



ON TARGET

I N S T I T U T E

Leadership Training Manual

Rev 8/14

The Divine Commandment of Life

". . . be perfect, just as your Father in heaven is perfect" (Matthew 5:48).

Our Lord's exhortation to us in verses 38-48 is to be generous in our behavior toward everyone. Beware of living according to your natural affections in your spiritual life. Everyone has natural affections—some people we like and others we don't like. Yet we must never let those likes and dislikes rule our Christian life. "If we walk in the light as He is in the light, we have fellowship with one another" (1 John 1:7), even those toward whom we have no affection.

The example our Lord gave us here is not that of a good person, or even of a good Christian, but of God Himself. ". . . be perfect, just as your Father in heaven is perfect." In other words, simply show to the other person what God has shown to you. And God will give you plenty of real life opportunities to prove whether or not you are "perfect, just as your Father in heaven is perfect." Being a disciple means deliberately identifying yourself with God's interests in other people. Jesus says, "A new commandment I give to you, that you love one another; as I have loved you, that you also love one another. By this all will know that you are My disciples, if you have love for one another" (John 13:34-35).

The true expression of Christian character is not in good-doing, but in God-likeness. If the Spirit of God has transformed you within, you will exhibit divine characteristics in your life, not just good human characteristics. God's life in us expresses itself as God's life, not as human life trying to be godly. The secret of a Christian's life is that the supernatural becomes natural in him as a result of the grace of God, and the experience of this becomes evident in the practical, everyday details of life, not in times of intimate fellowship with God. And when we come in contact with things that create confusion and a flurry of activity, we find to our own amazement that we have the power to stay wonderfully poised even in the center of it all.

Five non-negotiables for leadership:

1. Realize you are caring for God's flock
2. Motivated by a willingness to serve—not obligation
3. Seek what we can give—not get
4. Lead by example—not force
5. Have a deep passion and love for those we lead

1 Peter 5:2-4 *Be shepherds of God's flock that is under your care, serving as overseers--not because you must, but because you are willing, as God wants you to be; not greedy for money, but eager to serve; not lording it over those entrusted to you, but being examples to the flock. And when the Chief Shepherd appears, you will receive the crown of glory that will never fade away.*

OTI Leadership Qualifications

Spiritual:

- Has an established and growing relationship with God
- Has ongoing devotional habit
- Is not dealing with any major sin which might stifle God's working through them
- Has a good knowledge of biblical truth and can effectively apply that truth to real-life issues

Family: (if married)

- Has a healthy relationship with wife and kids
- Has the affirmation of his wife for this responsibility

Vision:

- Has a passion for ministry to men
- Will love and nurture the men in his group
- Is willing to spend the time necessary to lead his men into spiritual maturity

Leadership Skills:

- Is comfortable with the role of facilitator/leader
- Knows how to facilitate group discussion
- Able to identify and train prospective leaders

General:

- Is available
- accountable
- vulnerable
- teachable

OTI Leadership Responsibilities

Duties:

- Attend all weekly meetings
- Arrive at 15 minutes early to greet the men in your group and stay until it is over
- Attend scheduled training/equipping sessions
- Attend annual leader retreat weekend
- Contact every man in your group every week with a non-agenda phone call
- Meet separately with men who may need special help or guidance

Preparation/Pre-meeting responsibilities:

- Prayer
- Look for visitors and greet them warmly—remember that many may be non-believers and avoid overt and overly spiritual talk
- Mingle with the men and not other leaders
- Be an encourager
- Tables of no more than eight

Discussion time:

- Watch for non-verbal signs during the teaching time—these often suggest a particular point of need or struggle
- Ask the men to openly address the discussion question(s)—ask if there are any personal illustrations or stories
- Try to get every man involved—watch for those who may want to talk too long and remind the group to be sensitive to the time
- Watch for anyone who may be hurting—remember that finishing the discussion exercise is second to meeting needs
- Allow enough time to pray for specific needs
- **Challenge the men to write down one or two specific action items—new behavior they may want to enter into as a result of the lesson**
- Offer your phone number or e-mail address for anyone who may need to contact you during the week
- Remember that this is not a counseling session—rather—an opportunity to share relevant information and discover how to apply it to real life situations
- Let them know how much you love and appreciate them—often

General:

- Remember that your goal is growing disciples
- Be on the alert for men who may have matured and are ready to assist or host their own table
- Look for powerful testimonies that might be appropriate for the whole group to hear

On Target Institute (OTI)
Discussion Leader Application

Name: _____ Date: _____

Address: _____ City: _____, CO Zip: _____

Phone(Home): _____ Phone(Work): _____ Phone(Cell): _____

Fax: _____ E-Mail Address: _____

Marital Status: _____ Wife's Name: _____ Anniversary: _____

Children's Name(s) & Age(s): _____

Church Affiliation: _____ Pastor: _____

Employer: _____ Occupation: _____

Please share your personal testimony (you may use a separate sheet of paper if necessary):

What are you currently doing on a daily basis to nurture your relationship with the Lord?

Please list all of your current non-work or family related commitments:

Please list previous small group leadership experience:

Please circle the number for each item below that best represents your current position on the issue or topic (1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree):

- | | | | | | |
|---|---|---|---|---|---|
| 1. Jesus Christ is my Savior and my Lord. | 1 | 2 | 3 | 4 | 5 |
| 2. I am not aware of any sins that currently keep me in bondage. | 1 | 2 | 3 | 4 | 5 |
| 3. I do not consume alcohol in excess or take any illegal drugs. | 1 | 2 | 3 | 4 | 5 |
| 4. I meet the qualifications of a leader as outlined in I Timothy 3. | 1 | 2 | 3 | 4 | 5 |
| 5. I do not physically or verbally abuse my wife or children. | 1 | 2 | 3 | 4 | 5 |
| 6. I do not struggle with pornography. | 1 | 2 | 3 | 4 | 5 |
| 7. I give financially to my local church and missions. | 1 | 2 | 3 | 4 | 5 |
| 8. I complete my tax returns with complete integrity. | 1 | 2 | 3 | 4 | 5 |
| 9. I believe in personal accountability and am willing to "give an account" of my life to my OTI peers. | 1 | 2 | 3 | 4 | 5 |

Pastoral Affirmation

Please have a pastor from your home church complete the following statement of affirmation:

I hereby affirm _____ as a follower of Christ affiliated with the fellowship at _____. I believe that his life reflects the qualities of a mature believer and that his testimony to the community and to his fellow peers at this church model the example of a "man of character" as of _____ (date).

Pastor's Signature

Pastor's Name Printed

Wife's Affirmation (Required if Married)

Please have your wife complete and sign the following statement of affirmation:

I hereby affirm that my husband loves me as Christ loved the Church and demonstrates a godly example to our family. I believe he has the passion to serve other men and I will whole-heartedly support his participation and leadership in this ministry.

Wife's Signature

Date

Applicant's Affirmation of Commitment

I have read the Ministry Description for a Discussion Leader and agree to be held accountable to the standards expressed therein. I am willing to perform the duties of this position and will voluntarily ask to be removed from leadership at any future point in which I am not able to fulfill the responsibilities I have agreed to. With God's help, I agree to follow the leadership of OTI and commit my energy to the ministry of this organization.

Applicant's Signature

Date

1 Timothy 3:1-10

Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task. ² Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, ³ not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money. ⁴ He must manage his own family well and see that his children obey him with proper respect. ⁵ (If anyone does not know how to manage his own family, how can he take care of God's church?) ⁶ He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. ⁷ He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap.

⁸ Deacons, likewise, are to be men worthy of respect, sincere, not indulging in much wine, and not pursuing dishonest gain. ⁹ They must keep hold of the deep truths of the faith with a clear conscience. ¹⁰ They must first be tested; and then if there is nothing against them, let them serve as deacons.

On Target Group Leader Training

Primary Role of the Leader – “On Target Facilitation”

Webster defines the verb facilitate as “to make easier.” Your primary role as small group leader is the “make the discussion easier” for every man in your group. This is not as easy as it might sound. It requires active work on your part to be successful.

Before defining how that definition applies to OTI groups, let’s first review what it is not. “On Target Facilitation” is NOT:

1. **Lecturing** – The teacher has already lectured for 20-25 minutes. Now it’s time for the men to participate in discussion focused on application and encouragement.
2. **Condemning** – The men in your group probably already know that their lives are not what God desires. The group’s purpose is to encourage righteous living, not judge past actions.
3. **Watching** – As the facilitator, you are the leader of the discussion. If something is not happening as it should, it is your responsibility to take appropriate action. Do not watch a group wander off on “rabbit trails”. You are the leader. Lead appropriately.

The goal of facilitating group discussion each week is to focus on balancing four sets of competing issues. Each of these sets of issues will be “in tension” and the role of the facilitator is to maintain the proper balance in all four areas.

Think of a “target” with the middle being the “bulls-eye”. Each of these four sets of issues can pull your discussion off target unless you monitor what is occurring and take action to keep the arrows pointed toward the bulls eye.

1. People Driven versus Task Driven.

A “people driven” group focuses only on the people and doesn’t accomplish the tasks required. Usually this type of group focuses on only one or two people – the few people who talk the most or the few people with the biggest problems. This type of group doesn’t stick to the weekly topic because it drifts to whatever individuals decide to discuss.

A “task driven” group focuses only on the tasks and is insensitive to the needs of individuals in the group. Sometimes, it is appropriate to miss a “task” (not end on time, for example) in order to focus on a person (extra time in prayer). The leader must balance movement toward the goals against the needs of individuals. Remember that the goal is to move from life-implication to life-application.

2. Ask Directed versus Tell Directed.

An “ask directed” style by the leader and the group encourages discussion. This is particularly true when the questions are friendly and open-ended so that others are encouraged to share their ideas. However, too many questions may leave men without any practical solutions for the issues they’re facing. It is also important for the leader to model openness by sharing from their life before expecting the other men to open up. This is particularly true during the early stages of group formation.

A “tell directed” style by the leader and the group discourages discussion by those who are less vocal. These quiet types of individuals will “listen” to the talkers share their ideas, but no one will know their opinions. One “tell directed” individual can so dominate a group that no one (other than the one dominating) enjoys the group or finds their needs being met.

3. Prayer Emphasis versus Practical Solutions Emphasis.

A “prayer emphasis” group is one that will always “pray” for a brother in need, but fails to provide practical advice or accountability for life change. A small group can be a powerful agent for life change. But that will happen only when a group takes responsibility to offer practical solutions to group members and lovingly hold them accountable through the process.

A “practical emphasis” group is one that always offers practical solutions, but fails to seek God’s power for life change. The ultimate change agent is the Holy Spirit. We must always recognize our need for His power in our lives. We can never rely on “the arm of man” for significant life change. We must seek God’s power and that is accomplished through prayer. A group that never prays together is saying through their behavior that God’s help is not needed.

4. Aggressive versus Passive.

An “aggressive” group is one in which members use sharp words that damage other members. Solomon tells us that “the tongue has the power of life and death.” An aggressive style causes the tongue to speak words that wound others. Usually, aggressive individuals have not come to grips with their own sense of self-righteousness. The Pharisees were very aggressive, but they failed to help individuals in need.

A “passive” group is one that watches its members hurt, but fails to take any action to assist. Scripture tells us that we are to take action when a brother is in need. We are to grieve with those who are grieving. An “active” group is one that takes appropriate action to help a brother in need without becoming aggressive in its tone.

On Target Institute

Leadership 101

Vince D'Acchioli

Session Outline:

All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership. **John Kenneth Galbraith**

As a Christian man you are a leader of others whether you want to be or not. People are watching you very closely. If you are responsible for leading others, either through your work or other activities, it is important to understand the nature of leadership and various styles of leadership.

In business we often find labels for different leadership styles. Someone might be considered an autocratic or democratic leader. Let's look to Jesus as our example

Leadership 101:

1. _____ (Rom. 5:3-5)
2. _____ (Ecc. 12:13)
3. _____ (Prov. 29:18)
4. _____ (Matt. 22:37-40)

Life Implication:

As Christians we should not allow traditional worldly models of leadership to dictate. We need to take a fresh new look at leadership in the context of how Jesus led. He is our model. If we do not have a deep sense of love for those we lead we will not be able to lead as Jesus led.

Jesus was not in front pulling--or behind pushing. He walked with His followers--He was there for them. They followed Him because they knew He cared for them and their well being.

Matt. 22:37-40 *Love the Lord your God with all your heart and with all your soul and with all your mind. This is the first and greatest commandment. And the second is like it: Love your neighbor as yourself. All the Law and the Prophets hang on these two commandments.*

NOTES:

Discussion Question: In which of the four areas discussed do I need to improve? What would others say about my leadership style? Explain.