

# PREPARE MODULE # 1 // LEADER GUIDE

YOUNG ADULTS | EASTSIDE CHRISTIAN CHURCH

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## **A FEW THINGS TO REMEMBER:**

- *Stay engaged: Small distractions make people not feel cared for.*

**CONNECT (5 min):** *SPEND TIME ALLOWING TEAM MEMBERS TO CONNECT WITH ONE ANOTHER RELATIONALLY.*

**CELEBRATE (5 min):** *ASK HOW THEY'VE SEEN GOD WORKING IN THEIR AREAS OF MINISTRY SINCE YOU LAST MET.*

- *What is celebrated gets replicated. It reinforces values.*
- *Celebration is not just for celebration, it is for training.*

**CHECK-UP (5 min) :** *CHECK IN WITH YOUR TEAM MEMBERS*

**COACHING (40-50 min):** *FACILITATE DISCUSSION USING THE GUIDE BELOW AND SUMMARIZE WITH THE LEADERSHIP PRINCIPLES BELOW.*

- *Remind your team members of what they are moving towards.*
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**COMPETENCY** Recruit and mobilize people onto a team.

**OBJECTIVE:** Learn how to effectively recruit new team members and then activate their skills and abilities in the direction of your team's goal.

## ASSIGNMENTS:

- *Assignment 1 // Read the Scripture passage and answer the questions*
- *Assignment 2 // Read article #1 below.*
- *Assignment 3 // Who is the most influential leader you know? (boss, supervisor, pastor). Invite them to go to coffee or lunch, on you and ask them how they identify and mobilize people on their teams.*
- *Assignment 4 // What are the top 5 characteristics you want for your team? Come up with a list and connect with another team member and talk about why those are valuable.*
- *Assignment 5 // Interview three other team members you respect why they joined the team and what keeps them motivated on their teams?*

## ASSIGNMENT 1

### Numbers 13:1-33, 14:1-38, 27:12-23, Joshua 1:1-18

1The Lord now said to Moses, 2“Send out men to explore the land of Canaan, the land I am giving to the Israelites. Send one leader from each of the twelve ancestral tribes.” 3So Moses did as the Lord commanded him. He sent out twelve men, all tribal leaders of Israel, from their camp in the wilderness of Paran. 16These are the names of the men Moses sent out to explore the land. (Moses called Hoshea son of Nun by the name Joshua.) 17Moses gave the men these instructions as he sent them out to explore the land: “Go north through the Negev into the hill country. 18See what the land is like, and find out whether the people living there are strong or weak, few or many. 19See what kind of land they live in. Is it good or bad? Do their towns have walls, or are they unprotected like open camps? 20Is the soil fertile or poor? Are there many trees? Do your best to bring back samples of the crops you see.” (It happened to be the season for harvesting the first ripe grapes.) 21So they went up and explored the land from the wilderness of Zin as far as Rehob, near Lebo-hamath. 22Going north, they passed through the Negev and arrived at Hebron, where Ahiman, Sheshai, and Talmi—all descendants of Anak—lived. (The ancient town of Hebron was founded seven years before the Egyptian city of Zoan.) 23When they came to the valley of Eshcol, they cut down a branch with a single cluster of grapes so large that it took two of them to carry it on a pole between them! They also brought back samples of

the pomegranates and figs. <sup>24</sup>That place was called the valley of Eshcol (which means “cluster”), because of the cluster of grapes the Israelite men cut there.

### The Scouting Report

<sup>25</sup>After exploring the land for forty days, the men returned <sup>26</sup>to Moses, Aaron, and the whole community of Israel at Kadesh in the wilderness of Paran. They reported to the whole community what they had seen and showed them the fruit they had taken from the land. <sup>27</sup>This was their report to Moses: “We entered the land you sent us to explore, and it is indeed a bountiful country—a land flowing with milk and honey. Here is the kind of fruit it produces. <sup>28</sup>But the people living there are powerful, and their towns are large and fortified. We even saw giants there, the descendants of Anak! <sup>29</sup>The Amalekites live in the Negev, and the Hittites, Jebusites, and Amorites live in the hill country. The Canaanites live along the coast of the Mediterranean Sea and along the Jordan Valley.” <sup>30</sup>But Caleb tried to quiet the people as they stood before Moses. “Let’s go at once to take the land,” he said. “We can certainly conquer it!” <sup>31</sup>But the other men who had explored the land with him disagreed. “We can’t go up against them! They are stronger than we are!” <sup>32</sup>So they spread this bad report about the land among the Israelites: “The land we traveled through and explored will devour anyone who goes to live there. All the people we saw were huge. <sup>33</sup>We even saw giants! <sup>33</sup> Hebrew nephilim. there, the descendants of Anak. Next to them we felt like grasshoppers, and that’s what they thought, too!” <sup>1</sup>Then the whole community began weeping aloud, and they cried all night. <sup>2</sup>Their voices rose in a great chorus of protest against Moses and Aaron. “If only we had died in Egypt, or even here in the wilderness!” they complained. <sup>3</sup>“Why is the Lord taking us to this country only to have us die in battle? Our wives and our little ones will be carried off as plunder! Wouldn’t it be better for us to return to Egypt?” <sup>4</sup>Then they plotted among themselves, “Let’s choose a new leader and go back to Egypt!” <sup>5</sup>Then Moses and Aaron fell face down on the ground before the whole community of Israel. <sup>6</sup>Two of the men who had explored the land, Joshua son of Nun and Caleb son of Jephunneh, tore their clothing. <sup>7</sup>They said to all the people of Israel, “The land we traveled through and explored is a wonderful land! <sup>8</sup>And if the Lord is pleased with us, he will bring us safely into that land and give it to us. It is a rich land flowing with milk and honey. <sup>9</sup>Do not rebel against the Lord, and don’t be afraid of the people of the land. They are only helpless prey to us! They have no protection, but the Lord is

with us! Don't be afraid of them!"<sup>10</sup> But the whole community began to talk about stoning Joshua and Caleb. Then the glorious presence of the Lord appeared to all the Israelites at the Tabernacle.<sup>14:10</sup> Hebrew the Tent of Meeting. <sup>11</sup>And the Lord said to Moses, "How long will these people treat me with contempt? Will they never believe me, even after all the miraculous signs I have done among them? <sup>12</sup>I will disown them and destroy them with a plague. Then I will make you into a nation greater and mightier than they are!"

#### Moses Intercedes for the People

<sup>13</sup>But Moses objected. "What will the Egyptians think when they hear about it?" he asked the Lord. "They know full well the power you displayed in rescuing your people from Egypt. <sup>14</sup>Now if you destroy them, the Egyptians will send a report to the inhabitants of this land, who have already heard that you live among your people. They know, Lord, that you have appeared to your people face to face and that your pillar of cloud hovers over them. They know that you go before them in the pillar of cloud by day and the pillar of fire by night. <sup>15</sup>Now if you slaughter all these people with a single blow, the nations that have heard of your fame will say, <sup>16</sup>'The Lord was not able to bring them into the land he swore to give them, so he killed them in the wilderness.' <sup>17</sup>'Please, Lord, prove that your power is as great as you have claimed. For you said, <sup>18</sup>'The Lord is slow to anger and filled with unfailing love, forgiving every kind of sin and rebellion. But he does not excuse the guilty. He lays the sins of the parents upon their children; the entire family is affected—even children in the third and fourth generations.' <sup>19</sup>In keeping with your magnificent, unfailing love, please pardon the sins of this people, just as you have forgiven them ever since they left Egypt.'" <sup>20</sup>Then the Lord said, "I will pardon them as you have requested. <sup>21</sup>But as surely as I live, and as surely as the earth is filled with the Lord's glory, <sup>22</sup>not one of these people will ever enter that land. They have all seen my glorious presence and the miraculous signs I performed both in Egypt and in the wilderness, but again and again they have tested me by refusing to listen to my voice. <sup>23</sup>They will never even see the land I swore to give their ancestors. None of those who have treated me with contempt will ever see it. <sup>24</sup>But my servant Caleb has a different attitude than the others have. He has remained loyal to me, so I will bring him into the land he explored. His descendants will possess their full share of that land. <sup>25</sup>Now turn around, and don't go on toward the land where the Amalekites and Canaanites live.

Tomorrow you must set out for the wilderness in the direction of the Red Sea.<sup>14:25</sup> Hebrew sea of reeds.”<sup>26</sup> Then the Lord said to Moses and Aaron, <sup>27</sup>“How long must I put up with this wicked community and its complaints about me? Yes, I have heard the complaints the Israelites are making against me. <sup>28</sup>Now tell them this: ‘As surely as I live, declares the Lord, I will do to you the very things I heard you say. <sup>29</sup>You will all drop dead in this wilderness! Because you complained against me, every one of you who is twenty years old or older and was included in the registration will die. <sup>30</sup>You will not enter and occupy the land I swore to give you. The only exceptions will be Caleb son of Jephunneh and Joshua son of Nun. <sup>31</sup>“You said your children would be carried off as plunder. Well, I will bring them safely into the land, and they will enjoy what you have despised. <sup>32</sup>But as for you, you will drop dead in this wilderness. <sup>33</sup>And your children will be like shepherds, wandering in the wilderness for forty years. In this way, they will pay for your faithlessness, until the last of you lies dead in the wilderness. <sup>34</sup>“Because your men explored the land for forty days, you must wander in the wilderness for forty years—a year for each day, suffering the consequences of your sins. Then you will discover what it is like to have me for an enemy.’ <sup>35</sup>I, the Lord, have spoken! I will certainly do these things to every member of the community who has conspired against me. They will be destroyed here in this wilderness, and here they will die!”<sup>36</sup> The ten men Moses had sent to explore the land—the ones who incited rebellion against the Lord with their bad report—<sup>37</sup>were struck dead with a plague before the Lord. <sup>38</sup>Of the twelve who had explored the land, only Joshua and Caleb remained alive.<sup>39</sup> When Moses reported the Lord’s words to all the Israelites, the people were filled with grief. <sup>40</sup>Then they got up early the next morning and went to the top of the range of hills. “Let’s go,” they said. “We realize that we have sinned, but now we are ready to enter the land the Lord has promised us.”<sup>41</sup> But Moses said, “Why are you now disobeying the Lord’s orders to return to the wilderness? It won’t work. <sup>42</sup>Do not go up into the land now. You will only be crushed by your enemies because the Lord is not with you. <sup>43</sup>When you face the Amalekites and Canaanites in battle, you will be slaughtered. The Lord will abandon you because you have abandoned the Lord.”<sup>44</sup> But the people defiantly pushed ahead toward the hill country, even though neither Moses nor the Ark of the Lord’s Covenant left the camp. <sup>45</sup>Then the Amalekites and the Canaanites who lived in those hills came down and attacked them and chased them back as far as

Hormah.<sup>2</sup>One day the Lord said to Moses, “Climb one of the mountains east of the river,<sup>27:12</sup> Or the mountains of Abarim. and look out over the land I have given the people of Israel. <sup>13</sup>After you have seen it, you will die like your brother, Aaron, <sup>14</sup>for you both rebelled against my instructions in the wilderness of Zin. When the people of Israel rebelled, you failed to demonstrate my holiness to them at the waters.” (These are the waters of Meribah at Kadesh<sup>27:14</sup> Hebrew waters of Meribath-kadesh. in the wilderness of Zin.)

<sup>15</sup>Then Moses said to the Lord, <sup>16</sup>“O Lord, you are the God who gives breath to all creatures. Please appoint a new man as leader for the community. <sup>17</sup>Give them someone who will guide them wherever they go and will lead them into battle, so the community of the Lord will not be like sheep without a shepherd.”

<sup>18</sup>The Lord replied, “Take Joshua son of Nun, who has the Spirit in him, and lay your hands on him. <sup>19</sup>Present him to Eleazar the priest before the whole community, and publicly commission him to lead the people. <sup>20</sup>Transfer some of your authority to him so the whole community of Israel will obey him. <sup>21</sup>When direction from the Lord is needed, Joshua will stand before Eleazar the priest, who will use the Urim—one of the sacred lots cast before the Lord—to determine his will. This is how Joshua and the rest of the community of Israel will determine everything they should do.”<sup>22</sup>So Moses did as the Lord commanded. He presented Joshua to Eleazar the priest and the whole community. <sup>23</sup>Moses laid his hands on him and commissioned him to lead the people, just as the Lord had commanded through Moses.

<sup>1</sup>After the death of Moses the Lord’s servant, the Lord spoke to Joshua son of Nun, Moses’ assistant. He said, <sup>2</sup>“Moses my servant is dead. Therefore, the time has come for you to lead these people, the Israelites, across the Jordan River into the land I am giving them. <sup>3</sup>I promise you what I promised Moses: ‘Wherever you set foot, you will be on land I have given you—<sup>4</sup>from the Negev wilderness in the south to the Lebanon mountains in the north, from the Euphrates River in the east to the Mediterranean Sea:<sup>4</sup> Hebrew the Great Sea. in the west, including all the land of the Hittites.’ <sup>5</sup>No one will be able to stand against you as long as you live. For I will be with you as I was with Moses. I will not fail you or abandon you.

<sup>6</sup>“Be strong and courageous, for you are the one who will lead these people to possess all the land I swore to their ancestors I would give them. <sup>7</sup>Be strong and very

courageous. Be careful to obey all the instructions Moses gave you. Do not deviate from them, turning either to the right or to the left. Then you will be successful in everything you do. 8 Study this Book of Instruction continually. Meditate on it day and night so you will be sure to obey everything written in it. Only then will you prosper and succeed in all you do. 9 This is my command—be strong and courageous! Do not be afraid or discouraged. For the Lord your God is with you wherever you go.” Joshua’s Charge to the Israelites 10 Joshua then commanded the officers of Israel, 11 “Go through the camp and tell the people to get their provisions ready. In three days you will cross the Jordan River and take possession of the land the Lord your God is giving you.” 12 Then Joshua called together the tribes of Reuben, Gad, and the half-tribe of Manasseh. He told them, 13 “Remember what Moses, the servant of the Lord, commanded you: ‘The Lord your God is giving you a place of rest. He has given you this land.’ 14 Your wives, children, and livestock may remain here in the land Moses assigned to you on the east side of the Jordan River. But your strong warriors, fully armed, must lead the other tribes across the Jordan to help them conquer their territory. Stay with them 15 until the Lord gives them rest, as he has given you rest, and until they, too, possess the land the Lord your God is giving them. Only then may you return and settle here on the east side of the Jordan River in the land that Moses, the servant of the Lord, assigned to you.” 16 They answered Joshua, “We will do whatever you command us, and we will go wherever you send us. 17 We will obey you just as we obeyed Moses. And may the Lord your God be with you as he was with Moses. 18 Anyone who rebels against your orders and does not obey your words and everything you command will be put to death. So be strong and courageous!”

## QUESTIONS:

1. *Why do you think Joshua and Caleb were allowed into the promised land? What does this say about their leadership?*

2. *If you were watching them lead from afar, how would you have seen the stories they told when they came back?*
  
3. *Why do you think They struggled to recruit and mobile people to go with them back to the promised land?*
  
4. *How do you think Joshua a once tribal leader incapable of persuading people, transformed in the leader who lead the people across the Jordan?*
  
5. *What is a three step process you would create in order to mobilize the people if you were in their situation?*
  
6. *Of the story of Joshua and Caleb, Which character in the passages do you see your self as? Which do you wish you could be like? What stands in the way of becoming like that person?*
  
7. *Take 5-10 mins to meditate on the following statements and their implications for your leaderships*
  - a. *Leadership impact increases as influence increases*
  
  - b. *When a leader has little influence, little can be accomplished*

- c. *When a leader has much influence, much can be accomplished*
- d. *When a leader places family first, future generations will be blessed*

## ASSIGNMENT 2

ARTICLE #1 "The difference between hiring and recruiting"

[http://sethgodin.typepad.com/seths\\_blog/2009/12/24/](http://sethgodin.typepad.com/seths_blog/2009/12/24/)

Bob wonders if there's a difference. I'm pretty sure there is.

Hiring is what you do when you let the world know that you're accepting applications from people looking for a job.

**Recruiting and mobilizing is the act of finding the very best person for a role and persuading them to stop doing what they're doing and come join you.**

Hiring and bossing is easy and fast and is basically a transactional operation. Recruiting and mobilizing is artful and slow and is essentially a personal effort to cast the vision of where you're going as a team, group, or organization.

**Recruiting** raises the bar because it **demands you have a role worth quitting for**. The recruiter doesn't solve an urgent problem for the person being recruited, in fact, they create one. That person already has a job (hence no problem). The problem being created is that until they change over to your job, they'll be unhappy. That's a huge hurdle for a job to overcome, which leads to this key question:

**Is your opening so good you could recruit great people for it? Why Not?**

Here are five insights that can help you recruit even better than you already do.

**1: If you want to recruit and mobilize candidates, put yourself in their shoes.**

Convincing people to take specific actions is hard.

*“Too many people, it feels manipulative or insincere or even morally wrong to momentarily take the other person's point of view when trying to advance an argument that we already believe in. And that's one reason why so many people claim to not like engaging in marketing. Marketing is the empathetic act of telling a story that works, that's true for the person hearing it, that stands up to scrutiny. But marketing is not about merely sharing what you, the marketer believes. It's about what we, the listener, believe.”*

**Always, always think about the other person's needs.** Whether you're prepping for a phone screen or an in-person or just about to send out an initial email, consider what information they need to make a rational, informed decision. Give them legitimate reasons to do what you're asking them to do by thinking about things from their perspective. To do otherwise is to set yourself up for failure.

**2: Identify people who make the organization, team, or group better, not who reinforce the status quo.**

It's easy to recruit and mobilize people more or less like you who will maintain the status quo. If you really want to improve your organization, **recruit people** who will **challenge you** and **drive your team** to be better.

*"Most organizations seek to hire, 'people like us.' The rationale is that someone too good might not take the job, might get frustrated, might be easily lured away. A few aim for, 'so good she scares me.' A few aim for, 'it'll raise our game.'"*

*This takes guts.*

*It takes guts for an employee or a group member to aggressively try to persuade people more passionate, more skilled or smarter to join in, because by raising the average, they also expose themselves to the fact that they're not as good as they used to be (relatively)."*

We talk about the 10x hires all the time, but the reality is that most hires offer more incremental but no less important benefits. The realistic benefits of hiring the right people are that you create more effective, concordant teams of people who together can achieve more.

### **3: The best candidates learn from their mistakes, not pretend they're perfect.**

Especially in the early stages of the recruiting, it's easy to fall in love with candidates who seem perfect on paper while overlooking other warning signs. The thing is, you're not looking for the perfect candidate, you're looking for people with the skill sets, capacity and drive to succeed. The better you are at identifying those people, based on characteristics specific to your team, organization, or group the more effective you'll recruit.

*"There are problems (with perfection)."*

*First, it doesn't scale. When an indomitable brand or figure encounters an obstacle that can't be overcome, suddenly, the promise is hard to keep. And if the indomitable begins to succeed, he gets hungrier for the next conquest, making this failure inevitable.*

*Second, it's a bad strategy. In the long run, **resilience always outperforms sheer strength.**"*

Perfection is impossible. Worse, it leads to ineffective business strategies and can hamper your efforts to recruit and mobilize a diverse group of people.. Hiccups and hurdles are part of life and work. **Find the people best positioned to overcome them, not the ones who pretend they don't exist.**

### **4: Genuine passion is a valuable and rare trait. Find candidates who either love what they do or are incredibly driven to succeed.**

Passion is a proven force multiplier when it comes to productivity. Passionate team members go above and beyond to exceed their obligations. They don't do work that is just good enough, they work their socks off to create great work.

*“The passionate worker doesn't show up because she's afraid of getting in trouble, she shows up because it's a hobby that pays. The passionate worker is busy blogging on vacation... because posting that thought and seeing the feedback it generates is actually more fun than sitting on the beach for another hour. The passionate worker tweaks a site design after dinner because, hey, it's a lot more fun than watching TV.”*

People can be trained. They can be ramped up into roles, but people can't learn passion. You can't train for it. People either have it or they don't. It's an intangible that recruiters should always be looking for. Whether candidates wind up staying for one year or six, they'll likely be highly engaged and effective for the duration. Find them, hire them, and retain them.

### **5: Don't underestimate the value of intangibles.**

It's tempting to overvalue hard skills and undervalue soft skills. Hard skills are difficult to find which makes it easy to overrate them relative to soft skills, especially for the most technical roles. But soft skills, like the ability to lead, think strategically, teach others and provide effective feedback, are often more essential to a new hire's success than their technical skillset. Sure, tech skills can be invaluable, but a toxic personality can cancel everything out no matter how brilliant a new hire might be.

Some of the most important intangibles:

*"You'd be amazed at how much people value **enthusiasm**. Genuine, transparent enthusiasm about the project they're working on.*

*Don't forget **speed**. If you are overwhelmingly faster than the alternatives, what's that worth? For some people, more than you can imagine.*

***Focus and personal service** are obvious (but priceless) intangibles.*

***Generosity** is remembered for a long time. People remember what you did for them when you didn't have to do a thing, when you weren't looking for new business, when it was expensive or costly for you to do it.*

Error correction. *How do you respond when you make an error?*

*The last one is probably the biggest. Hope. Do you offer hope for something really big in the future? Maybe just around the corner, but perhaps in the long run... What does it look and feel like? Are you drawing a vivid picture?"*

Imagine trying to succeed without any of the above intangible skills, or even just without one of them? Seems absurd, right? More than their fundamental importance to achieving success, intangibles also define how your organization goes about its business, how people work together, and why you do what you do in the first place. Technical skills are important, but they don't create teamwork or create value on their own. Ten of the best trained engineers in the world won't accomplish very much without the strategic direction to know where they're going and why they're going there.

**If a candidate asked you where your organization is headed and why, would you have a good answer?**

#### QUESTIONS:

1. *Which of the 5 insights for mobilizing and recruiting talent are you best at? Which are you least skilled in?*
2. *How do you think you could make your team feel like a hobby that they get paid for, if they aren't getting any financial payment?*

3. *What are some examples of ineffective mobilization and recruitment that you've experienced? Why?*
  
4. *How can you use the principles above in order to begin creating a personal recruitment strategy for building a team or group?*
  
5. *What are your biggest challenges when it comes to mobilizing and recruiting team members? How has this competency helped address those challenges, what other challenges still stand in your way?*
  
6. *How would you "sell" a new volunteer on joining your team? Come prepared to share with the group.*
  
7. *What three key principles did you take away from the scripture, articles, and questions when it comes to recruiting and mobilizing people?*
  
8. *What is your personal plan to begin recruiting and mobilizing people on to your team, ministry, or group?*

LEADERSHIP TAKEAWAYS: (to be completed during group discussion)

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**Key questions you may want to ask your participants in this final section:**

What stood out to you the most?

What challenged you the most?

What questions did these assignments raise in you?

What leadership strengths did this affirm in you?

What growth areas did this reveal to you?

What are the 3-5 action steps you need to take?

What accountability question would you like for me to ask you next time we meet?

How can you put this into practice before we meet again?

**COMMUNICATE (2 min)** : *SHARE IMPORTANT INFORMATION ITEMS WITH YOUR TEAM INCLUDING YOUR NEXT MEETING TIME.*

**CARE (5 min)**: *SPEND TIME PRAYING AS A TEAM. YOU MAY WANT TO TAKE SPECIFIC PRAYER REQUESTS FROM YOUR TEAM MEMBERS.*