



INDEX

- Aaron, 88
Abraham, 59
Abuses, of spiritual leadership, 52
Accountability relationships, 115
Acts 2:17, 55
African American church community, 63
Alice in Wonderland, 108
All Hands Meetings, 23
Allen, P., 14
Apology, 90
Apostles' Creed, 66
Appreciation, showing, 34–35, 99, 112–115.
 See also Recognition for contributions
Aramony, W., 19, 20
Archetypal themes, 59
Arts magnet school, 49–51
Attention, paying, 111–112
Authenticity, 97
Authoritarian leadership, 109, 121
Axis ministry, Willow Creek Community
 Church, 5–6, 85–87, 91–93, 94–95,
 96–97
- Babies, 105
Bar, setting the, 23. *See also* Expectations
Bar hero, 96
Bates, M., 121
Beene, B. S., 19–23, 24, 25, 63–64
Behavior: changing hearts and, 103; of
 credibility, 120–121; encouraging others
 with, 103, 110–115
Beliefs about leadership, 103, 106–109. *See
 also* Values
Believing and seeing, 57–59
Belshazzar, 62
Berlin, I., 63
Bible, 12, 59, 67
Blaming others, 104–105
- Blanchard, K., 3, 6, 101, 102, 107, 110,
 114–115
“Blues Brothers,” 62
Body of Christ, 56, 65
Bowles, S., 114–115
Breath, 67
Bright, B., 3, 51–52
Brown, L., 13
Buchanan, R., 8–10
- C-Span, 74
Call and response, 63
Called people, 104–105
Calling, 17, 62. *See also* Vision
Campbell, M., 26–30
Campus Crusade for Christ, 51–52
Car maintenance ministry, 92–93
Catalyst Leadership Conference, 3–4
Celebration: to Encourage the Heart, 33,
 36, 38, 99; power of, 36, 38; of values
 and victories, 36
Center for FaithWalk Leadership, 102–103
Center for Strategic and International
 Studies, 22
Ceremonies, 36
Challenge: for challenge's sake, 74–75; critical
 incidents and, 13; enlisting others in,
 78–81; learning and, 24–26; perseverance
 in face of, 77–81; psychological hardiness
 and, 25, 77–78; seeking opportunities
 and, 22–24; teams and, 78–81
Challenge the Process, 2, 19–26, 69, 71–81;
 Christian reflections on, 5, 19–26,
 71–81; commitments of, 37; experi-
 mentation and risk taking and, 24–26,
 69, 79–81; humility and, 71–75; over-
 view of, 19–26, 69; perseverance and,
 77–81; readings on, 132; reflection

- questions on, 81; risk and risk taking in, 24–26, 69, 79–81; search for opportunities and, 22–24, 69; selfless service and, 72–75, 81; stories of Christian leaders who, 19–22, 73–74; teams for, 78–81; willingness to suffer and, 71–72, 75–78
- Change: Challenge the Process and, 2, 19–26, 69, 71–81; for change's sake, 74–75; of minds and hearts and actions, 67; of oneself first, 42–46; spirit and, 67–68; team makeup and, 78–79
- Character development, 94–95, 122
- Charlie Brown and Lucy, 43
- Cheering others on, 114–115
- Chief executive officer (CEO), 123
- Christian leaders. *See* Leaders; Leaders, examples of Christian
- Christian leadership. *See* Leadership
- Christian Reflections on The Leadership Challenge* (Kouzes and Posner): origins of, 3–4; overview of, 4–6
- Christian symbols, 65–66
- Christianity: as group activity, 59; relational leadership and, 119
- Church, the: congregational engagement in, 122; leadership in, 55–56, 59–60; mission in, 62; preaching in, 59–61; vision and revitalization of, 59
- Claiborne, S., 86–87
- Coaching, performance, 110–111
- Coffee company and mission, 13–17
- Collaboration: elements of, 28–29; Enable Others to Act and, 26–30, 83, 86–98; fostering, 28–29, 83, 88–90; trust and, 28, 83, 89–90
- Collins, J., 78, 104
- Commitment: encouraging others with, 103; leadership development and, 94–95, 122
- Commitments of leadership, 37
- Community spirit, 99
- Compassion, 125
- Compensation, 114
- Competence, development and, 94–95
- Compliance, 96–97
- Conflicts, value, 107–108
- Congressmen, U.S., 74–75
- Continuous improvement, 23
- 1 Corinthians, 1:23, 65
- 2 Corinthians, 12:9, 41
- Corpus, 56
- Costa Rica mission, 13–17
- Creativity and innovation: Challenge the Process and, 19–20, 23–26; experimen-
 tation and, 22–24; seeking opportuni-
 ties and, 22–24
- Credibility: in leadership relationship, 120–121; leading oneself and, 44
- Crises, leadership in, 80
- Critical incidents, 13
- Criticism, faith and, 21–22
- Cross, symbol of the, 65
- Crucifixion, 65, 75–76, 88–89
- Customer-contact people, 109
- Customers, as sources of improvement ideas, 23
- Cynicism, 19, 96–97, 112–113, 125
- Cynics, 19
- Dacor, 44–46, 47–48
- Daniel 5, 62
- David, Samuel's choosing of, 93–94
- Davis, L., 64
- Day of Atonement, 88
- Day-to-day coaching, 110–111
- De Pree, M., 90, 95
- Dearnley, C., 13–17
- Decision making: participatory, in vision sharing, 63–64; strengthening others in, 30
- Derrick, J., 60
- Development of others, 94–95, 110–115.
See also Enable Others to Act; Leader-
 ship development
- Difference, desire to make a, 18, 71–72, 126
- Dignity of work, 97
- Disciples, 67; leadership development of, 87–88, 101–102; as servant leaders, 101–102; as students, 62
- Disciplines, 66, 114–115
- Disney, W., 107–108
- “Do What You Say You Will Do” (DWYSYWD), 120–121
- Driven people, 104–105
- Ecclesiastes 2:10, 101
- Ego: desire for recognition and, 72, 104–105, 106; giving away power and, 91–98; selfless service *versus* serving, 72–75, 81, 103–105, 110–111, 115
- Emergency room doctors, 90–91
- Employee engagement, 122
- Employee-of-the-Moment events, 114
- Employee-of-the-Month contests, 114
- Empowerment. *See* Enable Others to Act; Power, sharing and giving away

- Enable Others to Act, 2, 26–30, 83, 85–98; Christian reflections on, 5–6, 26–30, 85–98; commitments of, 37; fostering collaboration and, 28–29, 83, 88–90; Jesus' model of, 87–88; overview of, 26–30; power sharing/giving away and, 29–30, 83, 87–88, 88, 90–98; priesthood of all believers concept and, 88–89; readings on, 133; reflection questions for, 98; servant leadership and, 87–88, 96–98; stories of Christian leaders who, 26–30, 85–87, 91–93, 94–95, 96–97; strengthening others and, 29–30, 83, 90–98; talent radar for, 93–94
- Enactment, 13
- Encourage the Heart, 2, 30–38, 99, 101–116; celebration to, 36, 38, 99; Christian reflections on, 6, 30–38, 101–116; commitments of, 37; habits domain of, 103, 115–116; hands domain of, 103, 110–115; head domain of, 103, 106–109; heart domain of, 103–106; internal and external domains of, 103; overview of, 30–38; performance improvement and, 110–115; readings on, 131; recognizing contributions and, 34–35, 99, 103–105, 106; reflection questions on, 116; results and, 110–115; self-serving *versus* servant leaders and, 103–105, 110–111, 115–116; servant leadership and, 101–116; standards and, 108–109; stories of Christians who, 30–38
- Enlisting others, 18–19, 53; in challenge, 78–81; Christian reflections on, 59–68; fishing with a net and, 59–61; keeping an eye on the horizon and, 61–62; listening and, 62–64; preaching and, 59–61
- Enthusiasm, 19; challenge and, 25
- Envisioning the future, 17–18; Christian reflections on, 56–59; rainbow quality in, 57–59; suffering as catalyst for, 56–57
- Epic tales, 59, 66
- Equip, 5
- ESL and Immigrant Ministries, 26–30
- Evangelism: changing oneself *versus*, 43–44; one-on-one, 43–44, 96
- Example setting, 11–13, 39, 48–52
- Executives, superstar, 123, 124
- Exemplary leadership. *See* Five Practices of Exemplary Leadership; Leadership; Stories of exemplary leaders
- Exodus 18:18, 21–22, 85
- Expectations: performance coaching and, 110–111; power of high, 34–35; recognition for contributions and, 34–35
- Experimentation, 24–26, 69
- Face-to-face interaction, collaboration and, 30
- Failure: expectations for, 34; learning from, 79–81
- Faith: during difficult times, 21–22; hope and, 125–126; leadership with, 59; role models for, 51–52; sacrifice and, 65; sharing, one-on-one, 43–44, 96
- Fear, 115
- Feedback: to Encourage the Heart, 113; selfless *versus* self-serving reactions to, 105
- Feeling good, results and, 110, 112
- Feet washing, 109
- Fishing with a net, 59–61
- Five Practices of Exemplary Leadership, 7–38; Christian reflections on, background of, 3–4; Christian reflections on, overview of, 5–6; efficacy of, 7–8; interdependencies among, 6; listed, 2, 37; overview of, 7–38; Ten Commitments and, 37. *See also* Challenge the Process; Enable Others to Act; Encourage the Heart; Inspire a Shared Vision; Model the Way
- Five Temptations of a CEO, The* (Lencioni), 5
- Followers: importance of credibility to, 120; leadership relationship and, 119–126
- Following the leader, 48–51
- Food outreach ministry, 8–10
- Forsythe, G., 16
- Frontline employees, 23, 109
- Frustration, keeping an eye on the horizon and, 61–62
- Full Steam Ahead!* (Blanchard and Stoner), 107
- Fuller, L., 58
- Fuller, M., 58
- Fuller Seminary, 95
- Gandhi, I., 65
- Gandhi, M., 65
- Gift of the Goose, 114–115
- Gifts of talent: developing others', 94–95; finding others', 93–94
- Giving, sacrifice and, 64–65
- Gleaning ministry, 9, 10

- Goals, 17, 108–109. *See also* Vision
- God: EGO and, 115; groundedness in, 106, 115; honoring, in values statement, 45–46
- Golden Rule, 42
- Good to Great* (Collins), 78, 104
- Grace, 65
- Gratitude, 65
- Great commandments, 108
- Great Commission, 52
- Greenleaf, R. K., 123–124
- Griffin, W., 49–51
- Gung Ho!* (Blanchard and Bowles), 114–115
- Habitat for Humanity, 33, 58
- Habits domain, of encouraging others, 103, 115–116
- Hamilton, A., 30–34
- Hands domain, of encouraging others, 103, 110–115
- Hardiness, psychological, 25, 77–78
- Harvard Business School, 13–14
- Harvest of Hope, 10
- Head domain, of encouraging others, 103, 106–109
- Heart: encouraging others from, 103–106; leading from the, 96–98. *See also* Encourage the Heart
- Hebrews, 88; 10:24, 85; 13:7, 41
- Hero leader myth, 28
- Hero stories, 95–96
- Hicks, B., 58
- Hierarchical leadership, 109, 110, 111, 123
- Holy Spirit, 67, 78, 89
- Hope, 57, 125–126
- Horizon, keeping an eye on, 61–62
- Horne, K., 8–10, 11
- “Hour of Power,” 102
- Hubbard, D. A., 95
- Humiliation, public, 75–76, 77
- Humility, 71–72; selfless leadership and, 72–75, 81, 104–105
- Hunger, story of ministry to, 8–10
- Hurricane Andrew, 64
- Hybels, B., 92
- IBM, 16
- Illinois Youth Correctional (IYC) facility, 95–96
- Implementation, organizational structure and, 109
- Incremental improvement and successes, 80–81
- Influence, openness to, 28, 30, 89–90
- Initiative, seizing the, 22–24
- INJOY, 3–4, 5, 52
- Innovation. *See* Creativity and innovation
- Inspiration, 18–19
- Inspire a Shared Vision, 2, 13–19, 53, 55–68; Christian reflections on, 5, 13–19, 55–68; commitments of, 37; enlisting others and, 18–19, 53, 59–68; envisioning the future and, 17–18, 56–59; fishing with a net and, 59–61; giving life to a vision and, 65–68; keeping an eye on the horizon and, 61–62; overview of, 13–19, 53; readings on, 132; reflection questions on, 68; sacrifice and, 64–65; stories of Christian leaders who, 13–17, 58, 60–61, 63–65
- Integrity, 97
- InterVarsity Christian Fellowship, 13–14
- Israelites, 56, 57, 88
- Jeremiah: 33, 56; 45:5, 71
- Jerusalem, 57
- Jesus: crucifixion of, 65, 75–76, 88–89; feet washing of, 109; great commandments of, 108; humility of, 72–73; mission of, 107; as One Minute Manager, 102; psychological hardiness and, 77–78; relational leadership of, 119; on sacrifice, 65; as servant leader, 87–88, 97, 101–103, 106, 108, 122–123; suffering of, 75–76, 123; as teacher, 62; vulnerability of, 89–90; wandering of, 111
- Jesus Prayer, 22, 63
- Jiffy Lube, 16
- Joan of Arc, 76
- John: 14:10, 73; 15:12–13, 65; 16, 88–89
- John the Baptist, 76
- Johnson, S., 6, 102, 110
- Joseph, M., 44–46, 47–48
- Journaling, 13
- Joy, 97
- Ken Blanchard Companies, 6
- Killing the messenger, 105
- King, M. L., Jr., 57, 76
- Kingdom of God: as Christian vision, 56, 57, 59, 66, 67; modeling faith and, 51–52
- Kouzes, J. M., 1, 7, 51, 56, 62, 75, 77, 78, 80, 87, 89, 108, 111, 112, 119, 121
- Kuralt, C., 63
- Lakeview Middle School, 49–51
- Language, of secular and Christian leadership, 55–56

- Latin, 66
- Leaders: characteristics of, 71–72, 119–126; driven *versus* called, 104–105; empowering others to be, 29–30, 90–98; myth of hero, 28; research on, 1–2, 10; self-serving *versus* servant, 103–106, 110–111, 115–116; spiritual disciplines of, 115–116
- Leaders, examples of Christian, 3; with humility and selflessness, 73–74; martyred, 76–77; research and interviews with, 3–4; who Challenge the Process, 19–22, 73–74; who Enable Others to Act, 26–30, 86–87, 91–93, 94–95, 96–97; who Encourage the Heart, 30–34; who Inspire a Shared Vision, 13–17, 58, 60–61, 63–65; who Model the Way, 8–13, 44–46, 47–48, 49–52
- Leadership: collaboration and, 85–98; credibility as foundation of, 120–121; as everyone’s business, 1–6; Five Practices of, 2, 5–6, 7–38; five themes of, 119–126; general readings on, 131; giving up, 90–98; hope and, 125–126; language on, 55–56; of oneself, 42–46; personal nature of, 121–122; as relationship, 119–126; research on, 1–2, 7–8; sacrifice as soul of, 64–65, 124–125; as service, 122–124; traditional hierarchical, 109, 110, 111, 123. *See also* Challenge the Process; Enable Others to Act; Encourage the Heart; Inspire a Shared Vision; Model the Way; Servant leadership
- Leadership Challenge, The* (Kouzes and Posner), 55, 108, 111
- Leadership development: belief in oneself and, 4–5; by Jesus, 87–88; self-development and, 122; servant leadership and, 87–88; talent development and, 94–95
- Leadership point of view, 103, 106–109
- Leadership Practices Inventories (LPI), 2
- Learning, from experimentation and mistakes, 24–26, 69, 79–81
- Learning to Lead* (Smith), 47
- Legacy, 17, 121. *See also* Vision
- Lencioni, P., 5, 71
- Levites, 88
- Lincoln, A., 76
- Listening, 18; shared vision and, 62–64
- Lord of the Rings*, 59
- Lord’s Prayer, 61
- Love, 65, 91–93, 106, 108, 115
- Luke: 12:11–12, 78; 12:25, 77
- MacDonald, G., 104
- Magnet school story, 49–51
- Magnetism, law of, 49
- Mainline Protestantism, malaise of, 55, 59
- Make-A-Wish Foundation of America, 73–74
- Management by wandering around, 111–112
- Manipulation, 103
- Manufacturing industry, 46
- Martyrs, Christian, 75–76
- Mass, Latin in, 66
- Masters, listening to, 51–52
- Matthew: 3:2, 67; 4:19, 107; 19:26, 78; 20:25–28, 101; 22:37–40, 108; 23:11–12, 71; 25:21, 101; 28:19, 62, 67, 107
- Matthew’s Ministry, 31–34
- Maxwell, J. C., 3, 5, 41
- McAllister-Wilson, D., 5, 55, 121
- McCartney, B., 58
- Memorization, 66
- Metanoia, 67
- Metropolitan Baptist Church, 58
- Microsoft, 14
- Middle school transformation story, 49–51
- Millennium Middle School, 49–51
- Minister*, meaning of, 63
- Ministries and missions: in Costa Rica, 13–17; ESL and Immigrant, 26–30; food outreach, 8–10; to people with disabilities, 32; to the poor, 8–10, 86–87, 92–93; shared vision and, 63; youth, 85–87, 95–96
- Mission, 17, 62, 107. *See also* Vision
- Mistakes: admitting, 90; climate for learning and, 25; experimentation and learning from, 24–26, 69, 79–81
- Mobility, leadership and, 111–112
- Model the Way, 2, 8–13, 39, 41–52; Christian reflections on, 5, 8–13, 41–52; commitments of, 37; credibility and, 120–121; example setting and, 11–12, 39, 48–52; finding one’s voice and, 10–11, 39, 120–121; impact of, 51–52; leading oneself and, 42–46; overview of, 8–13; principles for, 42–52; questions for reflection on, 52; readings on, 131–132; stories of Christian leaders who, 8–10, 44–46, 47–48, 49–52; teaching *versus* doing and, 46–48; values as guides to, 44–55
- Moments of truth, 80
- Momentum building, 80–81
- Moore, St. T., 76

Moses, 57, 59
 Mother Theresa, 65, 86
 Motivation: Encourage the Heart and, 103–106, 112–115; extrinsic, 24, 106, 122; following the leader and, 48–51; heart domain of, 103–106; individual differences in, 114; influence of immediate manager on, 122; inspiring a shared vision and, 18–19; leading from a servant’s heart for, 96–98; meaning and, 24; personalized recognition and, 35, 112–115; recognition and, 34–35, 112–115; to seek challenge and opportunity, 24; team member selection and, 78–79
 Mount of Zion, 56
 Mount Olivet United Methodist Church, 26
 Movies, 85–87
 Murray, B., 61
 Mutuality, collaboration and, 28–29
 Myers, K., 3

 National Alliance to End Homelessness, 22
 Net, fishing with a, 59–61
 Nonverbal communication, in vision sharing, 65–68
 Novak, M., 93

 Obedience, 96–97
 Old Testament, 66, 88
 One Minute Goal Setting, 102
One Minute Manager, The (Blanchard and Johnson), 6, 102, 110
 One Minute Reprimand, 102
 One-on-one meetings, 112
 Opinions of others, 106
 Opportunities, search for challenge and, 22–24, 69
Ordering Your Private World (MacDonald), 104
 Organizational structure, 109
 Ortberg, N., 3, 5–6, 85
 Outsight, 23
 Ownership, 29, 30, 104–105

 Pain tolerance, 71–72, 75–78
 Parables, 66
 Passion: sacrifice and, 124–125; in servant leaders’ vision, 106–109; suffering and, 124–125; of team members, 79
 Paul of the Cross, St., 78
 Paul (the Apostle), 49, 60, 65, 76
 Paying attention, 111–112
 “Peanuts,” 43

 Pentagon, 60–61
 Pentecost, 79
 PepcoHoldings, Inc., 60
 Performance coaching, 110–111
 Performance evaluation, 110–111
 Performance improvement, 110–115
 Performance planning, 110–111
 Perseverance: in face of challenge, 77–81; leadership development and, 94–95
 Personal agenda, 17. *See also* Vision
 Personal leadership, 121–122
 Personalized recognition, 35, 112–115
 Peter (the Apostle), 76, 87–88
 Peters, T., 111
 Politics, humility and, 74–75
 Poor, the: middle school transformation for, 49–51; ministries to, 8–10, 86–87, 92–93
 Pope, 66
 Positional *versus* servant leadership, 122–123
 Posner, B. Z., 1, 7, 51, 56, 62, 75, 77, 78, 80, 87, 89, 108, 111, 112, 119
 Potato Project, 9, 10
 Potomac Electric Power Company, 60
 Power, sharing and giving away, 90–98; Jesus’ model of, 87–88; strengthening others through, 29–30, 83, 88, 90–98; vulnerability and, 29–30
 Practices of leadership. *See* Five Practices of Exemplary Leadership
 Prayer, 115; shared vision in, 61, 66
 Preaching: call and response and, 63; doing *versus*, 46–48; vision sharing *versus*, 59–61
 Pride, 115
 Priesthood of all believers, 88–89
 Promise Keepers, 58
 Promised land, 57, 59
 Promotion, 114
 Prophetic moments, 61
 Prophets, 55
 Protective behavior, 104–105
 Proverbs: 10:9, 41; 29:18, 55, 56
 Psalms, 23, 66
 Psychological hardiness, 25, 77–78
 Pura Vida Coffee, 13–17
 Purpose, 17. *See also* Vision
Putting the One Minute Manager to Work (Blanchard and Johnson), 110
 Question asking, 89–90, 91. *See also* Reflection questions

 Rabbi, 62
 Rat race, 116

- Recognition for contributions: to Encourage the Heart, 34–35, 99, 103–105, 106, 108–109, 111, 112–115; hero stories as, 95–96; high expectations and, 34–35; humility *versus* desire for, 72–75, 104–105, 106; personalized, 35, 112–115; standards and, 108–109
- Redemption, sacrifice and, 65, 123
- Reflection, 4
- Reflection questions: on Challenge the Process, 81; on Enable Others to Act, 98; on Encourage the Heart, 116; on Inspire a Shared Vision, 68; on Model the Way, 52
- Relationships and relationship building: celebration of values and, 36, 38; leadership as, 117–124
- Repent*, meaning of, 67
- Results, Encourage the Heart and, 110–115
- Resurrection, 88–89
- Reverse engineering, 66–67
- Rewards, 24; to Encourage the Heart, 33, 111–115
- Ridicule, 75–76, 77
- Right, catching others doing, 103, 104, 110–115
- Risk and risk taking, 22, 24–26, 69, 79–81; helping team members with, 78–81
- Rituals: celebration and, 36; Christian, 66; teaching through, 66
- Roman emperors, 119
- Russell, L., 63
- Sacrifice, as soul of leadership, 64–65, 124–125
- Safety, trust and, 89
- Sage, J., 13–17
- Saints, 76
- 1 Samuel, 93–94
- Saviors, 55
- School leaders, 49–51
- Schuller, R., 102
- Scripture: study of, 115; teaching from, 46–47
- Seeing: and believing, 57–59; learning through, 65–66
- Self-absorption, 104–105
- Self-development, 122
- Self-disclosure, 89–90
- Self-esteem: need for external recognition and, 106; psychological hardiness and, 77–78
- Selflessness and selfless leadership: Challenge the Process and, 72–75, 81; humility and, 72–75, 81, 104–105; of Jesus, 72–73; self-serving leadership *versus*, 103–105, 110–111, 115–116; service and, 122–124; suffering and, 124–125
- Seminary leadership, 55
- Senses, learning through, 65–66
- Separations, 78, 79
- September 11, 60–61
- Servant leadership, 101–116, 122–124; conceptual origins of, 123–124; Enable Others to Act and, 87–88, 96–98; Encourage the Heart and, 101–116; formal positional leadership *versus*, 122–123; Jesus as model for, 87–88, 97, 101–103, 106, 108, 122–123; point of view of, 106–108; vision and, 106–109
- Service: humility and, 72–75, 104–105; leadership relationship and, 122–124; selfless, 72–75, 81, 103–105; servant leadership and, 101–116, 122–124; suffering and, 75–78, 124–125
- Set the example. *See* Example setting
- Share Our Strength Foundation, 58
- Shared vision. *See* Inspire a Shared Vision; Vision
- Shore, B., 58
- Simple Way, The, 86
- Smith, F., 47
- Society of St. Andrew, 8–10, 11
- Soft management, 116
- Solitude, 115
- Spirit, 67–68
- Spirit of community, 99
- Spiritual disciplines, 66, 114–115
- Standards: Encourage the Heart and, 108–109; recognition and, 34–35. *See also* Expectations
- Standards of Excellence for United Way operations, 63–64
- Stanford University, 48–49
- Stanley, A., 3
- Starbucks, 14
- Stewardship, 55
- Stoner, J., 107
- Stories of exemplary leaders, 1–2, 3–4; who Challenge the Process, 19–22, 73–74; who Enable Others to Act, 26–30, 85–87, 91–93, 94–95, 96–97; who Encourage the Heart, 30–38; who Inspire a Shared Vision, 13–17, 58, 60–61, 63–65; who Model the Way, 8–13, 44–46, 47–48, 49–52
- Storytelling: to Encourage the Heart, 31–33; epic, 59, 66; for vision sharing, 66

- Strengthening others, 29–30, 83, 90–98
- Stress: with change, 25; critical incidents and, 13; responses to, 25
- Success: celebration of, 36, 38, 99; expectations for, 34–35; incremental improvements and, 80–81; reverse engineering of, 66–67
- Suffering: Challenge the Process and, 71–72, 75–78; inspiration and vision from, 56–57, 124–125; psychological hardness and, 77–78; willingness for, 71–72, 75–78
- Sunshine test, 20
- Symbolic communication, for vision sharing, 65–68
- Table Group, The, 5
- Taco Bell, Inc., 62
- Talent radar, 93–94
- Teaching: doing *versus*, 46–48; nonverbal, 65–66; a vision, 62, 65–68
- Team spirit, 67, 83
- Teams and teamwork: for Challenge the Process, 78–81; development and life cycles of, 78; Enable Others to Act and, 83, 85–98; incremental improvement and, 80–81; member selection for, 78–79; risk taking in, 79–81; trust and, 89–90
- Ten Commitments of Leadership, 37
- Thank yous, 34–35, 105
- Theme, vision and, 18
- Theresa, Mother, 65
- 2 Timothy 1:6, 95
- Trust: fostering collaboration and, 28, 83, 89–90; in God, 97, 115; leading from a servant's heart and, 96–97; power sharing and, 30, 96–97
- Truth tellers, 115
- 21 *Irrefutable Laws of Leadership, The* (Maxwell), 5, 49
- Unconditional love, 106, 115
- United Methodist Church, ESL and Immigrant Ministries of, 26–30
- United Methodist Church of the Resurrection (COR), 30–34
- U. S. Army, 61
- U. S. Congressmen, 74–75
- U. S. Justice Department, 49–51
- United Way of America, 19–23, 63–64
- University of Saskatchewan, Extension Division, Business and Leadership Programs, 13
- Value statements, 45–46
- Values: alignment of, 11–13, 120–121; celebration of, 36, 38, 99; clarity in personal, 10–11; conflict, 107–108; credibility and, 120–121; example setting and, 11–13, 39, 48–52; expressing credibility and, 120–121; finding one's voice and, 10–11, 39, 120–121; forging shared, 11–13, 121; of a godly leader, 97; as guides, 44–55; Model the Way and, 2, 8–13, 39, 41–52; prioritizing, 107–108; servant leaders' vision and, 107–108
- Vision: articulating, 59–61; clear and compelling, 108–109; defined, 17; elements of, 107–108; enlisting others in, 18–19, 53, 59–68; envisioning the future and, 17–18; giving life to, 65–68; implementation of, 109; inspiring a shared, 13–19, 53, 55–68; Kingdom of God as, 56, 57, 66, 67; listening deeply and, 62–64; rainbow quality of, 57–59; reflection questions on, 68; servant leadership and, 106–109; suffering as catalyst for, 56–57; teaching, 62; terms for, 17; *theme* and development of, 18; values and, 107–108
- Visual learning, modeling and, 48–51
- Voice: expressing one's values and, 120–121; finding one's, 10–11, 39
- Vulnerability: in giving power away, 29–30; trust and, 89–90
- Wall of fame, 114
- Wartman, K., 73–74
- Washington Monument, Easter services at, 58
- Waterman, B., 111
- Weakness, power in, 41–42
- Weems, L. H., Jr., 62–63
- Wesley, J., 60
- Wesley Theological Seminary, 5, 22, 55, 121
- Whitfield, G., 60
- Willow Creek Community Church, 5–6, 85–87, 91–93, 94–95, 96–97
- Work, finding meaning in, 18, 24
- Work as a Calling* (Novak), 93
- Worrying, 77–78
- Youth camp, 10
- Youth ministry, 85–87, 95–96
- Zion, 56, 57