and there will be no harmony.” In leading, I try by the grace of God to study each member of the team and know what their expertise is.

The Ability to Equip and Train the Team

As a leader, members of your team have to be able to talk to you and communicate their needs. If they need certain things to accomplish their job, you must make sure that they have them. For example, if they want the latest computer, you must see that they have it. It is far cheaper to have a good computer than one that does not work properly, resulting in your team member becoming frustrated. You must see that they have the best tools, dependent of course on available financing.

Creating good infrastructure is one of the other things we have to be able to do as leaders. If we cannot, we must find someone who can do it for us. The importance of good infrastructure can be seen in the lives of two notable preachers in 18th century England—one was John Wesley and the other was George Whitfield. When he spoke, George Whitfield had the larger attendances. John Wesley had large meetings but they did not match the numbers at George Whitfield’s meetings. However,

at the end of his life, George Whitfield said this: “The work of John Wesley will *continue* because he has created an infrastructure. I have no infrastructure at all. All I did was preach.” The result is that we have the Methodist church right until this very day because of the infrastructure that John Wesley produced.

One of the things that we must study as leaders is whether our work is going to abide and last. An abiding work depends on having a good foundation, build upon it, and also reproducing ourselves in people so that the work continues. But another key is to have an infrastructure. In other words, we must put something in place that people slot into, and the work continues.

John Wesley raised up churches wherever he went, and he ensured that they had a plan. They knew exactly what to do and how a church should be run. In contrast, George Whitfield did not do that at all. He simply preached and people got converted. But he also acknowledged at the end of his life, that his work would not abide.

That is something that the Word of God speaks of. In Revelation 14:13, it says, “*And I heard a voice from heaven saying unto me, Write, Blessed are the dead which die in the Lord from henceforth: Yea, saith the Spirit, that they may rest from their labours; and their works do follow them.*” Our works precede us, but they also follow us after we are gone. We have to ensure that

when we are in heaven, our works continue to follow us, being a constant flow of blessing.

Another important aspect of leadership is found in the Song of Songs Chapter 8. Here, we are looking at the Bride who is having a conversation with Christ, the Bridegroom. She says, *“We have a little sister, and she hath no breasts: what shall we do for our sister in the day when she shall be spoken for? If she be a wall, we will build upon her a palace of silver: and if she be a door, we will inclose her with boards of cedar”* (Song 8:8-9).

The Bride is talking about a little sister, asking, “What shall we do for our little sister?” That is something that we have to do as leaders. We have to be able to speak to Christ and say, “What shall we do for this

**Infrastructure
is a key to the
continuation
of a work**

little one?” Immediately, something else surfaces, “Who is she? A wall? A door?” In other words, the Bride is acknowledging that she does not know who the little sister is really going to be. But the Bridegroom obviously does. Therefore, there must be that relationship between us (as leaders) and Christ, so that we can ask, “What shall we do? Who is this little one?” This is so important because the training is going to be different according to who this little one is.

For example, here at our headquarters, we have to have gardeners and maintenance people and we try to get them trained in the area in which they are called. Conversely, we also have school teachers and we are training them in the field of education. We cannot get them mixed. We have to know who our people are and have them placed in their right ministries and positions because the training for each is different. We do not want to waste time by getting them trained in a certain field when in reality, they are supposed to be in another field. As leaders, we have the responsibility to train others in the abilities that God has given them.

The Ability to Focus

In life, if we are doing too many things, we are not going to be really fruitful. It is very important to seek the Lord and know the specific path, ministry, and ability the Lord has called us to do. So many people wander in life; they become involved in this and that field. While they may have the ability to do things in various fields, the point is that they will not produce the good fruit because they are doing too many things. We cannot proliferate too much, otherwise we will not hit the mark of God's high calling for our lives.

There is a truth that is found in John 15 where the Lord is speaking to His disciples and introducing Himself as the True Vine. He starts off by saying, "*I am the true*

vine, and my Father is the husbandman. Every branch in me that beareth not fruit he taketh away: and every branch that beareth fruit, he purgeth [or prunes] it, that it may bring forth more fruit.”

If a branch produces too many twigs, those twigs take the strength of the branch, and the fruit on the individual twigs does not come to maturity. Therefore, the gardener prunes the branches so that only one or two twigs remain, and they produce good fruit.

**Pruning is
necessary to
bring forth
mature fruit.**

Pruning is very important. It has to take place in us first so that we will know what to do in leading others. A former President

of Russia who was being interviewed was asked, “Do you do text messaging?” He said that he had never done one in his life. The next question was, “Do you answer the phone?” He said, “I do not answer the phone. I have people to do that. I concentrate on what I am to do.” That is what I do, too. My personal secretary filters the calls to see if I need to take them or not; otherwise she handles it for me. I could not otherwise do the work that I am called to do, which is to hear from God and then to tell people what God tells me. At the same time people do need to be heard, and it is my personal secretary who is the one who listens.

I know a pastor who carries around a cell phone, and is literally pulling out his cell phone and talking to everybody all the time. I said to him, “You are not going to accomplish much if you do that. Get someone who will help you take the calls and who can filter them. The people will be happy and content, and if there is anything you really have to hear, the call can go through.” If I spent all my time on a cell phone, I would accomplish nothing in my life. On the other hand, there are people who need to have cell phones because of what God has called them to do.

I used to be in research science. While I loved doing that, I had to quit because God had called me for other purposes and I must be sure that I am doing what He wants me to do. This is validated by the Word of God: *“And in those days, when the number of the disciples was multiplied, there arose a murmuring of the Grecians against the Hebrews, because their widows were neglected in the daily ministrations. Then the twelve called the multitude of the disciples unto them, and said, It is not reason that we should leave the word of God, and serve tables. Wherefore, brethren, look ye out among you seven men of honest report, full of the Holy Ghost and wisdom, whom we may appoint over this business. But we will give ourselves continually to prayer, and to the ministry of the word”* (Acts 6:1-4). The Apostle Peter was saying, “All these people are coming to be fed and

the deacons can take care of that. As for us, we have to study the Word and pray. We have to wait upon God.” So it is important for each one of us to really know what God has called us to do and then to confine ourselves to that. In so doing, we will hit God’s mark for our lives.

For example, in the ministry of giving, you have to pray for wisdom in disbursing the funds. Because the church has to have money, God has made people whom He can trust with large sums of money. My wife had an uncle who was quite wealthy. Then God reduced him to almost nothing before restoring him again. He said, “I used to have to pray to *get* money, and now I have to pray before I *give* money.”

You may say, “I am not wealthy,” but one does not have to be wealthy to give. I know a certain brother who gives a million dollars a year. He has no money, but he pledges things that God tells him to pledge, and then the money comes in. While we do not have to be wealthy to give, we do have to be a clear channel, a “Teflon-coated” channel, so that we do not hold on to what God gives, but let it spread. This is giving with simplicity and also ensures that we cut out all spending that is unnecessary.

Let us be asking God, “Lord, who am I? What is the ministry that You have given to me? What are the

abilities that you have given to me? Help me to use them for Your glory.”

On one occasion, when I was going around the world, I was talking to a pastor’s wife in Canada and she spoke about Jane Austen. Then in Singapore, someone mentioned the video of *Pride and Prejudice* by Jane Austen. When I arrived in New Zealand, the pastor’s sixteen-year old daughter was watching a video of *Pride and Prejudice* for her birthday. Then I came to England, and my sister-in-law had just read six books by Jane Austen.

Shortly thereafter, my brother in London asked me where I wanted to go, and out of my mouth came the words “Winchester Cathedral.” I wondered why I said that, but it seemed to be inspired of the Lord and my brother was happy to take me. While I was walking in Winchester Cathedral, I suddenly stopped when I came upon the grave of Jane Austen. Then the Lord started to speak to me, “She was the daughter of a rector in the Anglican Church. I gave her the gift of writing, but what did she use that gift for? It was used to titillate the ears of girls of many generations.” In other words, God had given her an ability, but she was using that ability for the wrong purpose. Her early years were spent partying with her older sister, although both were daughters of a clergyman. This propensity for the social life became the foundation for many of her

novels, instead of what could have been a Christian emphasis.

The kind of life we live will determine what our ability will be used for, because what we do in our lives will affect our minds and that will, in turn, direct our ability to godly channels or to the things of this world. We have to be very careful that the ability God gives be channelled in the right direction, otherwise, that ability will produce no fruit for eternity.

One thing I have noticed in life is the tendency for people to look at others, and say, “They are doing that, and they are being blessed. Therefore, I will do it too.”

***A leader
should never
be overcome by
details.***

But we must not be like that. Rather, we must wait upon God and find out what abilities He has given us and what He wants us to use them for. If we do that, we will have a very

fruitful life. If we do not, we may end up being like one of my wife’s friends, who wanted to be a top violinist, but did not have the ability. She spent her entire life striving to excel as a violinist and accomplished nothing in the end.

The art and science of accumulating abilities is to determine, firstly, your God-predestined calling in life

and your main contribution to God and your fellow man. Secondly, we are to determine which abilities are the major factors in fulfilling our life's calling and which are minor. Then we would "major" on all the major abilities, and "minor" on all the minor abilities.

For example, if we are called to become a missionary, we must major in theology and related subjects, such as the language of the people to whom we are sent. Then minor abilities, such as the ability to repair cars and a knowledge of computer technology, would be most helpful.

Regretfully, I have met people who have laboured to obtain masters degrees in subjects that have little or no relation to their life's calling. So before launching into studies, I would recommend careful meditation and prayer so that one's efforts advance one's calling in life, rather than resulting in a useless offshoot.

Field Marshall Lord Montgomery in a lecture on leadership stated that a leader should never be overcome by details. Majoring on that which is major, and minoring on that which is minor is something that leaders should take to heart.

As leaders, we must be interested in knowing what we can do for our teams. We must love and care for them, seeking God to know who they are and how we can

help them. I learnt something from Gerald Ford, who was the President of the U.S.A. after Nixon resigned. This is the testimony given at his graveside at his funeral: “President Ford was different from all other presidents that we have known. All the other presidents were looking at the team that they had assembled, as to what that team could do for them. President Ford was interested to know what he could do for his team.”

Helping our team members involves asking the Lord, “Who is this individual in Your sight?” The Lord will then show us who that person is, and what their abilities are. Then we can put them in the right position, giving them the training that enhances that ability. That is our responsibility. When one is placed in the right spot, happiness and contentment are the results.

Part III

PRODUCTIVITY

I would like to recount a vision that I had many years ago when I was a young pastor. Essentially, I was having a very difficult time and in desperation said to the Lord, “Will You take me to heaven?” We have to be very careful what we ask of the Lord, because a few nights later, about 3 a.m., an angel came and woke me up. I came out of my body and looked down at my bed, and there lay my body, with my wife sleeping beside me.

The angel took me up to heaven where my life was shown to me from the time I was born to the time I died. All this I knew and understood. Some of the cameos or pictures were blank because I had asked the Lord to forgive me; and therefore there was no record. Then something was shown me of which I had no previous knowledge, namely that God had a plan for my life and that I was dying too soon. I cried out to God for another opportunity and was taken back.

Afterwards, I said to the Lord, “Why did I have that experience?” He said, “It was so that you might tell My people what it is like before the judgment seat of Christ before which you must all appear.” It was made very clear to me that God has a plan for each one of our lives that was

determined before the foundation of the world and that we have to fulfil God's plan (not our own plan) for our lives.

We might have a sterling character. We might be those endowed with many abilities according to the measure that God has given. But one of the things that are very important is what we do with what God has given to us. I have known people who have been endowed with extraordinary abilities but who have accomplished absolutely nothing in their lives. They have not applied those abilities to fruitfulness.

The Parable of the Sower

In His teachings, the Lord speaks much about productivity. Looking at Matthew 13, we have four pieces of ground (the first three of which depict the types of people who produce nothing):

The wayside: We have the wayside which was hard ground. It speaks of those who have received the Word of God, but it accomplished nothing in their lives.

Stony ground: Then there were those whose hearts were likened to stony ground. They received the Word with joy, but they brought no fruit to perfection because when offences came, they gave up.

Thorny ground: Then there were those seeds that fell amongst the thorns, which speak of the cares and the pleasures of this world choking the Word.

Good ground: Finally, there was the good ground, where some produced thirtyfold, sixtyfold and a hundredfold. You may think, “Well, if I produce thirtyfold the Lord will be happy.” However, the Lord gave the interpretation of this to a friend of mine. The Lord said to him that thirtyfold was equivalent to “minus seventy.” Sixtyfold was marked at “minus forty;” and the Lord wants a hundredfold. Therefore, productivity is very important to the Lord. As we have said from John 15, the Lord Jesus is the Vine, the Father is the Husbandman and we are the branches. Every branch that produces no fruit is broken off and cast into the fire.

The Apostle Paul said this: *“Be not deceived; God is not mocked: for whatsoever a man soweth, that shall he also reap. For he that soweth to his flesh shall of the flesh reap corruption; but he that soweth to the Spirit shall of the Spirit reap life everlasting”* (Gal. 6:7-8). In other words, we are going to receive what we sow. If we sow to the flesh, we will receive corruption. If we sow to the spirit, we will receive immortality and fruit that abides.

It is very clear that the teaching of the Lord deepened over the course of His life. In the beginning, we have the teaching on being born again. Then His teaching progresses in John 6, where He speaks of the eating of His flesh and the drinking of His blood. But His finest teaching was reserved for His last moments, which we have to look at very carefully indeed. Essentially, they deal with productivity. We will take them in sequence, beginning with Luke 19, which occurs when the Lord Jesus is on the road going up from Jericho to Jerusalem for the last time. There, He speaks on the parable of the pounds.

The Parable of the Pounds

In this parable, everybody got equal opportunity—they each got an equal number of pounds: *“He said therefore, A certain nobleman went into a far country to receive for himself a kingdom, and to return. And he called his ten servants, and delivered them ten pounds, and said unto them, Occupy till I come”* (Lk. 19:12-13).

In a sense, we all have equal opportunity—we all have 24 hours in a day and seven days a week. Essentially, the pound speaks of opportunities. Well, what do you do with the opportunities and the time that you have? The fellow who made ten pounds received as his reward ten cities to govern. The one who made five pounds reigned over five cities. But one man just buried his pound.

The distinct difference between pounds and talents is this—pounds are like time. Therefore, we must utilize our time very well indeed. In fact, leadership basically involves the correct utilization of time. If you look at any successful leader, you will find that he has used his time very well. He has cut out non-essentials because he wants to have time to develop his relationship with God and to maximize his talents. Leadership is very serious, and it requires diligence.

***What are we doing with
our time?***

The question that we should ask ourselves is this, “What are we doing with our time?” Some are fruitful, making ten pounds, others five and so on. But the one who ended up with only one pound had that pound taken from him and given to the one with ten pounds. When questioned, “Lord, he already has ten pounds,” this was what the Lord said, *“For I say unto you, That unto every one which hath shall be given; and from him that hath not, even that he hath shall be taken away from him”* (Lk. 19:26).

It is a very interesting concept in life—money makes money. The Lord repeats this on several occasions, with the thought that what you have will be multiplied. We can see this happening in life, but in the spiritual life it

also is very clear indeed. When we study, we receive more revelation. If I am putting my feet into a certain path, such as the pathway of righteousness, I am going to be filled with righteousness and I will get what I am pursuing. I am going to receive the gift of righteousness.

If we choose to put our feet in the pathway of truth, the result is that we will get truth. We will begin to get the hidden manna of God's Word, that which the angels feed on. In other words, according to what you have, that shall be given. As you continue to put yourself on that pathway, you are going to be assured that you will receive more and more. This is what it means when the Lord said, "To him that hath shall be given," and that is very important indeed.

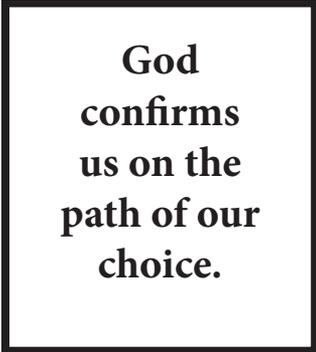
Which pathway are we pursuing? If we put our feet in the pathway of pleasure, that is what we are going to have in our lives—pleasure. At the end of his life, King Edward VIII was asked, "How do you feel?" He turned to his wife, the Duchess of Windsor, and said, "We had a good time, didn't we?" That is not exactly what we want to say at the end of our lives—that all we had was a good time.

Rather, we want to be fruitful. We want to put our feet in the pathway of God's choice. Proverbs 4:18 says, "*But the path of the just is as the shining light, that shineth more and more unto the perfect day.*" This is

the principle we must know. When we put our feet into a certain path, God will establish us in that path and give increase, but we have to choose to put our feet in the right path.

One of the judgments that was pronounced on Cain was this—that he would go into the land of Nod, meaning that he would wander (Gen. 4:16). How many people there are in the land of Nod! They just wander. It is one of the judgments of God.

God was showing a situation in a certain church to a pastor that I knew. Some people involved in this situation were evil and some were good. It was as though he rose up in this vision and said to the wicked, “You



**God
confirms
us on the
path of our
choice.**

shall wander.” That is a terrible thing—a life without purpose; and it is a judgment of God. Sometimes we may ask people, “Where are you going?” and receive the answer, “I don’t know; I may go to this country.” We ask, “What are you going to do there?” and they respond, “I don’t know.” There are times when people change jobs and when asked, “Where are you going?” they say, “Well, I don’t know, but I am simply in this job for the present time.” We do not want God to say to us, “You shall wander.”

It is a blessing to have that relationship with God which causes one's life to have purpose. That is a gift of God. I remember that in one of my earlier trips to Singapore, I found out that a letter that I had sent had never arrived. Thus our original plans for ministry did not materialize. The interesting thing was that when I said to my wife in the hotel, "We can rest now," immediately across the wall was the word written in shining light "purpose." I then said to her, "Something might be happening." As it turned out, I met a key person in the Anglican Church on this trip, and as a result, began our ministry to that denomination. Doors opened that were never open before. What a blessing to realize that I had made that trip with purpose. We want to be living our lives with purpose.

God has a path for each one of us; we must be on His chosen path and utilizing our time for His purpose. In so doing, we will fulfil what He wrote about us before the foundation of the world. We are all different, because God's path for each one of us is different. For example, in a family you might have several girls, but they are all different. Our responsibility is to ask God to lead us on that path. Many times I have been in situations that I would never have created, but God caused it to happen because it was going to lead to His purpose in that place.

The Parable of the Talents

In Matthew 24, the Lord is being asked about the future and His coming again. After that, we enter into His last days on earth. In Matthew 25, He speaks about the parable of the talents.

The parable of the pounds is found in the gospel of Luke, while the parable of the talents is in the gospel of Matthew. Luke is a doctor and generally speaking, doctors have many dealings with the poor. Therefore, his parable is about the pound, which is not very much money. Matthew, however, is the accountant. He is responsible for collecting taxes; and he thinks at quite different levels compared to Luke. He speaks of a talent (approximately a thousand pounds), which is a sum far in excess of what Luke refers to.

The parable of the talents is different from that concerning the pounds. Not only is the amount considerably greater, but as we look at Matthew 25, we see that it is different in another aspect. In Luke, everyone received the same amount; there was equal opportunity.

But with the talent, it is quite different: *“And unto one he gave five talents, to another two, and to another one; to every man according to his several ability; and straightway took his journey”* (Mt. 25:15). One

was given five talents, another two, and another one, *according to their several abilities*. Unlike the parable of the pounds, this gifting was given according to their various abilities. The end of the parable is this: the one who was given five talents made five.

The Lord is a businessman. He knows in whom He should invest. Some of you might be in business. As businessmen, you have to be very careful what you do with your money. You would put more money into something that you know is going to produce, than into something that is not going to be so productive. The Lord knows who is going to be productive.

To the one who had the greater abilities, the Lord gave five talents. That was a vast sum of money in those days. But He gave it to this one person because He knew that this man had the ability to produce. To another He gave two talents; and the interesting thing is this—the

**The Lord
knows
who is
going to be
productive.**

one to whom He gives one talent buries it: *“Then he which had received the one talent came and said, Lord, I knew thee that thou art an hard man, reaping where thou hast not sown, and gathering where thou hast not strawed: And I was afraid, and went and hid thy talent in the earth: lo, there thou hast that is*

thine” (Mt. 25:24-25). Therefore, we see that He is justified in how He distributed these talents; the one to whom He gave one talent did nothing with what God had given him.

Let us look at the judgment: *“Take therefore the talent from him, and give it unto him which hath ten talents. For unto every one that hath shall be given, and he shall have abundance: but from him that hath not shall be taken away even that which he hath. And cast ye the unprofitable servant into outer darkness: there shall be weeping and gnashing of teeth”* (Mt. 25:28-30).

If you are cast out into outer darkness, you are not in heaven. I have been in the outer darkness and know what it is like. The one who buried the talent and did not use it was treated very severely indeed. I want to tell you the truth. It is very awesome and solemn. The Lord knew what He was doing. The one to whom He gave five talents produced five. He knew who was productive.

Our lives must be productive. We are judged on character, ability, and productivity. We need to ask ourselves, “What are we doing with our lives? What is necessary? Are we being diligent in the usage of the *time* that God gives us? Are we using correctly the *talents* that God has given to us? Are these talents being reproduced?” What God gives us, we must utilize in order to produce

what He intended; otherwise we will suffer loss. Life here on earth is about 70 or 80 years. In heaven, our time on earth is known as our “probationary period.” How we live in this short time on earth will determine our eternal destiny, rewards, and position. There was a certain preacher who was in a cemetery where there were a number of graves of renowned preachers. He said to the Lord, “I wish I were with them.” The Lord spoke to him and said, “They would like to be in your position to have another opportunity!”

The Importance of the Team in Productivity

It is important to understand that we need a team to be productive. As we look at the patriarchs— Abraham, Isaac and Jacob—God made promises to them, but they were fulfilled through their heirs.

I had a friend who ran seven businesses. They were not his own, but belonged to a gentleman from Israel. My friend was the Chief Executive Officer of the seven businesses. I said to him, “My, you must work very hard;” and this is what he said: “This is how I run my seven businesses. I have my office and desk, and I have seven pieces of paper—one for each business. Each morning, the staff come to me and I tell them what orders I can give to each of those seven businesses to keep them productive.” As we study the Word of God, we

realize that the one at the top does not fulfil the vision; he cannot. It is the *team* that fulfils the vision. The Apostle Paul said, “*I have planted, Apollos watered; but God gave the increase*” (1 Cor. 3:6).

My brother, who is in leadership, said to me, “The most important thing is vision. I had to have the vision for the team. Then I have to ensure that each member of the team knows the vision and is aware that they are a vital part of that vision.”

As a leader, we have to know our vision, which is God-given. The question we should each ask ourselves is, “Do I know the vision for my life?” Speaking of my own life, when I was still a student in Bible college, God gave me a vision and showed me something of what He wanted me to do. By the grace of God, I sought to do that. Then I found something else that was very interesting. As I walked in this path of the limited vision that God had given to me, the vision opened up. It did not change, but it became clearer and greater. The vision is birthed when you are young and as you are *faithful* to do that which God shows you at the beginning, He will open it up.

When I was age nine, playing in my father’s garden, an angel (one that looks after children) came to me. He was quite small and had a little trumpet. He did not speak to me in English, but he communicated to me and gave me a vision, saying that the fullness of the purpose of God

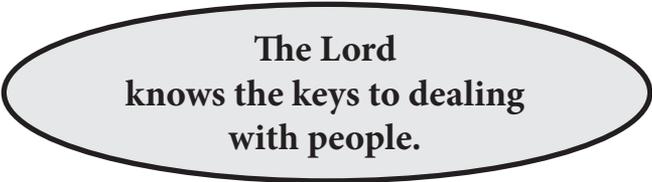
for my life would be fulfilled when I am old. The point is this—the vision has never changed. It has developed and enlarged. However, this development does not occur unless one is *faithful* to walk in the vision that one has now.

In Luke 16:10, the Lord said, “*He that is faithful in that which is least is faithful also in much: and he that is unjust in the least is unjust also in much.*” Thus, he that is faithful in that which is little shall be given greater things. If you see someone sweeping the floor and doing a good job, that is the one that will be promoted because if he has swept the floor well, then he will be faithful in the next step up too. Promotion comes from God and leadership is of God. It is God alone who controls our lives.

In the beginning, the vision may be small. It may be something that we feel we can fulfil. But as we go on, the vision enlarges and then we realize that we cannot possibly do it. The Lord then gives us a team to accomplish it.

In this team, we have to have people who will fit into certain slots of the vision. The team members do not generally arrive perfect. They come from all kinds of backgrounds and they may have their idiosyncrasies. That is where meekness in a leader comes in. They may not be the finished product in the same way that we are not the finished product.

There may be times when you have very gifted people on the team who have clear character flaws. While we are unable to promote them because of these flaws, they become dissatisfied with the responsibilities and place that they have been given. In such cases, I have found that if we go to the Lord and ask Him, “How do You deal with this? It is Your responsibility. You brought this person along and You knew the problems that would come. How would You handle it?” He will give us the key, which may be different for each situation. We are not to look at the situation as one that we have to solve, because we will probably make a mistake but as we look to the Lord, He will tell us how to handle it.



**The Lord
knows the keys to dealing
with people.**

As leaders, we have to handle with wisdom, love, and care for the team. That team is going to see us through and cause us to accomplish what God has ordained for us. For example, God told us to have a Zion Bible school in every country. In Argentina, the churches associated with Zion have contacts in Afghanistan and Equatorial Guinea and they are developing the Bible schools there. I cannot do it myself but God has given us good people. The vision becomes theirs and God opens doors for them to fulfil ultimately the vision that He has given.

One of the essentialities of leadership is to be able to articulate clearly the vision that God has given. Habakkuk was told to write the vision and make it clear so that all who read it might understand (Hab. 2:2). The team should be able to quote the vision to others so that it is imparted to every member of the team and the congregation in the fellowship. However, that by itself is not enough. We cannot just *say* to our people, “This is our vision.” The team must be *birthed* in the vision so that it consumes them, and as leaders we are to encourage each team member to meet God so that they are birthed in that vision.

The vision that the Lord has given to us as a fellowship of churches is for each member to be birthed in the vision of spiritual Mount Zion (Ps. 87:5), to continue moving on to reach spiritual Mount Zion (Ps. 15, Ps. 24), and to become teachers of righteousness, guiding others into the way of holiness and glory. (For more details on the vision of Zion, please refer to *The Journey of Israel* by Dr Brian J. Bailey).

Another important quality that you need in the team is faithfulness to fulfil the God-given task that has been allotted to them. This we see in Paul’s life in 1 Corinthians 4:1-2, “*Let a man so account of us, as of the ministers of Christ, and stewards of the mysteries of God. Moreover it is required in stewards, that a man be found faithful.*” We must seek to distribute and

proliferate the truths that God has given to us, and to perform faithfully other duties that have been appointed to us by the Lord or the leadership over us.

Dealing with Spiritual Scaffolding

A spiritual work may be likened to a building. Paul, the wise masterbuilder, laid the foundation (1 Cor. 3:10). Once the foundation has been laid you have the building erected on top of it. In the natural in order to erect the building, one has to have scaffolding. Without that scaffolding, that building will not go up, and it is likewise in the spiritual.

When we were in Switzerland, God had given us a purpose there for the Bible school. In order to fulfil that vision we had to have a number of people who would facilitate the business aspects. We had to have people who could make contact with the government and so on. Then we found that after a time, they left us. We asked the Lord, “Whatever is happening? They were with us and then left us.” God said, “They are scaffolding. They are there for a time but they are not part of the building. Without scaffolding the building will not go up. However, after it has fulfilled their purpose, the scaffolding is dismantled and removed.” Likewise, we had people editing and helping us in the area of books and then they left. The Lord said, “They were needed for a time, but they were scaffolding.”

**We cannot reject spiritual scaffolding
because they are needed.**

We have to be very careful because we cannot reject the scaffolding. In the natural, scaffolding might consist of worthless pieces of wood, but they are very necessary. You might have certain people coming to help you, when you might have preferred different kinds of people. But they are going to help in a critical period of your spiritual construction and then afterwards they go.

I had a board of directors to start with and thought that everything was going to be fine. Some were former students of mine. Then one day the Lord spoke to me while I was in Africa. He said, “The board will rise up against you.” I said, “All of them?” (This is a former board, not the one I have now). The Lord said, “Yes.” Then He gave me a vision of the board meeting where they would do this. I thought, “Oh dear Lord—this is not what a leader wants.” But God told me it was going to happen despite our best efforts and it did happen.

When the uprising occurred, I looked at the members and everyone was seated in the position in accordance with the vision that was shown to me. But then something else happened. One of them started railing at me and it was as though a glass partition came down, separating

me from them. I was in such perfect peace while they were so upset. Then I saw above me another board comprising several angels. They were looking down on me and smiling, saying, “We are in control. Do not let them worry you.”

When I asked the Lord what this was all about, He said, “Study a rose. As this rose is developing, all you see is green. The covering looks like green leaves but they are not. That is called the calyx. As the rose starts to bloom, the calyx wrinkles and folds up. It does not have the same texture as the petal or leaf, but it is absolutely essential to protect that rose, otherwise the rose would be destroyed. The board was your calyx (and there were five members of that board, even as there are five parts of a calyx).”

In leadership, you have to learn a lot of lessons. One thing I learnt from that board meeting is that I cannot live in the past. Rather, what I have to do is to forgive and have the same attitude as Christ, who said, “Father, forgive them for they know not what they do.” I ask the Lord for a holy forgetfulness (a “Manasseh”) and forget. I feel sorry for those who have wronged me and say, “God, they do not know who they are, and they are wandering.” Their hearts were not good and that is why they were selected to be the calyx.

A pastor friend of mine said, “I have a church full of offended people.” The Lord spoke to me and said, “He

has a church full of people who have failed of the grace of God” (Heb. 12:15). It does not matter what situation we are in. There is manifold grace for manifold trials. In every situation, God can give us grace or divine enablement, so that we can triumph. As we do that which is right and are faithful, God will in due time promote us.

The Ultimate Vision

These things you will experience as leaders. But then you must have the ultimate vision, which is expressed by the Bride of Christ in the Song of Songs: *“The mandrakes give a smell, and at our gates are all manner of pleasant fruits, new and old, which I have laid up for thee, O my beloved”* (Song 7:13). At the end of our lives, we want to be able to present to the Lord the fruit of our labours.

What happens when a leader dies? When one of our pastors died, there was a lady who had a vision of what happened. Essentially, an angel took him up to heaven and led him to a large room where there were many people. The angel was carrying a crown and one by one the people come to the pastor saying, “Thank you for that message. Thank you for that pat on the back. Thank you for that kind word. Thank you for that prophecy.” Then they would give a jewel to the angel to be placed in the crown. The pastor had tears streaming down his face. Then a lady came and said, “You have never seen

me, pastor. I come from a remote village in Africa and I am here because of you. You sent your people there as missionaries. They preached and I am here.” There was a valuable jewel given to the pastor. After all the people had spoken to the pastor, the angel placed the crown on the pastor’s head.

This pastor then said to the angel, “May I see Jesus?” The angel smiled and conducted him to another part of the palace where the throne room was. There, the pastor took off his crown and placed it at the feet of Jesus saying, “I have obtained this because of You.” The Lord then said to this pastor, “Well done thou good and faithful servant. Enter thou into the joy of thy Lord.”

When it comes down to it, as we look at our lives, we find that they have been orchestrated by God and that we are what we are by the grace of God. At the end of our lives, if we have been faithful, we will have produced what the Lord is looking for. We will then give it all to Him because He is the One who has enabled us to accomplish His purposes. My prayer is that you would love the Lord and have a close relationship with Him. I want you to be the leader that He wants you to be and in so doing, you will delight His heart.

Conclusion

THE ALPHA AND OMEGA

This is, of course, one of the titles of our blessed Lord, as revealed to the Apostle John while he was on the Island of Patmos (Rev. 1:8). The spiritual interpretation of “Alpha and Omega” is that Christ is the “beginning and the end.” He who has begun a good work in us will perform it unto the day of Jesus Christ (Phil. 1:6). In other words, that which the Lord begins either in a nation or a person, He will complete.

We have the Lord’s admonition to us in the parable about one who intends to build a tower: *“For which of you, intending to build a tower, sitteth not down first, and counteth the cost, whether he have sufficient to finish it? Lest haply, after he hath laid the foundation, and is not able to finish it, all that behold it begin to mock him, Saying, This man began to build, and was not able to finish”* (Lk. 14:28-30). Therefore, what we start, we must also finish to the glory of God.

It is a God-given privilege to be chosen by Him to start a project for Him and then be given the privilege of finishing it. Such was the case of Zerubbabel, as we read in Zechariah 4:9, *“The hands of Zerubbabel have laid the foundation of this house; his hands shall also*

finish it; and thou shalt know that the LORD of hosts hath sent me unto you.” Also, Zerubbabel was promised that he would bring forth the headstone of the house, crying “Grace, grace” unto it (Zech. 4:7). So the one who laid the cornerstone (the first stone) was also the one who laid the headstone (the stone that completed the building).

The seriousness of finishing that which one has begun may be seen in the following example. A pastor declared that he and his church were going to buy a large property for a Bible school. However, he did not have enough even for a down-payment. The result was that he lost the property and also much credibility with his congregation because he was not able to finish what he started.

Nehemiah is an excellent example of one who finished the task he was given of rebuilding the walls of Jerusalem. This he did by energizing God’s people to put their shoulders to the work. Thus, despite opposition and ridicule from the heathen, the walls were completed in the record time of 52 days, for the people had a mind to work (Neh. 4:6).

As leaders, let us be those who are noted for finishing that which we start, and let us finish well. May we seek, in the realm of character, to be more and more like Jesus. May our abilities be developed to the n^{th} degree,

and may we be Christians that produce a hundredfold in fruitfulness, that we too may lead others on to the pathway of righteousness that shines more brightly unto the perfect day.

**As leaders, let us finish,
and finish well.**

Appendix

I Will Never Give Up

Rev. Brian J. Bailey

Laid Back, African style

F B^b F F

I will nev - er, nev - er___ give up; I will nev - er,

G C7 F F/A B^b F

nev - er___ give up; I will nev - er, nev - er___ give up; 'Til

F/C C F

Je - sus___ comes,___ I will walk with Him.---

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