

Our Core Values

Connecting Our People
To Our Culture

Jerry Nance, PhD

International Version – 2011

Global Teen Challenge
www.globaltc.org

Our Core Values

By Jerry Nance

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This international edition is a revision of the book by the same title originally published for Teen Challenge of the Southeast Region, USA.

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This book also serves as the textbook for a staff training course which is part of the Emerging Leaders Program for Teen Challenge. For additional information on this course, contact:

Global Teen Challenge at www.iTeenChallenge.org

Teen Challenge offers a wide variety of additional staff training resources. For more information on these resources, visit the website: iTeenChallenge.org

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ABOUT THE AUTHOR



JERRY NANCE, PhD

Jerry Nance has served since 1991 as the President / CEO of Teen Challenge of Florida / Georgia. Under his leadership, Teen Challenge has grown to over 20 centers in four states, caring for more than one thousand boys, girls, men and women.

Beginning in 1991 with one rented facility in Florida and one women's center in Georgia, Teen Challenge of Florida and Georgia has since grown to include 7 juvenile centers, 4 women's centers, 8 men's centers, a bilingual men's center, one crisis center, and an administrative office.

Jerry graduated from Southwestern University with a B.S. in Christian Ministry, and then completed his Masters Degree in Counseling from Barry University. He has completed his PhD in Leadership, Education, with a specialization in counseling at Barry University.

Jerry served for five years as Crusade Associate for David Wilkerson, the founder of Teen Challenge. Working with World Challenge, he was responsible for developing and directing multiple major inner-city outreaches to reach drug-addicted people. He served as the senior pastor of a church that grew substantially, and built a new sanctuary and offices in four years. He served as an associate pastor in several churches working with youth, counseling and developing programs for married couples.

Jerry serves on the Board of Directors of Teen Challenge USA. As of 2007, he was asked to serve as President of Global Teen Challenge, after serving 12 years on the Board of Directors. He is responsible for providing leadership in training and assisting in developing centers in various countries around the world.

His passion for this ministry is evident in his commitment to share what he and his team of leaders have developed with Teen Challenge leaders around the world. The team of directors and staff whom Jerry gives oversight to now numbers more than 250. They are innovators of new curriculum, prevention programs, staff training programs, juvenile program conferences and more. The servant leadership model is a part of the corporate culture.

ACKNOWLEDGEMENTS

I want to thank all the Teen Challenge directors who faithfully work with me to make this organization one of the finest places in America to work.

I am so thankful for the leaders God has blessed us with and who have all contributed in writing this book. Their thoughts on each of the core values are well worth you taking the time to read. These men have given their lives to this work and they truly understand the meaning and importance of our core values. Each of our directors live out these values in their daily management of the center they direct.

I want to thank Ruth Cameron and Mark Romano for assisting in editing and expanding the ideas with each value. These two worked endless hours helping me develop each value.

There are quotes from many great writers who also contribute to the value of this effort. I have taken advantage of their quotes to emphasize my points. These great writers and speakers deserve our thanks.

Thanks to all of our staff who do their best to daily live out these values. They make it possible for us to continue to expand and reach more individuals with life controlling problems.

And lastly, I want to thank my wife, Libby, for putting up with my crazy schedule and all of the late night writing I did to get this work done. She is such a support to me and is always there for me when I am exhausted and need someone to lean on.

Core Values

INTEGRITY

“Living and working with excellence”

COMPASSION

“Embracing hope, love and reconciliation”

COMMUNITY

“Working together and supporting one another”

VISION

“Seeing beyond the present”

STEWARDSHIP

“Faithfully managing God’s call and resources”

FAITH

“Believing God for the impossible”

SERVANTHOOD

“Dedicating ourselves to the success of others”

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Introduction

This book was written to be a part of the Teen Challenge staff training program (called Emerging Leaders Program) for the Teen Challenge (TC) centers in Florida/Georgia, USA. While preparing this training program for their Directors and staff the TC leadership of Florida/Georgia realized that there was a need to define, in length, the core values of the TC ministry. Out of this process seven core values were defined.

Soon after this book was published, TC staff in other centers in the USA and around the world expressed interest in using this book in their ministries. Consequently this international edition of the book has been prepared.

The core values of any organization define the essence of the organization. Whether or not the core values are written down its values will be seen in the daily operation of the organization. It will be seen in staff relationships, convictions, thinking and response to given situations. In the case of Teen Challenge the values modeled will directly impact and influence the practice and quality of the organization, staff relationships, donor commitments and the overall success of students.

These core values become the basis for discovering the will of God, casting vision, making decisions, developing a team, spending money, etc. They are the guiding points that will determine everything a TC program will be and do.

Time has been taken in this book to define in detail the TC core values as a model for any TC program around the world. Dr. Nance has carefully presented the principles and practical truth surrounding each of the core values in such a way that they can be applied to any TC context. Questions have been included at the end of each chapter for evaluation and reflection. There are also many insightful thoughts from experienced Teen Challenge Directors as to what each value means to them.

In conclusion Dr. Nance writes, "My prayer is that this book will challenge you to become a person of integrity and compassion, who is full of vision and faith. I trust you will apply these truths in your community, practice stewardship, and servanthood."

Why Are Core Values Important?

In a 1996 article, *Building Your Company's Vision*, James Collins and Jerry Porras define core values as the essential and enduring tenets of an organization – the very small set of guiding principles that have a profound impact on how everyone in the organization thinks and acts. They have intrinsic value and are of significant importance to those inside the organization. They are the few extremely powerful guiding principles; the soul of the organization – the value system that guide all actions. (*Harvard Business Review*)

When a group of values are applied to an organization or a particular situation they become a “value system.” Wikipedia defines, “a value system as a set of consistent ethic values (more specifically the personal and cultural values) and measures used for the purpose of ethical or ideological integrity. A well - defined *value system* is a moral code”

Usually to define an organization's value system they will write a value statement. Value statements are often referred to as "guiding principles" or “core values” and can mean different things depending on who writes them. Both organizations and individuals can have value statements. A value statement tells people in and outside the organization where it stands and what it believes in. Additionally, the declaration allows people to be aware of the priorities and goals of the organization.

A core value means at the very center or heart of, central to all others.

A shared value is a value that everyone in the organization agrees to accept and abide by. A value can't be a shared value, *really*, until it's a shared responsibility.

The core values define the enduring character of an organization – a constant “identity” that transcends program operations, management styles and individual leaders. The organization may develop new purposes, employ new strategies, re-engineer processes and significantly restructure, but the core values stay the same. The core values hold an organization together over time.

Former USA President George W. Bush said, “Values are the non-negotiable principles that define character in a leader.” Albert Einstein said, “Try not to become a man of success but rather try to become a man of value.”

Rob LeBow stated in *A Journey into the Heroic Environment*, “Many organizations think by putting up slogans something magical will happen. But the only thing that really changes behavior is when the proclaimed values are practiced at every level, including at the top of the organization. Then, and only then, will values move down through an organization. Shared values need to be lived, practiced, communicated and discussed daily.”

The core values of TC can be posted in each Teen Challenge center, but having these core values placed on the wall does nothing unless the people involved embrace, embody and express them daily.

A student during a Teen Challenge Emerging Leaders Summit said, “We have the core values on the wall of the kitchen at our center, but now they are coming off the wall for me. I see that I am a servant to the guys in line for food and I show compassion to some as I see they are having a bad day.”

That’s what is needed - individuals understanding and owning the values for themselves, seeing how they are practically lived out. No matter what title or position someone holds, they need to embrace the core values and see them as having a vital role in their local Teen Challenge Center.

The core values are more than words on the wall or a slogan; they are the principles that define who Teen Challenge is as they are lived out in the daily lives of the staff and students.

The core values of Teen Challenge evolved over time and emerged as the leadership lived out the mission of the organization. As a team, Teen Challenge leaders worked through a tedious process to discuss and understand what values they believed best described who we are. These values drive the passion, purpose and the mission of our organization.

We need each new Teen Challenge leader to embrace these values, embody them and to express them. This means learning them and using them in your everyday life as a staff member in Teen Challenge.

This course is designed to give you some basic lessons on the core values of Teen Challenge. Additional training materials on core values are available at the website: www.iTeenChallenge.org in the Staff Training section of this site.

Leadership is Influence. Your values as an individual will determine your influence. That is why it is critical that the core values are embodied in your personal life as well as in your corporate life. Please take the time to study the seven core values of Teen Challenge and apply them to your life and ministry.

Questions to Answer on Core Values

1. Describe in your words how James Collins and Jerry Porras defined core values.

2. Write out your thoughts on what Rob LeBow said about core values.

3. How does understanding the core values in Teen Challenge impact you?

4. Take time now to write out the core values and the bylines of Teen Challenge without looking. Practice them until you know them by heart. Say them out loud to others for practice.

Lesson 1

Integrity

“Living and working with excellence”

Teen Challenge directors and staff developed the byline *“living and working with excellence”* to express what we mean by integrity. Living with excellence and working with excellence is a goal and expectation for each of us.

As we seek to clothe ourselves with the characteristics of Jesus, I think we must look long and hard at this particular value. Jesus, when defending Himself against the religious leaders of his day (His enemies and rivals), said this about His claim of being the Messiah: John 10:25 Jesus answered, “I did tell you, but you do not believe. The miracles I do in my Father’s name speak for me.”

Jesus was saying, what I say and what I do testify as to who I am. What we say and do also testify as to who we are. That is why integrity is important.

Excellence defined:

The state, quality, or condition of excelling; superiority. Something in which one excels. The quality of excelling; possessing good qualities in high degree. The quality of being of sound moral principle; uprightness, honesty, and sincerity.

“Every job is a self-portrait of the person who does it. Autograph your work with excellence.” –Author Unknown

In the Hebrew, the word *integrity* meant completeness, moral innocence, or perfection; the exact opposite of compromise. Aristotle said, *“We are what we repeatedly do. Excellence, then, is not an act, but a habit.”*

The Center for Ethical Leadership believes that an ethical leader is a person who acts with integrity. They define ethical leadership as knowing your core values and having the courage to act on them on behalf of the common good.

Without integrity, things fall apart.

Sitting over the wings of an airplane, a former aeronautical engineer was asked, "How can we be sure that those flimsy wings would not break?" He said, "Every plane is tested to ensure the integrity of the metal in the wings. When a plane comes off the assembly line, the wings are bent over the top of the cabin until they almost touch. This tests not only the flexibility of the steel, but also the strength. If the wings are capable of withstanding that test, they can be trusted to withstand the real world." If the wings are not tested for integrity, the plane might come crashing to earth.

Not an appealing thought. But, the same is true for our integrity. If we are not whole, if we only appear to be honest, if we only appear to be sincere, if we only appear to be spiritual, if we appear to hold to divine truth, then our leadership will crash and burn and bring many others down with it.

The commercial slogan, *"image is everything"* doesn't hold true. Leaders understand that integrity is far more important than image, thus, they strive to live a life of integrity. That is what we expect from those who would venture to join the staff of Teen Challenge.

Why is Integrity Important?

- A. Integrity defines to others who you are.
- B. Integrity pleases God.
- C. A person of integrity is validated by their words and their deeds.

A. Integrity defines to others who you are.

When someone thinks of you, inevitably, they will think about whether or not you have integrity. People want to know if you're for real. Integrity determines how you will react in certain situations.

When you are faced with circumstances where you have choice to either do right or do wrong, your integrity, or lack of it, will determine what you do. It demonstrates your spiritual condition.

If you have no integrity, then you have a spiritual problem, because God wants us to be righteous, to have integrity. If you lack it, it can damage your testimony. If someone knows that you have no integrity, they will certainly not listen to you when you share the Gospel with them.

As a leader you will have others looking to you as a model and example. They want to have someone they can trust and see the values lived out.

B. Integrity pleases God.

1 Chronicles 29:17 says *"I know, my God, that you test the heart and are pleased with integrity."*

God takes pleasure in those who will follow Him, those who will be a disciple of Christ, and those who chase after Him. You don't get off course if you are following close. God sees the heart and knows the motives of our heart. He knows if we are sincerely trying to break the habits of the past and pursue His ways.

C. A person of integrity is validated by their words and their deeds.

If we are pure in heart, we can be pure in action. Integrity is making my daily actions line up with my heart's values. Our prayer should be, *"Let the words of my mouth and the meditations of my heart be acceptable in your sight, Oh Lord."*

What you say and what you do are constantly being monitored by other students, staff and family. A pure heart will enable you to keep your mouth from sin.

What Will Integrity Do for You?

- A. Integrity blesses you
- B. Integrity will judge you
- C. Integrity will protect you (less fear)
- D. Integrity provides security (greater confidence)
- E. Integrity provides guidance (better decisions)
- F. Integrity provides me with hope (future rewards)
- G. Integrity provides a peaceful life
- H. Integrity provides a respected following
- I. Integrity provides a positive legacy
- J. Integrity provides a disciplined life

A. Integrity blesses you.

Proverbs 20:7 *"The righteous man walks in his integrity, his children are blessed after him."* (NKJV)

Note this – The just man "walks in" his integrity. God wants to bless us and He wants to bless our children after us. The decisions we make when no one is around, when only God knows, will make the difference between God blessing us and / or us just simply living for God when it is convenient.

B. Integrity will judge you.

Job 31:6 says, *"Let me be weighed in a just balance, that God may know my integrity."* (NKJV)

God will judge us according to our righteousness and integrity. We will be "weighed in an even balance." None of us want to be judged, but if you walk in integrity there is no fear of judgment. Our integrity is our peace.

C. Integrity will protect you (less fear).

Psalms 25:21 says, *“Let integrity and uprightness preserve me...”*

Our integrity will guide our steps through life. We will not have to worry what to do in certain situations, because we always trust in God who will direct us. We won't have to remember what we told someone as long as we told the truth and operate our lives and business dealings in integrity.

Mark Twain said, *“Speaking honestly is better. It takes a lot of stress out of our lives. If you tell the truth you don't have to remember anything, but if you don't tell the truth you have to remember what you said.”*

D. Integrity provides security (greater confidence).

Proverbs 10:9 *“The man of integrity walks securely, but he who takes crooked paths will be found out.”*

I can be confident that what I do is right and that it will prosper (though it may not prosper financially at times, it can prosper in other ways!) If you walk with integrity you do not have to worry about having a shaky foundation for what you do; it provides a firm foundation.

E. Integrity provides guidance (better decisions).

Proverbs 11:3 *“The integrity of the upright will guide them, But the perversity of the unfaithful will destroy them.” (NKJV)*

In a society without moral absolutes, anything goes. When people can choose what is right and wrong without having a standard, how do you decide which way to go? Eventually you will get caught in your duplicity, caught in your indecision between what is right and wrong.

If you try to be politically correct all the time and accepting of the world's ideas of standards, it will come back to bite you. If you live in integrity, then your decisions

are easier to make—your integrity guides you. The Word of God is the foundation and balance against all ideas and concepts.

F. Integrity provides me with hope (future rewards).

Job 4:6 *“Is not your reverence your confidence? And the integrity of your ways your hope?” (NKJV)*

Hope for what? Hope that some day when I stand before God I will not be ashamed of how I lived and what He will say to me. Hope that I will be commended and not rebuked for my lifestyle and the testimony that I had while alive. Confident that He will say to me, *“Enter in, good and faithful servant.”*

Hope for a future on this earth that far exceeds my past experiences. Hope that my actions of the past will become distant memories of another person in another life. Integrity allows you to be the person God has designed for you to be, and in time you will feel like a stranger to your past. That hope is a fruit of integrity.

G. Integrity provides a peaceful life.

When your actions back up your beliefs, you achieve internal peace. As the old saying goes, an honest man’s pillow is his peace of mind. Think about the peace that comes from not having to worry about getting found out for things you have done. Think about the peace that comes from family relations restored. Living a life of integrity provides peace.

H. Integrity provides a respected following.

Leaders understand that respect and influence grow out of a life of integrity. Integrity is the key to sustaining leadership (and follower-ship) over the long haul. A person is not a leader if he has no one following. Others will follow you when you live a life of integrity. Others will want what you have and your example will attract

followers. You may think that seems impossible that anyone would want to follow you, but you live a life of integrity, then others will follow.

Some leaders are mistaken when they believe that having a title brings respect. Having a title only gets you about 20 days of respect and then people want to see if you have the goods.

Do you have integrity? Do you follow through? Are you trustworthy? These qualities are what earn respect and then influence.

The power of influence is not discussed much in Teen Challenge. But let me assure you that influence defines leadership. Are there people who are willing to go with you, follow your vision, follow your leadership and help you accomplish the goals of your department and of the organization?

I. Integrity provides a positive legacy.

Integrity was not a value that was embraced by the key leaders when I became the Executive Director of Teen Challenge in Florida. There were compromises of all kinds that had plagued the ministry and destroyed the integrity.

The leader who leaves a legacy of integrity has left a gift far greater than the sum of their accomplishments. The older I get the more I realize the importance of leaving a legacy of integrity.

This value of integrity emerged over 12 to 13 years of hard work, staff buying into the vision and living and walking out their lives with integrity. We had to get rid of staff who would not embrace this value and change their behaviors. Policies were developed to protect the integrity of the organization. Time has healed the image of Teen Challenge.

I was so moved when the process of developing our core values was complete and all of our directors and staff spread out over three states had come to agreement that integrity was the number one value that described this organization.

Your job and mine is to keep this intact. The only way we can leave a legacy is to live a life of integrity and personalize the core values.

J. Integrity provides a disciplined life.

There has never been an effective leader who lacked self-discipline. Integrity is the keystone on which all other areas of life rest. The leader who is disciplined enough to master the BIG issue of integrity will find that the discipline needed to conquer all other areas of life is easily obtained. Harry Truman said after reading the biographies of many great leaders, *“What is common among all these great leaders is self-discipline.”*

How Do I GET INTEGRITY?

- A. You pursue it with all your heart
- B. You must protect integrity with all your heart
- C. You practice it with all your heart
- D. You pray for it

A. You pursue it with all your heart.

Spend your life seeking integrity. Desire it as you make every decision. Base your life on it. Base your walk on it. Be able to say, like David did in Psalms 26:1, *“Judge me, O Lord, for I have walked in mine integrity, I have trusted also in the Lord; therefore I shall not slide.” (KJV)*

One of the friends of this ministry, Jim Blanchard, said to me in the last months before his retirement, *“After 36 years I am blessed to have such a great staff who love me and are so good to me.”* Well, I want you to ask yourself a question, “How does one have a great staff (some 13,800 of them) who love him and are so loyal to him?” Because he loves them and has shown he cares about them as people, as

co-workers, and some as peers. He has lived a life of integrity all these years and lived out his core values. He is leaving a legacy that will last.

When we walk in integrity, we will not slide backward; we will not lose our direction. What you believe in your heart will determine how you act when placed in a tempting situation. Since integrity begins in our hearts, we must ask God to examine our hearts as David did in Psalm 51.

Why not ask God right now, say to the Lord, *“Search me, O Lord, know my heart and see if there is any wicked way in me.”* Then listen to the Lord for a while and then ask Him if He sees ways that you are not walking in integrity.

B. You must protect integrity with all your heart.

Why? Because you can easily lose your integrity. If you are not careful, if you don't seek it, and protect it daily, you may walk away from it.

How does one go about protecting their integrity? You protect integrity with your daily walk, by studying God's Word and in your prayer time. So many believers do not protect these key features in living out and embodying the values of a Christian. This is where the rubber meets the road, where a person develops their integrity.

Psalm 15:1-2 says *“O Lord, who may abide in Your tent? Who may dwell on Your holy hill? He who walks with integrity, and works righteousness, and speaks truth in his heart.”* (NASB) WOW! This verse is powerful! In essence it is saying “Who is going to Heaven? He who walks with integrity.”

Walking in integrity means integrating all of what God's Word says into our daily activities. It means that I become a doer of God's Word. James 1:22 says, *“Do not merely listen to the Word, and so deceive yourselves. Do what it says.”* If we do what it says, and apply it to our hearts and daily lives, we will be people of integrity.

C. You practice it with all your heart.

In every decision, in every situation you find yourself, act with integrity. Practice makes perfect. You must never let your guard down or listen to the lie of the enemy who will say things like, "Take the weekend off of these disciplines. You've worked hard this week. You deserve a break from all this formality, all this routine, and all of this religious service. Have a little fun."

This is what the enemy of your soul and enemy of integrity will say. "Take a break, take a weekend off, live it up a little, give yourself a little slack," etc. Don't believe these thoughts or these words. Practice integrity all the time, everywhere, and especially when you are alone.

D. You pray for it.

Seek God earnestly that He will help you be a man or woman of integrity. Pray that God would use you to be an example to others of what integrity is all about. Pray for the Lord to show you how to live out integrity in every situation. Pray that the Lord will help you always to be a person of integrity.

Becoming a person of integrity means "deciding to integrate my heart's values into my daily actions." — John Maxwell

Remember: What you say should always be what you do because that reflects who you really are! Having integrity is our choice. What will you choose?

A LEADER'S INTEGRITY IS OBSERVED IN 3 AREAS

- A. Integrity in Beliefs
- B. Integrity in Actions
- C. Integrity in Telling

A. Integrity in Beliefs

First, I must discern what I believe to be right and what I believe to be wrong. The Word of God is our guide which clearly defines right and wrong. We must use the Word of God as the guide and then take guidance from authority and laws of the land.

What you believe to be right and wrong is influenced by your background, your status, your sense of history, your gender, your race, your religious background, your past, your present and your future. The environment, culture and national heritage all influence the beliefs you have come to hold dear.

Your beliefs impact your actions and your actions impact others. You must carefully evaluate some of your beliefs to see if they line up with integrity.

In many countries, cheating someone on a business deal is OK, as long as you don't get caught. It is acceptable thinking, but you must not get caught. Shame is the only result when you do get caught. No sense of integrity, character, value of doing fair business and honest business. The belief is wrong. What you believe to be truth impacts your integrity.

B. Integrity in Actions

Do my actions back up my beliefs? Am I living out what I believe to be right? A person who is compromising his integrity is one who believes in honesty but consistently practices dishonesty.

Ask yourself these questions:

Do I tell half-truths?

Do I feel guilty much of the time because I misrepresent myself?

Do I consistently engage in actions that are incongruent with my beliefs?

The key to evaluating this area of my life is the question of continued action. All of us act against our beliefs from time to time. The question is NOT have I ever acted against my beliefs, but do I REGULARLY act against my beliefs?

Take a moment right now and ask the Lord if you are regularly acting against your beliefs in any area of your life. Pray for His forgiveness and make a note of this. Take actions to help you not do this again. Get into accountability with another believer to assist you. Your integrity is important to you. It is worth the effort to clear out any area of your life that is not in line with your beliefs and convictions.

C. Integrity in Telling

What am I saying? Am I telling others why I am acting the way I do? Do I speak up for what I know is right?

Our words mean little if they are not backed up by our actions. A wise philosopher once said, *“Your actions speak so loudly I cannot hear what you are saying.”*

Such is true of the person who speaks about what is right, without embodying what is right. However, once you begin to embody what is right, the next step is to speak for what is right.

“If you have integrity, nothing else matters. If you don’t have integrity, nothing else matters.” — Alan Simpson

“Always do right – this will gratify some and astonish the rest.” – Mark Twain

Teen Challenge Directors' Comments on Integrity

"Integrity is best defined when we are alone. A person of integrity will be a person of confidence."

Paul Burek

"We believe in excellence. The people who look at us from a distance need to see integrity, the closer they look they need to see it even more so."

Maynard Sweigard

"Integrity is foundational to all other core values. If you don't have integrity, nothing else matters. It speaks of consistency, leading the way by living the standard, and speaks of being solid, firm, strong, committed, sound and powerful. Excellence is a trademark of this ministry."

Claude Mooneyhan

"Integrity is about who we are as a person and as an organization and must be inherent in every staff person and developed in every student in order for us to be successful." "The integrity of the upright will guide them." Proverbs 11:3

Bob Lee

"As a ministry representing God in everything we do, integrity is an absolutely necessary value to be held by all who work for Teen Challenge. This should be reflected in ALL we do, right down to the most seemingly minor event. God has placed into our trust hurting individuals who need Him in the deepest sense. Our integrity must reflect that trust."

Jeff Jones

"Integrity – demonstrated to me through the accountability the administration provides and the standard they set. Also, I am amazed at the facilities we own. We have such great places that are EXCELLENT and make me proud to be a part of this team."

Kenny Walker

"Integrity is the outward evidence of an inward commitment to pursue Godly character. Our God-given gifts and talents may give us the opportunity of influence, but it is our integrity that will sustain us in those endeavors. Who we are becoming is more important than what we are doing, so become. 'A good name is rather to be chosen than great riches.' " Proverbs 22:1

Greg Keylon

"Integrity is a way of life, living our faith daily. Letting others see Jesus in us by the actions and messages given by our life. Saying loudly, without words, who we are by how we live and work."

Allan Vann Horn

“Integrity is wanting to live out God’s plan for your life when no one is watching and while knowing it’s easier to live accountable to no one. Integrity is not bestowed on you; it’s a choice no matter the sacrifice, a path seldom taken in today’s corporate world leadership.”

Greg Del Valle

“Integrity is our foundation. To me it means we have purity of motive. As a whole we are sincere with no hidden agenda, doing things honestly and uprightly. In the Old Testament men of integrity stood out. Examples of this were Noah in his time and Abraham in his time. Organizations of integrity still stand out today. At my center we are inspected by several agencies including DMV and DCF. It is a nice feeling to be at peace when they come in knowing that we are hiding nothing. Because of that, we have a great relationship with them. If we want to produce men and women of integrity, we must model it ourselves.”

Wayne Gray

“Integrity is in a person that lives above reproach, being faithful in all that he does as he brings honor to his position as a servant to God first and then to others. We do our utmost to display integrity because it’s what we want to impart in the lives of others.”

Ricky Fernandez

“Integrity is making the choice to be truthful from the heart. It is foundational to lasting accomplishment in a Christian organization. Are we honest or selfish in our core values?”

Dave Rutledge

“You will only become what you are becoming right now.”

Mark Romano

“Integrity is the most important core value. All other values are laid upon the foundation of our integrity. Jesus said of Nathaniel, “he is a man without guile.” In other words, he was the same in public as he was in private. That’s integrity! As leaders we can not take people where we have never gone ourselves. We should first and foremost be leaders with integrity.”

Greg Hammond

Questions to Answer on Lesson 1 - Integrity

1. Write out what integrity means to you.

2. Why is integrity important to every leader?

3. List a few of the ways that you believe integrity will be a blessing to you.

4. How would you go about keeping integrity?

5. How is integrity observed in a leader?

6. What did you learn from the director's remarks on integrity?

7. What is the greatest principle you have learned from this lesson?

8. Which of these quotes means the most to you and why?

9. Write out some areas of your life where you would like to demonstrate more integrity.

Lesson 2

Compassion

“Embracing hope, love, and reconciliation”

As a Christian and as a leader in the work of Teen Challenge, compassion is premier. Compassion defines the person of Christ. Jesus was our supreme example of compassion when He willingly *gave* His life for us to know freedom from sin. He gave His life that we might *have* life.

Jesus continually modeled compassion. In Matthew 9:36-38 the Scripture says, *“But when He saw the multitudes, He was moved with compassion for them, because they were weary and scattered, like sheep having no shepherd.”* Jesus had compassion for those He saw who were hungry, weary, and in need.

In Matthew 14:13-14, Jesus heard of John the Baptist being beheaded and He was moved with compassion. John was His friend and Jesus felt the feelings of hurt, pain and loss of a loved one. His friend had been killed and He had compassion for him.

The compassion of Jesus in Matthew 14 led Him to action. Jesus saw the needs of others. Note the fact that:

He saw – He observed (visually) the needs of others.

He taught them. He taught – He provided information necessary for change.

He healed them. He acted – He didn’t just talk about it; he put it into action.

He met their needs. He met the individual needs; not all needed healing.

Jesus provided the divine example of compassion and we then must work daily to make this applicable to our lives in every situation. This we learn as we reach out to others.

Thomas Browne said, *“By compassion we make others’ misery our own, and so, by relieving them, we relieve ourselves also.”*

One of the greatest ways to get beyond the pain of our own past is to get busy giving of ourselves to others and or giving of ourselves for a worthy cause. Giving of ourselves with no hidden agenda or self-serving motive opens the door to true freedom.

The sense of fulfillment that comes from giving of one’s self is reward enough. When you capture the essence of the core value of compassion, you will understand the heart of the Lord. He gave freely.

Compassion is the antitoxin of the soul; where there is compassion even the most poisonous impulses remain relatively harmless.”
— Eric Hoffer

WHY IS COMPASSION IMPORTANT?

Let’s take a look at the definition of compassion to see why it is important: Compassion means to feel sorrow for the sufferings or trouble of others, with the urge to help; to feel pity or deep sympathy. As an adjective, compassion means a feeling or showing of compassion; pitying, sympathizing deeply; sympathetic consciousness of others’ distress together with a desire to alleviate it.

As a Core Value, compassion is a driving force to our purpose which is *“To facilitate life transformation one person at a time.”* Compassion is what drives the action of the individual to care for those coming through our doors for help. Without that compassion, the individual may not allow the organization the time for a transformation to take place.

Let's breakdown the byline of this core value compassion: *"Embracing Hope, Love and Reconciliation."*

A. To embrace – means to clasp in the arms with affection, to take into the arms, to hug. To cling to and to cherish. To seize eagerly, to accept with cordiality and to welcome.

That is exactly what is expected from each Teen Challenge employee when a new student walks through the door. We want to embrace them with open arms, affectionately. To eagerly and cordially greet and welcome each student. I love it when I can say to a new student, "Welcome home."

B. Hope – suggests grounds for feeling hopeful about the future, the general feeling that something desired will be fulfilled. The verb for hope means to go for, intend with some possibility of fulfillment, to be optimistic, to trust, desire, and to wish. It is our hope that God's greatest good is revealed and seen in the lives of students as they become a part of the Teen Challenge family and family of God.

C. Love – means to have an unselfish loyal and benevolent concern for the good of another. This is an emotion that people can easily read. When someone genuinely greets you with personal warmth, it's obvious. The hurting young person or long time drug addict knows the difference between a person just doing a job and a person who truly cares.

This is how we must see each student who comes to Teen Challenge for help. We must find a way to look beyond their outer person and look into the person crying out to be understood, to be loved, to be needed and who are searching for hope and purpose in life.

The hard outer surfaces are a result of life experiences, and the only way to get beyond those barriers is to love them, to see them through the eyes of Jesus as lost sheep who need the loving guidance of a shepherd.

D. Reconciliation – is the action of reconciling. To reconcile means to patch up, make up, come to terms, to restore to friendship or harmony, to settle, to resolve, to harmonize one's goals with one's abilities.

This is a process that takes time and patience. Assisting a student in patching up, making up and coming to terms and restoring them in their relationships to God, their families and themselves is what the program of Teen Challenge is all about. The 12 to 15 months in residence gives the Holy Spirit, the staff and the family the necessary time it takes to heal the years of hurts, misunderstandings and pain 2 Corinthians 5:18 says, *“All this is from God, who reconciled us to himself through Christ and gave us the ministry of reconciliation.”*

WHAT COMPASSION IS NOT

A. Compassion is **not** mere **sympathy**. It is not just “feeling your pain.” Seeing the need and no more. Feeling sorry for someone and doing nothing.

B. Compassion is **not** just **empathy** – putting yourself in their position, like in psychological terms, primary level accurate empathy “being in their shoes.” It is not just identifying and understanding their feelings.

C. Compassion is **not agreement** – being politically correct with a person.

D. Compassion is **not** just a **loyalty** to a political party, concern for cancer patients, or a concern for a cause.

WHAT COMPASSION IS?

Our byline defines this well – *“Embracing Hope, Love and Reconciliation.”*

Remember the quote we just used by Thomas Browne? He said, *“By compassion we make others’ misery our own, and so, by relieving them, we relieve ourselves also.”*

In the story of the Good Samaritan (Luke 10:30-37), you will find a great model for compassion and you will find this definition lived out.

In reply Jesus said: "A man was going down from Jerusalem to Jericho, when he fell into the hands of robbers. They stripped him of his clothes, beat him and went away, leaving him half dead. A priest happened to be going down the same road, and when he saw the man, he passed by on the other side. So, too, a Levite, when he came to the place and saw him, passed by on the other side. But a Samaritan, as he traveled, came where the man was; and when he saw him, he took pity on him. He went to him and bandaged his wounds, pouring on oil and wine. Then he put the man on his own donkey, took him to an inn and took care of him. The next day he took out two silver coins and gave them to the innkeeper. 'Look after him,' he said, 'and when I return, I will reimburse you for any extra expense you may have.' "Which of these three do you think was a neighbor to the man who fell into the hands of robbers?" The expert in the law replied, "The one who had mercy on him." Jesus told him, "Go and do likewise."

A. Compassion Is Involvement

It is giving of one's self to others at an expense to you.

1. The Samaritan was on a journey.

This speaks to me of the inconvenience of showing compassion. He was on a trip and had a goal to get somewhere by a certain time. The opportunity to show compassion always seems to manifest itself when we are on a mission or very busy.

Compassion is seeing something wrong while on our way and when we are busy, and doing something about it. This takes embracing the core values of compassion and servanthood to get involved.

The Scripture said, *"When he saw."* When you see or notice a student or a staff who seems different, down or troubled, you take appropriate measures of action to "check in" and "check on" that person. Then take an appropriate measure of action to alleviate the issue.

The Good Samaritan took the time to meet the real need in a real way. Do you see the comparison in Teen Challenge? How many students come through the doors in a similar condition as the one who “fell into the hands of the robbers?” Broken down, beaten up, no money, no family around to help, no hope, having had others pass them by.

How many individuals are out in the street waiting for someone with the compassion of the Good Samaritan to stop by and bring them to Teen Challenge? Where do you fit in this story? Which of the characters would you be? Would you have enough compassion to get involved and make a difference or would you just pass by?

2. He came upon him, or stumbled upon him.

The opportunities for showing compassion exist and the needs are all around us. They come throughout the day and the challenge for us is having the sensitivity to see them.

You don’t have to look very far to find a need. Students come through the doors constantly needing someone to care enough to reach out and touch them. They need to connect with someone who will take an interest in them and show them the way.

The parents or friend who dropped them off are in need as well. They may have shown compassion in bringing their loved one or friend, *but know this, they too have a need for compassion*. To know that the people they are entrusting their loved one’s life to have the skills, the ability and the wisdom to make a difference, is important to them. They need to sense your compassion for their loved one and for them.

3. He felt compassion.

Somehow, he identified with the man. The man could have been a Jewish man. He could have been his enemy. But moved with compassion...he did something.

It is not always when we expect it, and it is not always a friend who will need us. But something about this man connected with the Samaritan. Some part of the individual's need grabbed his heart. Was it how he looked? Was it that the Samaritan had been robbed once and someone helped him? Was it that he had been robbed and no one helped and he swore to never let that happen to someone he saw in need? No one knows, but what we do know is that he stopped. He felt compassion. He cared. He was moved to do something.

Life's difficulties and challenges can make us hard. Sometimes we get so caught up in digging ourselves out of our own emotional challenges that we lose our sensitivity to the needs of others. Some people get caught up in only thinking of themselves. You won't identify others' needs if you only think of yourself.

Selfishness, self-centeredness and the attitude "I'm gonna get mine," will blind you from seeing the needs of others.

The Samaritan felt compassion for the man who had been beaten and robbed and chose to do something about it.

B. Compassion Takes Time

The faithful Samaritan takes the time to bandage up his wounds with oil and wine in verse 34. He takes him to an inn and stays with him for the night to care for him. Time, effort, trouble – these are each a part of the process of true compassion. Compassion takes the one thing we have the least of – time.

Some people react quickly if it means just giving a few dollars. Some people verbally confess their desire to help but when the time comes, it was just a verbal offering, because no action was taken. Some people have some time, but if they

are going to be inconvenienced, they apologize and leave the need unmet. The Good Samaritan took the necessary time to see the man recover.

Are we willing to take the time needed to see that a student gets the care they need to recover? How much time are we willing to give to meet someone's need?

C. Compassion Costs Something

Compassion has a price. Think for a moment – the Samaritan didn't know the man at all yet he used costly oil and wine to bandage up his wounds. Compassion when put into practice will cost us something.

The Samaritan picked up the broken man and took him to an inn. This cost him time, energy and money. He gave the innkeeper the equivalent of 2 day's pay to care for him and committed to pay more if needed.

Are we willing to give out of our blessings to assist others? Are we willing to sacrifice for others?

1 John 3:16-17 says, "We know love by this, that He laid down His life for us; and we ought to lay down our lives for the brethren. But whoever has the world's goods, and sees his brother in need and closes his heart against him, how does the love of God abide in him?" (NASB)

Compassion costs something and takes time.

What Compassion Will Do For You

When you are compassionate, you:

- are not discouraged by difficulties
- stay the course to reconciliation
- will not quit or give up
- remember the grace the Lord has shown you
- respond to situations differently

- find fulfillment in helping others

When coming into Teen Challenge, was compassion shown to you?

If yes, describe it. If no, how could it have helped?

When you remember the grace the Lord has shown you, it should motivate you to show compassion on others. It should motivate you to action. 1 Corinthians 13 says that love does not hold grudges, does not encourage a student to pack his bags, or provoke to wrath.

Compassion is not to be confused with “being soft” by letting students get away with wrong attitudes or behaviors. This true story is a good example of that. I was in Uzbekistan when a director of one of the centers said to Missionary Travis Moran, “Travis, do you remember the time I was leaving the program and you grabbed me and slammed me against the wall?” Travis said, “Yes, I remember.” The director said, “When you did that, you did it with tears running down your face saying, ‘You’re not ready to leave, God’s not through working on you.’ and you convinced me to stay.” That was love expressed in an impactful way. Now this man is a director, is married to a medical doctor, and has two beautiful children.

Compassion is often seen by lovingly saying “NO.” Setting boundaries is the key to defining love to an individual.

How do I Become Compassionate?

- Pray for compassion. Pray for compassion for your roommates, your friends, your enemies, your family, the nation and the world.
- Practice compassion. Do things for others, be conscious of needs around you and act on them, get involved, give the time and money it takes to show compassion. In time, it becomes second nature.

- Follow Jesus' example. The following list illustrates Jesus' compassion found in the New Testament:

Compassion For The Sick	Matthew 14:14
Compassion For The Lost Sheep	Matthew 9:36
Compassion For The Blind	Matthew 20:29-34
Compassion For The Hungry	Matthew 15:32
Compassion For The Unclean	Mark 1:40-42
Compassion For The Sorrowful	Luke 7:13-14

Some Additional Quotes on Compassion

"Life's most urgent question is, what are you doing for others?"—Martin Luther King, Jr.

"Although the world is very full of suffering, it is also full of the overcoming of it" — Helen Keller

"Three things in human life are important. The first is to be kind. The second is to be kind. And the third is to be kind." — Henry James

"The duty of helping one's self in the highest sense involves the helping of one's neighbors." — Samuel Smiles

"Hungry not only for bread – but hungry for love. Naked not only for clothing – but naked for human dignity and respect. Homeless not only for want of a room of bricks – but homeless because of rejection." — Mother Teresa

"If there is any kindness I can show, or any good thing I can do to any fellow being, let me do it now, and not deter or neglect it, as I shall not pass this way again." — William Penn

Teen Challenge Directors' Comments on Compassion

"Compassion is the element that continually brings 'grace' to the foreground. Every day, being willing to share in another person's life without casting judgment. Remembering where we came from so that we can humbly lead others."

Bob Lee

"We are to show the compassion of Jesus in every relationship. This must be carried out to not only students but hurting parents as well. When a potential parent calls for information, I do my best to convey that Jesus-like compassion for them in what they are going through. This is what may separate us from other like ministries."

Jeff Jones

"Compassion – It lights my fire to see compassion moving people to PASSION. I love seeing the body of Christ doing the commission of Christ."

Kenny Walker

"Teen Challenge is a mercy ministry. We feel the pain of others. We don't just talk about it; we do something. It is definitely an action verb with Teen Challenge. This compassion has driven us to continue to open centers and enlarge our current ones. When Jesus saw the multitudes, He was moved with compassion. That compassion drives us as we see families that are torn apart because of drug and alcohol addiction."

Wayne Gray

"Compassion is relational. This must be sensed by our students and staff. Jesus was our role model in His desire to meet the needs of others."

Paul Burek

"Our goal with each student is to make them Disciples of Christ, and the first line in this process is compassion. Our greatest concern with the students is that they feel loved."

Maynard Sweigard

"'The love of Christ compels me...' The second most important character value is mercy combined with God's forgiving love that defines Christ-like compassion."

Dave Rutledge

"We bring a message of hope; we reach out to the forsaken, the unloved and seek to reconcile them to a compassionate God. We allow people to start life over with us, no matter their past, because their past does not determine their future."

Claude Mooneyhan

“Compassion is the essence of who we are and who Jesus is in us. Teen Challenge and our own lives serving as a beacon to our community and those around us to give hope and to communicate that their lives have value and that they are loved by God and ourselves.”

Allan Vann Horn

“Compassion is the ability to see our staff and students through the lenses of Jesus’ eyes in feeling the pain and hurt caused by a life of disappointments and poor choices. Our staff and students really don’t take the time to hear us until they know how much we care about them.”

Greg Keylon

“Compassion is looking beyond someone’s faults and embracing him or her with your God-given grace.”

Ricky Fernandez

“Compassion is choosing to sympathize with someone’s difficult circumstances and being moved to do something about it. Without compassion, there would be little genuine ministry; with it, the world experiences God’s love.”

Greg Hammond

Questions to Answer on Lesson 2 - Compassion

1. Describe how you see Jesus showing compassion. Use Scripture references to support what you discuss.

2. Describe a time someone showed you compassion. How did it affect you?

3. Define what compassion means in your own words.

4. What does the Compassion byline *"Embracing hope, love and reconciliation"* mean in the Teen Challenge setting?

5. Which points of the Good Samaritan's example of compassion mean the most to you?

6. How do you see people with compassion behaving?

7. How can you show more compassion in your daily walk in Teen Challenge?

8. We know that in the ministry of Teen Challenge, there are times when we are called upon to be tough and even confrontational. We are also pressed to make difficult decisions that have significant outcomes. How can we find a balance between acts of compassion versus confronting and discipline? Share your thoughts.

Lesson 3

Community

“Working Together and Supporting One Another”

A community can be defined as a group of people who share common interests. The Teen Challenge notion of community is deeper. It is characterized not only by its members' proximity or their common pursuits, but also by their shared values as well as their desire to appreciate the values of others. With a common goal and common shared values, you have a strong community.

Writer and Anthropologist, Margaret Mead said, *“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has.”* She knew that there is an untapped power and untapped potential in a group of people who are willing to work together and support one another in a community. This is the dynamic we strive for at Teen Challenge. We can accomplish so much more as a group than as individuals.

An African proverb says, *“It takes a village to raise a child.”* Even through this proverb can be debated it does help us think about community and its impact on the individuals in that community. We each have a purpose and we each play a particular role in the community of Teen Challenge and in the community in which we live, working together and supporting one another.

Alfred Tennyson said, *“I am a part of all that I have met.”* We have all been impacted by the environment in which we were raised and we are all impacted by those with which we live and work. The community working together and supporting one another is a force that has unknown possibilities.

“The first duty of a human being is to assume the right functional relationship to society — more briefly, to find your real job, and do it.” — Charlotte Perkins Gilman

Knowing the will of God for your life and knowing where your gifts and talents fit into His plan for your life are important. Finding the job that best fits your interests, gifts and talents is not always easy. You may not find this out until you begin to serve and just let your gifts and talents find their best use. God knows you, He knows where you are and He can expand your gifts and talents as you serve Him in the community of believers.

The part you play in God's work is obvious to Him but not always so obvious to us. What you want to do is just plug in where you are until He gives you the next step of the way. An old Chinese Proverb says it this way, *"One generation plants the trees; another gets the shade."* We each play our part and God puts all the pieces together.

Why the Community Value is Important

The Teen Challenge community is *inclusive* rather than *exclusive*. By promoting a Teen Challenge sense of community, the local campus empowers its members with a sense of belonging to and responsibility for a larger whole. It implies their duty to seek mutual understanding with others; it encourages continuous discussion of the concepts of equity and justice, and it fosters the evolution of responsible students into leaders in service of others.

What do the following quotes tell you about community?

"I am of the opinion that my life belongs to the community, and as long as I live it is my privilege to do for it whatever I can." — George Bernard Shaw

"What cannot be achieved in one lifetime will happen when one lifetime is joined to another." — Harold Kushner

"There can be no vulnerability without risk; there can be no community without vulnerability; there can be no peace, and ultimately no life, without community." — M. Scott Peck

Working together and supporting one another in community as a core value is representative of this organization. The truth is, we need each other to accomplish all God will enable us to dream and do.

The Teen Challenge team encourages all of its constituents to develop a sense of belonging and responsibility within the community; to respect and care for one another; and to take actions that they believe promote the common good. One of the distinct features of our organization is what I call the “Teen Challenge Dynamic.”

This dynamic happens when students in the program begin to evangelize other students. You see this when an incoming student has an older student in the program reach out to them and show compassion, talk to them about their issues. The older student will talk about the challenges of staying in the program and the rewards of staying in the program. It is when the students in the program live out the values of the organization and care for those newcomers to campus that we see the “Teen Challenge Dynamic” at work.

Let’s examine of the byline of this core value community, “*Working together and supporting one another.*”

Work: there is a difference between activity and productivity. We each have a responsibility to do our best and work to be productive, not just active. We can get so distracted by the daily chaos and not get our work done. We let doing good steal us away from doing what is best. It is important to keep a list of priorities, stay focused and follow through. People don’t intend to steal your time, but they do. Keep your conversations on purpose and be careful of wasting time.

Together: co-laborers in Christ Jesus. Let’s help each other out, in harmony and in accord. We all have something to learn from others. Focus on doing your job as

unto the Lord and don't chase titles. Leaders are learners; always be willing to learn new skills and new ways to improve. Our work should be collaborative, not competitive. Upstaging another staff member or team member has no place in the ministry of Teen Challenge.

Support: means to stand by each other, under gird, to make stronger. To bear the weight of, especially from below. To hold in position so as to keep from falling, sinking or slipping. To be capable of bearing; to withstand. To keep from weakening or failing; to strengthen.

Think of some tangible ways to support one of your co-laborers and do it.

Jesus and the 12 disciples were a committee who worked together for one purpose. They supported one another, encouraged one another, loved one another and grew together as a team.

Why Is it Important to Be in a Community?

1. We need each other. We were not “emotionally wired” to be alone.

It is not God's will for us to be alone. In fact, in the opening verses of Genesis (2:8), God makes that very observation – *“It is not good for man to be alone.”*

Ecclesiastes 4:9, *“For if they fall, one will lift up his fellow. But woe to him who is alone when he falls and has not another to lift him up!”*

Ecclesiastes 4:11, *“Also, if two lie down together, they will keep warm. But how can one keep warm alone?”*

We need people who can show friendship to us, and we need people to whom we can be a friend. But not just friendship. You need a spiritual community that can only be found in the body of Christ. Our dependence on others enables us to grow and sharpen our skills.

"We are unified by our common weaknesses, our common failures, our common disappointments, and our common inconsistencies." — Henri Nouwen

We are also unified by our common vision, goals, dreams and desire to serve. As we give ourselves to the community to be a part of the team, we find family. My experience is that some of our greatest lifelong friends are found in those whom we work with daily.

The power of like vision and like goals empowers you to do more than you ever dreamed.

I have always loved being around great leaders. I cherish the time I have to listen, observe and experience them in person. Being around those who challenge you to be a better person, a better leader, a more responsible staff, a better student will always take you further than being around complainers, half hearted workers and the pessimist. Take the high road, step up to being a part of the community and be a contributor, not a taker. You will find so much more fulfillment in contributing and growing.

2. It is easier to hear from God in a Community

Teen Challenge must be a place where people can find God, hear God, grow in God, develop rich relationships with other people, and be encouraged – not with superficial platitudes and religion – but with love and reality.

Do you know that community just doesn't happen by accident? It takes the effort of everyone to live these principles out. We all own the responsibility to be people of integrity, people of compassion and we all own the responsibility for creating an environment where Christ is glorified and where we all can hear from God.

When the atmosphere is filled with faith and vision, it is easy to listen to God. You are challenged to reach out to Him and to seek His will for your life. You want to serve the community.

3. We find strength in others in a Community

When we face the inevitable trials, troubles and tragedies of life, God intends that we be supported, strengthened, encouraged and empowered through the community of believers of which we are a part. As we face the storms and temptations of life, we should receive strength from each other. This was God's plan.

In Teen Challenge, you will find those who have similar experiences as you who have found freedom and purpose and have not let their past determine their future. Just having someone who understands your individual temptations, fears, and hurts is reassuring that God is there for you.

God provides the strength you need to get through each challenge of your journey. You will come to hard places in your walk with the Lord, but know this, He has everything under control. God will send that special someone who will speak a word, give you a thought, share a Scripture or just be there for you when you need help the most.

Put your faith in God and He will supply the rest. He has put significant people in your life right now who can keep you on the right path and making momentum toward Him.

4. We have accountability in a Community

Some people like to live as lone rangers and not have anyone to which they are accountable. But in the community of believers and in the Teen Challenge community, we have accountability.

None of us works well without authority and none of us should trust in our own strength to keep us right. We are all sinners and, without the grace of God and accountability, we can all fall into traps.

Accountability is not your enemy but your friend. It is having someone whom you can talk to, share your needs with and someone you can share your temptations within the community.

Here is an illustration of when neighbors would lend a hand.

A farm boy accidentally overturned his wagonload of wheat on the road. The farmer who lived nearby came to investigate. "Hey, Willis," he called out, "forget your troubles for a while and come and have dinner with us. Then I'll help you overturn the wagon." "That's very nice of you," Willis answered, "but I don't think Dad would like me to." "Aw, come on, son!" the farmer insisted. "Well, Okay," the boy finally agreed, "but Dad won't like it." After a hearty dinner, Willis thanked the host. "I feel a lot better now, but I know Dad's going to be real upset." "Don't be silly!" said the neighbor. "By the way, where is your dad?" "Under the wagon," replied Willis.

Willis and the Good Samaritan farmer lived in a different era than we do today. While we all want to be good neighbors, the meaning of 'neighborliness' has changed as the culture has changed from community to personal isolation, from country to city, from slow cooked meals to fast food, from the dining room to the game room.

Regardless of the culture of the world, our Teen Challenge culture is made up of lending a hand, reaching out to one another as if we were family, praying for one another when in need and doing what we know to do as a team player.

Teen Challenge Directors' Comments on Community

"Community is going beyond your four walls in support of others, reaching out with an extended arm, the arm of the Lord as he leads us into assisting those in need."

Rick Fernandez

"Community describes Teen Challenge staff gatherings – an army of compassionate people sharing in the miracle of God's power to deliver and provide. The sense of community is felt in every Teen Challenge chapel service, a gathering of those once bound, but now set free. Would you like to join the community of the compassionate?"

Dave Rutledge

"This value creates the ripple effect of our work and ministry onto the student families, local pastors and with the business community."

Paul Burek

"This is a little tough for me because I have always been a bit independent. But the whole always operates better when all parts are working in unison. Teen Challenge has a wide assortment of personalities and backgrounds that somehow, by the grace of God, flow as one unit. I have always known that in order to survive in this ministry I had to learn the importance of community and "body" ministry."

Maynard Sweigard

"Teamwork is a trademark of our corporation. Camaraderie is evident every time we gather together, and unity is maintained through the common bond we all have in Jesus Christ." Ecclesiastes 4:9-12

Claude Mooneyhan

"Community in our organization is the coming together of ideas to create a common cause for the sake of Christ. The early church had a unique way of sharing resources for the common good. The people of our organization share ideas and support one another for the common good of seeing men, women, boys, and girls transformed by the life saving power of Jesus Christ."

Greg Keylon

"Modeling community to our students is a powerful example of the church and the family. It gives people a sense of belonging. The Holy Spirit provides the "common unity" found at Teen Challenge. Staff days, staff meetings, prayer, retreats, etc. help cultivate community."

Bob Lee

"If we could not "work together" we would most certainly fail together. This is an intense environment full of highly charged events. We simply could not do it working as individuals. We must do it working as a community."

Jeff Jones

"There are times we have to stand alone, but we are far better when we stand together. Community is the safe place where every one has permission to succeed and to fail; where no one is greater than the other but all exist to lift each one into their God-given role of service."

Greg Hammond

"Community – From day one Linda and I have felt connected and received. It could be easy to get lost in the shuffle of such a busy organization but we have not in the least."

Kenny Walker

"I am reminded of the story in the book of Acts where the believers sold their belongings and gave them to the church. It said they shared 'all things in common.' It is interesting that this was not a command but rather there was such a sense of brotherhood that they were compelled to do it all on their own. At TC we feel that same compulsion to step up and support one another. When one center struggles, another comes to its aid. When a new center opens, another sows into that ministry. We do this for one another and for others we have adopted, such as the director of TC in the Czech Republic, Petr Minstr."

Wayne Gray

"Community gives solutions to individuals and communities faced with difficulties and problems. Live in a way that the community around us grows and changes for the better because we were there. Living the answers God has for man."

Allan Vann Horn

Questions to Answer on Lesson 3 - Community

1. Discuss your thoughts on the quote from Margaret Mead.

2. What does the byline for community “Working together and supporting one another” mean to you?

3. Pick 2 of the 4 points listed in “Why it is important to be a part of a Community” and discuss them.

4. Discuss some of the directors’ comments and what they mean to you.

5. How do you see the Teen Challenge community affecting you and others in the program?

6. How do you create community in your center?

Lesson 4

Vision

“Seeing beyond the present”

What is Vision?

“Where there is no vision, the people perish; but he that keepeth the law, happy is he.” – Proverbs 29:18 (KJV)

“And the Lord answered me, and said, ‘Write the vision, and make it plain upon tables, that he may run that reads it.’” – Habakkuk 2:2 (NKJV)

Life is a journey and every journey has a destination. Everybody ends up somewhere in life. A few people end up somewhere on purpose. Vision is what makes the difference in where you end up. Leaders are meant to be out front. They take followers to places they would not tend to go on their own. They see further than others see, and they see before others see it. Eric Hoffer said it well – *“the only way to predict the future is to have the power to shape it.”*

A clear vision, along with the courage to follow through, dramatically increases your chances of coming to the end of your life, looking back with a deep satisfaction and thinking, “I did it. I succeeded. I finished well. My life counted.”

Without a clear vision, the odds are you will come to the end of your life and wonder what you could have done – what you should have done. And like so many people, you may wonder if your life really mattered at all.

“Vision gives significance to the otherwise meaningless details of our lives. It’s not always about what we’re doing, but rather why we are doing it. What is God’s purpose for your life? Where is it that God wants to use you? When you know the

answer to these questions, vision for the future gets easier to determine.”

— Hans Finzel

While the average person may have the right to dream his own dreams and develop his own picture of what his future could and should be, we as followers of Christ have surrendered our lives to follow Christ and His plan. We gave up our right to be in charge when we accepted Christ and agreed to follow Him. Philippians 2:13 *“For it is God who works in you, both to will and to do His good pleasure.”*

God has a vision for your life; why would you want to think up and do your own thing? What could be more fulfilling than the plan that God has for you?

Let’s examine the byline of this core value: “Seeing beyond the present”

Hebrews 11:1-2 says, *“Now faith is the substance of things hoped for, the evidence of things not seen.” (NKJV)*

Being certain of what we do not see is vision. It is when we can look down the road and see our personal lives and the organization reaching goals we can only dream of today. Vision is that ability to anticipate the future, to see in your heart and hope for what one day will be.

Vision has been defined – the faculty of sight, unusual foresight, anticipating the future, a mental image produced by the imagination. Vision is something that is or has been seen. Unusual competence in discernment or perception; intelligent foresight: *a leader of vision*. Vision is the manner in which one sees or conceives of something.

As a leader in Teen Challenge, vision is an important value. It is important for people in leadership to have foresight, to be able to use your imagination to see down the road, to foresee, have discernment or perception is invaluable as a worker in this ministry.

“A child making a sand castle has some kind of picture in his head telling him what to do next.” George Nelson, in his book, *How To See*. George Nelson also said we all *“tend to see in terms of what we know and believe.”*

Former USA President Calvin Coolidge described vision this way, *“There is more to us than we know. If we can be made to see it, perhaps for the rest of our lives we will be unwilling to settle for less.”* This vision of our future can energize us, empower us and fill us with hope for the future.

Ayn Rand describes vision well when he said, *“Throughout the centuries there were men who took first steps, down new roads, armed with nothing but their own vision.”*

When I came to Teen Challenge of Florida as the Executive Director in 1991, God gave me a vision of what this ministry could be down the road. At the time, it was a limited picture, but I knew in my heart that we were going somewhere. I could envision a thriving center, lives being changed, buildings being built and a place of safety.

*“Vision without action is merely a dream.
Action without vision just passes the time.
Vision and action can change the world.” – Joel A. Barker*

Someone said, *“There is no success in the comfort zone, and there is no comfort in the success zone.”* So if you think about it, you have to get out of your comfort zone to succeed. But, it won't be very comfortable in the process.

We have all met dreamers, talking about pipe dreams of wealth, prosperity and success. But putting a dream into action is work. Vision is not accomplished in the

bed waiting for the miracle to come through the door. **You have to work a vision, put one foot in front of the other, taking one step at a time drawing you closer and closer to accomplishing what you set out to accomplish.**

“Vision is a picture of the future that produces passion in you.” — Bill Hybels. This passion drives you, this passion keeps your dream alive, this fire in your bones never lets you give up and never lets discouragement stop you from fulfilling your vision.

Really great leaders have to be able to get ordinary people to do the extraordinary. *“Visionary leadership must be careful to not get too far ahead of the troops, because they may mistake you for the enemy and shoot you in the back.”* — Hans Finzel.

Vision inspires followers

David had vision in 1 Samuel 16. David was a man of great action and character. God chose him for a lot of reasons, but I believe the main reason God chose him was that he was a man that trusted God and had vision. He believed God and knew He would deliver the enemy into his hands.

“Vision is having a clear picture of the future that a leader believes can be realized,” — Hans Finzel. David had that kind of vision. He followed his vision and had faith in God to see him through and saw the giant Goliath defeated.

Vision lifts followers up and encourages them to accomplish things they never dreamed possible on their own.

The Russian poet Boris Pasternak wrote, *“It is not revolutions and upheavals that clear the road to new and better days, but someone’s soul inspired and ablaze.”* This fire in the soul is a force that allows common men to reach uncommon goals.

This fire in the soul enables simple people to accomplish some of the most amazing dreams.

I remember one time in Paris, France at the foot of the Eiffel Tower. My wife, Libby, and I were with Wayne and Wanda Keylon and as we began the long walk up the stairs to the top Wayne said, “If one man can dream this up and do it, I can do anything. There are no limits to what I can accomplish.” I was so inspired by Wayne’s view and excitement of how this experience expanded his own boundaries to believe.

A fire in the soul – a vision of God’s plan for your future and for the organization you are a part of – holds no limits.

Components of a Vision

- A vision features a compelling picture or image of what the organization (or department) can become in the future.
- A vision is feasible and attainable.
- A vision is connected to and articulates deeper values and hopes for the future.
- A vision needs to be translated into actions and plans that can be and are implemented.
- A vision will die if it is not regularly communicated.

These are the basic facts about a vision. This course will only give you a limited review of the features of vision.

Discovering and Developing Vision

A leader needs to consider two components of vision. One is his or her personal vision. This includes your own personality, gifts, experience, and passion – where

you hope to be as a person. It is important to have personal vision and goals – looking down the road for your own personal growth.

The other is organizational vision, the vision of the organization you work with. Thus, the vision of Teen Challenge. Hopefully these are compatible.

The first task is to decide where you want to go. You want to ask, *“Where is the organization going?”* and *“Is this the bus I want to get on?”* You want to be on the right team that is moving, going, growing and providing you opportunities to grow as a person and professionally.

You begin with spending time with God asking Him for clear direction and insight into your own personal life and insight into the future of the organization.

The following list gives you the starting place for developing vision.

1. What are your interests, values, and abilities?
2. Focus on heroes and heroines (Who do you aspire to be like?)
3. See yourself the way you want to be
4. List your deep values as you develop your vision within the organization
5. Create images; ask God for wisdom to guide you
6. Take the time you need to hear from God (Stay busy serving until you finalize your vision)

Vision is having a clear picture of the future that a leader believes can be realized. This comes from hearing from God and from doing your homework on the mission and values of the organization.

1. Choose to be **explicit!** Write down the traits you admire most in others.
2. Choose to be **realistic!** What are the qualities you would want most in your own life?

3. Choose to be **creative**! What can you do right now to act more like the person you want to be?

What would you want your life to look like in 15 years? What do you want the organization you are a part of to look like in 15 years? You have more personal control on what you envision yourself to be in 15 years, but you will need to work with a team to determine what the organization will look like in 15 years.

Any effective organization will need develop leadership teamwork. A leadership team within the organization – not just the person in charge – will develop the vision. You may or may not have an opportunity to influence this as a new employee of the ministry.

Unless there is broad participation in the development of the vision, there will not be broad ownership of the vision. A leader steers the key leadership team, but the team develops the mission, the vision, and the core values of the organization.

You must rely on the guidance of the Holy Spirit and prayer within the leadership team for this process to be effective. Prayer must be a priority if we are to find God's ultimate will for the organization. Those key leaders who are the stakeholders of the ministry must have a role in this process.

Please know that developing a vision is work. Every key leader/director/senior staff who has a stake in the ministry must exert themselves to discover and develop the vision. If this process is completed by the team, the team will own it.

Sharing Vision

Once you know what your vision is, it is time to shout it from the house tops.

Aubrey Malphurs said that “vision provides direction, encourages unity, enhances change, allows leaders to lead, provides motivation, encourages giving, and is the basis for evaluation.”

This is why everyone involved needs to know what it is. The benefits of vision are unbelievable if people know what the vision is. You start by communicating the vision internally – within the organization. Share it with staff, students, families and board members. These stakeholders need to own the vision and eventually memorize it.

If you don't articulate your vision, then no one will know where they are heading. This leaves everyone on their own to decide how to interpret their daily priorities. This kind of leadership ends in chaos and insecurity for all involved.

A well-defined and articulated mission, values and goals will bring results. Someone said if you shoot at nothing, you always hit your target. This is true, but in time you will die from boredom. We all want to know where we are going and have purpose along the way. The happiest employees are those who feel that their job makes a difference and that they are significant to the organization.

Next, the vision needs to be communicated externally – to the community, to the donors, to the churches and all who might benefit from the information.

Here are a few insights on communicating vision:

- Express the vision in an engaging, unusual, or particularly attention-grabbing way
- Communicate the vision in consistent behavior, words, and deeds
- Make all decision making and governance actions build toward the vision
- Provide activities that require some risk and buy-in to accomplish – then reward success

- Make daily actions communicate the hope and dream of the vision – “walking one’s talk”
- Establish traditions and ceremonies that celebrate the vision and effort towards it
- Develop mottos, mission statements, or symbols that communicate the vision

Below are some additional actions that can be taken to articulate and communicate a shared vision:

- The vision can be printed, and posted in the front hallway.
- The mission statement can be reviewed annually in a ceremony during which staff sign the mission statement as a form of personal commitment.
- The mission statement should be addressed during gatherings, planning meetings, and board meetings. Decisions should be made based on the mission statement and values.
- List in a written document the “belief statements” that staff and students hold regarding the mission, vision and values of Teen Challenge.
- Communicate the mission symbolically through mottos, flags, banners, and materials that are sent out from Teen Challenge, such as letterheads, pencils, and so forth.

Implementing Vision

Your job as a leader is to make the vision happen in real life in your organization, getting it off the paper and into hearts and souls.

Burt Nanus said, “There is no more powerful engine driving an organization toward excellence and long-range success than an attractive, worthwhile, achievable vision for the future, widely shared.”

You have to constantly ask yourself, *“Where am I going next? Why am I going there?”* This is what leaders are always asking about the organization they are leading. *“Where am I going? Does it fit into the mission of the organization? Does where I am going fulfill the vision? Am I on track with my goals?”*

Some leaders say, *“I don’t have time for planning, vision casting or mission building.”* They would rather let chaos dictate their daily activities, which turns into chaos dictating monthly activities, which turns into chaos dictating yearly activities. They ask themselves where all the time has gone. Why aren’t we accomplishing more? Well, chaos will steal your vision, if you let it.

Leaders must take charge of and ask the hard questions. Do what it takes to stop, avoid or dismiss the chaos and follow through on their dreams, vision and goals.

Everything that happens in your personal life and in the organization should be evaluated in light of your vision.

Some enemies of vision, suggested by Hans Finzel:

Tradition – the way we have always done it

Bureaucracy – maintaining the present systems

Inertia – maintaining present direction

Caution – fear of change

Busyness – giving attention to urgent problems of the present instead of focusing on the future

Workload – having so much to do that workers cannot dream about a better future

Every one of these is an enemy of your personal vision and an enemy of Teen Challenge. It is so easy to fall into one of these traps.

Teen Challenge Directors' Comments on Vision

"Vision is knowing where you are going and inspiring others to see it too. Vision creates the alignment necessary for others to cooperate in meaningful service to God and our world."

Greg Hammond

"Vision is vital to our ministry, we are constantly looking for new opportunities, new ideas, new ways of doing things, and desire to reach the hurting here and abroad."

Claude Mooneyhan

"Day to day, envisioning great things in others. Seeing the end from the beginning. Being willing to take a risk in order to discover the endless possibilities of God's resources. Teen Challenge recognizes the potential in people, invests in them, and then stirs up others to join in."

Bob Lee

"Without God-given vision for the future of our organization, we would stall and soon become ineffective. This vision is not only for the tangible things but also a vision in a philosophical sense for ways we can better serve all who have come to us for help."

Jeff Jones

"Vision – our vision is clear. We do not have scattered stuff happening. Our purpose for existence is CLEAR. Life Transformation. I love it. We are not doing everything, but we are sure of what we are doing."

Kenny Walker

"I have been a part of Teen Challenge long enough to see things that were spoken of come to pass. I have seen Dr. Nance's vision adopted and ownership taken at virtually every level. This is one of the reasons that we are operating in a new gear so to speak. One person can't drive this anymore. There are many others who have caught the vision and are driving it as well. It is the 'trickle down effect.' As a whole, we are not simply reacting but pushing ahead and as Maxwell says 'failing forward,' with more of an emphasis on 'forward.' When I visit another one of our centers and see them do things with excellence, it only motivates me to do more at our center."

Wayne Gray

"Vision is the leading edge each of us must develop in our locations to help our staff, students, and ministry supporters see where God wants to take us. We must

paint a portrait of what God wants us to accomplish. This painting will then give us and those around us motivation for our daily responsibilities in reaching into the future to accomplish God's great masterpiece."

Greg Keylon

"Vision is more than buildings, more than money and more than new facilities. Vision is putting your faith and hope to work to reach the lost not by hundreds but thousands. Vision drives you to be faithful so that God will allow us to grow with more buildings, facilities and money."

Allan Vann Horn

"Vision begins in the eye of the beholder and then it is implanted in the hearts of others to bring about the purpose and the will of God."

Rick Fernandez

"Vision- What is unseen becoming seen as opportunity is explored with excitement. The excitement stems from the possibility of helping more people. Are you 'pregnant' with the hope and expectation that will create an environment of care?"

Dave Rutledge

"When I think of vision, I think of growth and meeting the need represented in our community."

Paul Burek

Questions to Answer on Lesson 4 - Vision

1. List some reasons why it is important to have personal vision.

2. What are the benefits of organizational vision?

3. Who should be involved in establishing an organization's vision and why?

4. List some of the features to discovering and developing vision.

5. How would you suggest promoting and / or sharing vision inside of the organization and outside of the organization?

6. Who is responsible for implementing the vision and how do you keep vision alive?

7. What do you see as some of the enemies of vision in Teen Challenge?

8. Take some time right now and begin to work on your own personal vision.

Lesson 5

Stewardship

“Faithfully managing God’s call and resources”

One of the greatest lessons to learn in becoming a leader in relationship to stewardship is, “God is the creator and owner of all we have.”

Stewardship is defined as the servant of God looking at the things he has as not his own, but through the use of time, money, and abilities gives to God’s work and God’s glory.

Elmer Towns defines stewardship this way, *“Stewardship is the proper management of time, talent and treasures for the glory of God.”* When you properly manage these areas of your life, you will have victory in all areas of your life.

Stewardship means managing the resources God has given you and me. Whatever we have and whatever we acquire in life is simply entrusted to our care. God owns it all and we are responsible to manage it and be a good steward of it.

Faithfully – regularly, consistently, ongoing

Managing – care, directing, oversight, dispersing of

God’s call – personal and corporate, divine invitation to come, serve
and labor for the Kingdom of God

Resources – finances, tools, implements and relationships

The basis of all stewardship is the understanding that God is the creator and the owner of all. We recognize that those resources that we have been entrusted to manage belong to God. We will give an account to Him.

Through our Stewardship... God owns everything. He has entrusted time, resources and abilities to us to manage for His glory. We believe that it is important to give **generously, systematically, proportionately** and **willingly**, not out of guilt or compulsion, since God loves a cheerful giver.

As a ministry we invest resources with integrity and accountability.

Stewardship is a disciple's response, a call to conversion. A life of stewardship calls us to share a part of ourselves – our time, our gifts, our resources. Time, money and relationships are the key components in stewardship.

Being a good steward of our relationships is equally important as how we manage money. Equally important is how we manage God's call on our lives.

Many Christians struggle over answering the call of God. Many are looking for burning bushes, or angels to appear, or God's booming voice to be heard while in prayer. The truth is that hearing from God is just not that difficult. When you spend time with Him, He speaks to you. He speaks through His word, He speaks to us in our hearts in prayer, He speaks to us in our sleep and He often speaks to us while we are busy doing His will.

The key is staying busy for Him and busy growing in His word and in faith. Then we must manage the call we receive. We must take the steps of faith to follow His call. We must manage our time and talent to pursue His will.

Managing God's will is an important part of stewardship.

It is important to know that relationships built the ministry of Teen Challenge, not money. How we treat people is one of the keys to the stewardship of our relationships.

Some folks do not understand how important it is to treat people right and to work on and maintain good relationships.

When we think of stewardship, we often see it merely as a matter of our giving of money to God and the church. Giving of tithes and offerings is an important aspect of stewardship, but it is secondary. Stewardship is a reflection of my relationship with God as well as a reflection on our relationships with people.

“Each one should use whatever gift h has received to serve others, faithfully administering God’s grace in its various forms.” 1 Peter 4:10 (NKJV)

Stewardship is not a program.

Stewardship is not about raising money.

Stewardship is a journey.

Stewardship is about life.

In fact . . . stewardship is a way of life.

— The Episcopal Network Stewardship

Randy C. Alcorn stated, *“The currency of this world will be worthless at our death or at Christ’s return, both of which are imminent.”* Some people get so focused on having money, gaining wealth and hoarding material goods that they forget that none of this stuff goes with us.

In time, they realize that the more they get, the more they want and are never satisfied. The lust for more causes them to never be happy with what they have. It is only when someone sees that God owns it all and that money is not the answer, that a person finds peace.

Finding purpose and significance in life is much more rewarding than wealth.

*The world asks, “What does a man own?”
Christ asks, “How does he use it?” — Andrew Murray*

“Giving is the secret of a healthy life. Not necessarily money, but whatever a person has of encouragement, sympathy and understanding.” — John D. Rockefeller, Jr.

Stewardship of Relationships

Favor with God and Man

In 1 Samuel 2:26 the Scripture says, *“Samuel grew in wisdom, stature and in favor with God and man.”* Then in Proverbs 3:4 we read where David saw the value of favor with God and man. And finally in Luke 2:52 the Scripture says, *“Jesus grew in wisdom, and with stature and in favor with God and man.” (KJV)*

The point is that we not only need favor with God in this life, we need favor with Man as well. If it was important enough for the word to mention this favor with man, then it must be important for us.

Being a good steward of our relationships will bring the favor needed to accomplish what we believe God is calling us to do. You will never accomplish as much alone as you will with the help of others.

Stewardship Quotes

“We make a living through what we get; we make a life through what we give.”

— Winston Churchill

“Giving satisfies the soul, edifies the church, and magnifies the Lord.”

— Stephen Olford

The world thinks more about the money getting; Christ, about money giving. And when a man gives, the world still asks, what does he give? Christ asks, how does he give?” — Andrew Murray

Steward or Owner?

In Matthew 6:19-34, the foundational identity issue is this – are you a steward or an owner?

The watershed issue is one of identity: Who are we in relation to the material possessions we control? Here we find two different answers – one from our culture and one from the Bible – that cannot be reconciled. Our culture says we are OWNERS, while the Bible (especially Jesus) says we are STEWARDS (see also Matthew 25 and Luke 16). Here are the key differences:

OWNER: My material resources belong exclusively to me.

STEWARD: My resources belong to God, who is the owner of all things (Psalm 24:1). He has temporarily entrusted these resources to me.

The concept of private property is valid in both paradigms. Since God has entrusted these resources to me and not to you, you do not have the right to make me use them the way you choose.

OWNER: I may use my resources however I wish.

STEWARD: I should use God’s resources to advance His priorities.

OWNER: I am not accountable to anyone else for how I use my resources.

STEWARD: I will give an account to God for how I use His resources (not for salvation, but for reward).

How do you view yourself—as an OWNER or a STEWARD?

What Does Stewardship Have to do with US?

First, let me dispel some myths about stewardship.

- Stewardship is not just another word for giving.
- Stewardship is a defined lifestyle. It includes everything in life from the most exciting to the most mundane. Giving is only a small part of it.
- Stewardship is not a source of income for the ministry; it is a way of life for those committed to Jesus Christ.
- Stewardship is not so much about obligation as it is about obedience.
- Stewardship doesn't start in your life until it starts in your heart.

So what does the Bible say about stewardship? The fact is that Jesus talked about stewardship of our resources far more than any other subject recorded in the Gospels.

Let's look at the foundation of a life of stewardship

It starts in Genesis chapter one – *"In the beginning God..."*

1. Stewardship Begins with God

The key to a good foundation is ownership – All things start here, these words are not only the foundation of all Scripture, they are the foundation of all life.

In the beginning God... The Gospel of John says it this way – *"All things came into being through Him, and apart from Him, nothing came into being that has come into being."* Make no bones about it; this is the foundation of the Christian life and walk. If God is not creator, then we are free to do as we please. If He did not create us, then He has no authority over us. If He is creator, then He has all authority. He is the owner. From Genesis to Revelation the Scriptures make it clear that God is the creator and He is the owner of all that is.

*"The earth is the Lord's, and all it contains, the world,
and those who dwell in it." Psalm 24:1*

Deuteronomy 8:18 *“But remember the Lord your God, for it is he who gives you the ability to produce wealth, and so confirms his covenant, which he swore to your forefathers, as it is today.”*

In any and all things, God has the final word, not because He is bigger, stronger, and smarter than we are (which is true), but because we are His creation. Until we settle this issue, we are always going to have problems in the area of management and stewardship.

John Maxwell says, “If I believe that I am the owner, then I am going to be in constant conflict with God over what I do with the stuff I have. But the moment I understand that God is the owner and I am the manager, then all conflict disappears because all that I have – my health, my life, my possessions, my family – everything is not mine, but His.”

2. Stewardship Moves from God to Us

God entrusted all that He created to man’s dominion. Genesis 1:28 – God has given us dominion over His creation. What does that mean? It means that He is still the owner; He has just entrusted the care of what is His to us. That is the heart and foundation of stewardship.

Here’s the rub, though. With dominion comes responsibility. We are responsible for managing resources the way God (the owner) would. We are not given dominion to trash, destroy, and exploit. We are given dominion to manage, protect, and cultivate. The earth and its resources are not given to us to abuse but to manage.

Is conservation, recycling, and proper development of the land a new concept? No, it is the very directive of God when we were charged with stewardship over the

earth and its creatures. Stewardship goes far beyond what you do with your money; it speaks to the way you live your life and how you interact with the world around you.

Accountability – He has given us as stewards to accomplish His will in the world. What does God find when he looks at our stewardship of His world? Instead of investing ourselves in the future and heart of God, we squander our resources on lavish living and things that will never last.

Whether it is the world around us or our families and things we have, stewards are expected to hand the owner back what is His and a return on His investment. What return can you show for your stewardship of God's kingdom?

Here are some things to remember on the foundation of Christian Stewardship.

1. What we do with what is entrusted to us is important to God.

Luke 12:42-46

“Who then is the faithful and wise manager, whom the master puts in charge of his servants to give them their food allowance at the proper time? It will be good for that servant whom the master finds doing so when he returns. I tell you the truth, he will put him in charge of all his possessions. But suppose the servant says to himself, My master is taking a long time in coming, and he then begins to beat the menservants and maidservants and to eat and drink and get drunk. The master of that servant will come on a day when he does not expect him and at an hour he is not aware of. He will cut him to pieces and assign him a place with the unbelievers.”

2. What we do with what is entrusted to us is important to others.

God has given to us to give to others, not to hoard and squander. Acts 4:34-35 says, *“For there was not a needy person among them, for all who were owners of*

land or houses would sell them and bring the proceeds of the sales and lay them at the apostles feet, and they would be distributed to each as any had need."

3. What we do with what is entrusted to us is important to us.

Matthew 6:19-21 says, *"Do not store up for yourselves treasures on earth, where moth and rust destroy, and where thieves break in and steal. But store up for yourselves treasures in heaven, where neither moth nor rust destroys, and where thieves do not break in or steal; for where your treasure is, there your heart will be also."*

Teen Challenge Directors' Comments on Stewardship

"Stewardship – one of the first things I saw as a new employee was an offering received for a missionary. It came easily and with great influence on me. I think God takes care of Teen Challenge because we take care of His business with heart and diligence."

Kenny Walker

"God expects our best with what He gives us."

Paul Burek

"As it relates to this organization, accountability is maintained at all levels, checks and balances are in place and functioning, audits are conducted, meticulous records are maintained on all activities and faithfulness is demonstrated by longevity."

Claude Mooneyhan

"We are only managers of all God's property. Our centers must be kept with excellence. We must take the time to keep out the clutter that accumulates at every TC. We can't let our facilities become the dumping grounds for left over yard sale items. When a center is kept with excellence, it is making a statement to the community, and more importantly to those who come to us for help. What is happening on our campuses is sacred and holy and our centers should reflect this. We also have the responsibility to be good managers of the resources that are entrusted to us. We need to make good use of every dollar. In times of prosperity, we can't become careless. If we are faithful, God will continue to bless us with more."

Wayne Gray

"Stewardship is using God's resources as He would use them to win the lost."

Allan Vann Horn

"Stewardship is the commitment to excellence in being faithfully responsible with the opportunities and resources God has given us. Our organization looks at the donations from individuals, businesses, and churches as God's blessings to reach out to a lost and dying world. Our commitment is to make sure each person giving to our organization is well represented by the way in which we manage our responsibilities."

Greg Keyton

“Stewardship is being faithful and obedient with the call and responsibility God has entrusted to us.”

Rick Fernandez

“Recognize our calling belongs to God (Romans 11:29). Not allowing circumstances and temporary hindrances to deter us from maximizing our gifts and talents. At Teen Challenge we must be responsible managing not only the physical resources of the ministry but also the spiritual resources that are represented by the potential in each student.”

Bob Lee

“Recognizing that we are owners of nothing, rather stewards of everything, is a critical element of Teen Challenge. God has placed buildings, finances, relationships and students in our care and we must be very protective and fruitful of all.”

Jeff Jones

“Stewardship is guarding the resources that were at one time an unseen hope and need. We must now manage the resources of staff, time, students and property. Are you ready to manage God’s provision?”

Dave Rutledge

“Everything we have is on loan from God; every gift, talent, possession, and relationship. Be careful not to squander them; our reward depends upon it.”

Greg Hammond

Questions to Answer on Lesson 5 - Stewardship

1. What do the notes say is the greatest lesson to learn about stewardship? And what does that mean to you?

2. How would you define stewardship? Why is stewardship important in Teen Challenge?

3. What does being a good steward of relationships mean?

4. Describe the difference between a steward and an owner.

5. What does Psalm 24:1 say to you?

6. Why is what we do with the possessions God gives us important?

7. How does the core value of stewardship relate to what you do at Teen Challenge?

Lesson 6

Faith

“Believing God for the Impossible”

When you hear faith spoken of, it can have many implications. The basis for our faith, though, rests in the Word of God and what He has declared and upon the finished work of Jesus Christ upon the cross. Therefore when we speak of faith being one of our Core Values, we are speaking of Biblical faith.

Webster defines faith as “unquestioning belief, complete trust or confidence, loyalty.”

The Greek word faith – *pis'tis* – means persuasion, credence; moral conviction (of religious truth, or the truthfulness of God or a religious teacher), especially reliance upon Christ for salvation; abstract constancy in such profession; by extensive the system of religious (Gospel) truth itself; assurance, belief, faith, fidelity.

A practical definition of faith is believing that God can do what He said He can do. Faith is an actual agreement with God in His abilities to perform His Word.

Hebrews 11:1 defines faith as *“the substance of things hoped for, the evidence of things not seen.”* It is what makes the abstract become the physically tangible. Faith is what, in a court of law, will prove the case, since it is the evidence demanded for a verdict of things that we cannot see.

There are many things that faith will accomplish in our lives, if we are willing to allow it to happen. Faith is the absolute key to what God wants to accomplish in us.

Our byline says “Believing God for the Impossible.”

Believing is defined as the cognitive process that leads to convictions; to accept as true or real: to credit with veracity: *I believe you.* To expect or suppose; think: *I believe they will arrive shortly.* To have firm faith, especially religious faith. To have faith, confidence, or trust: *I believe in your ability to solve the problem.* To have confidence in the truth or value of something: *We believe in free speech.* To have an opinion; think: *They have already left, I believe.*

Impossible is defined as incapable of having existence or of occurring; not capable of being accomplished: *an impossible goal.* Unacceptable; intolerable: *impossible behavior.* Extremely difficult to deal with or tolerate: *an impossible child; an impossible situation.*

Look at this together – **to believe God** – to expect or suppose, to have the conviction, to have firm faith – **for the impossible** – those things we are incapable of having occur, not possible of being accomplished. That is what faith enables you to do.

“Faith is taking the first step even when you don’t see the whole staircase.” – Martin Luther King, Jr.

“Faith is believing when it is beyond the power of reason to believe.” — Voltaire

“When you come to the edge of all the light you have known, and are about to step out into darkness, faith is knowing one of two things will happen; There will be something to stand on, or you will be taught to fly.” — Jonathan Livingston Seagull

“Live as though Christ died yesterday, rose from the grave today, and is coming back tomorrow.” — Theodore Epp

“We turn to God for help when our foundations are shaking only to learn that it is God shaking them.” — Charles West. Faith allows you to walk on and trust God though the foundation of your life is shaking.

“The acid test of our faith in the promises of God is never found in the easy-going, comfortable ways of life, but in the great emergencies, the times of storm and of stress, the days of adversity, when all human aid fails.” — Ethel Bell

“Faith is not a feeling. It is not even the feeling that something is going to happen in answer to our prayers. Faith may be easier to exercise when such feelings are present. Nevertheless, feelings of that sort never constitute faith. Faith is a response on our part, the obedient response of our wills to who God is and what He says.” — John White

Why Is Faith Important To Us?

Hebrews 11:1 describes faith as being sure of what we hope for and certain of what we do not see.

In Matthew 17:14-20, the disciples were perplexed as to why they could not rebuke the devil and thus heal and restore the boy. Jesus’ answer was simple – they had a lack of faith.

Faith is important to us because:

1. Faith Will Save You
2. Faith Will Defend You
3. Faith Will Supply Your Needs
4. Faith Will Stabilize Your Life
5. Faith Causes Your Prayers To Be Answered
6. Faith Will Heal Your Family
7. Faith Will Move Mountains and Kill Giants

1. Faith Will Save You

“For by grace are you saved through faith...,” Ephesians 2:8. We are not saved by faith. We are saved by GRACE (God’s Riches At Christ’s Expense). But faith is the funnel through which the grace reaches us. Each of us must practice faith if we are to be saved. Faith in Christ alone.

Luke gives an account of a time when Jesus was eating supper at a Pharisee’s house. During the course of the meal, a known sinner woman came in and began weeping on Jesus’ feet, and drying His feet with her hair. She was so broken that she could not stop weeping; she knew that her condition was so hopeless outside of Jesus. The Pharisees began doubting Jesus, but Jesus responded to the woman saying, *“Your sins are forgiven. Your faith has saved you. Go in peace.”*

God responds to faith. When you approach Him in faith, He will save you. He will also keep you saved as you walk by faith, live by faith and pray in faith.

In this ministry we need the assurance that God hears us and forgives us. We need to know that He forgives and forgets our past and that only comes by faith in Him.

2. Faith Will Defend You

“...take up the shield of faith, with which you can extinguish all the flaming arrows of the wicked one.” Ephesians 6:16

The Roman armor included defensive pieces such as a helmet and a breastplate, but the first defensive equipment that a Roman soldier had was his trusty shield. Many spears, clubs, arrows or swords were deflected by the shield. The shield didn’t do the soldier any good if he did not pick it up, though. If not for the shield, the survival of the soldier would have been much more difficult.

We are constantly under spiritual attack. The devil walks about seeking whom he may devour – and that includes you and me! He wants to find us with our shield down, living in discouragement, whining about all our problems. He looks to find those who are weak in their faith.

The enemy will often attack from the most unexpected places. But we can rely on our faith to be our constant defender. But if we don't use it, it will do us no good whatsoever.

3. Faith Will Supply Your Needs

"Believing God for the Impossible" is our byline.

"Those who know your name trust in you, for you, Lord, have never forsaken those who seek you." Psalms 9:10

This verse presents to us an if-then proposition, an example of cause and effect. If we grow close to God and put our trust and faith in Him, then He will not forsake us.

"See how the flowers of the field grow. They do not labor or spin. Yet I tell you that not even Solomon in all his splendor was dressed like one of these. If that is how God clothes the grass of the field, which is here today and tomorrow is thrown into the fire, will he not much more clothe you...?" Matthew 6:28-30

Faith for the impossible comes through the process of believing God for smaller things along the way. As we continue to believe God and see Him do it, we then begin to believe Him for larger things.

When I first came to be the leader of Teen Challenge, there were so many problems, so many issues and the ministry was struggling financially. I confess I did not have the faith to believe God for the million dollar gift. I was thankful for a \$500

gift. Over time, my faith grew. As I continually watched God provide miracle after miracle, my faith has grown to the level that today I do believe God for the million dollar gifts. I believe God for financial miracles to happen. Today we do have donors giving us pieces of property, donating large sums of money and influencing their friends to give and this enables us to buy facilities to help more people.

Exercise your faith. Believe God for some small things, and then bigger things and then for the massive miracles. He is not afraid of your faith in Him. He is the rewarder of those who diligently seek Him. He wants to meet your needs, He wants to bless your life, He wants to enable you to dream big dreams and see you accomplish them. God is faithful.

The purpose of faith is not just for you to get things, it is to accomplish things in your personal life and in His kingdom. The motive of your heart is where God looks first.

4. Faith Will Stabilize Your Life

“Believe firmly in God, your God, and your lives will be firm!” 2 Chronicles 20:20
(The Msg)

It is only by faith in God that we can obtain a firm foundation. Any other source is on shaky ground and is not reliable.

What better object for our faith, trust, belief and reliance than the One who is our creator and sustainer?

5. Faith Causes Your Prayers To Be Answered

“How bold and free we then become in his presence, freely asking according to his will, sure that he is listening.” 1 John 5:14 (The Msg)

Possibly the greatest failure that exists within the church today is our lack of faith in our prayer life. Time and time again, God continues to prove His ability to provide and answers our prayers, when we ask according to His will.

Moses prayed and parted the sea, and God heard; Joshua prayed for the sun to stand still, and God answered; David prayed and dropped a 9 foot 9 inch giant to his knees, empowered by a stronger hand.

"Faith lives in folded hands, mountains move when you take a stand. It has never been a case of sleight of hand, it is the power of a praying man!" — Bob Hartman

6. Faith Will Heal Your Family

"The house of the wicked will be destroyed, but the tent of the upright will flourish."
Proverbs 14:11

Your faith will enable you to maintain a strong family. Faith will enable you to heal the hurts from the past. Faith in God, along with you living the life and walking out the principles of the word, will bear fruit.

The healing of hurts, broken promises and pain in our relationships from the past takes time. Often times I see someone get saved, get off drugs for awhile, and truly do great. They are doing fine in the program, they are good workers, and are model students. The challenge comes when they meet with their family and they expect their family to "forgive" them immediately as the Lord did.

It is discouraging when our family doesn't get as excited by our faith and new life we are now living and growing in. Know this, healing of those broken relationships will come by faith, but God has to touch their hearts, God has to heal their hurts, and then the restoration of the relationship comes. You must be patient, trust God, have faith and stay steady in your walk. I have seen hundreds of marriages restored, and children returned to the arms of their dads or moms as a result of

faith. So, don't give up; believe God for the impossible. He is a miracle working God.

7. Faith Will Move Mountains and Kill Giants

"I tell you the truth, if you have faith as small as a mustard seed, you can say to this mountain, 'Move from here to there' and it will move. Nothing will be impossible for you." Matthew 17:20

It doesn't take a lot of faith to make us powerful through God's power. David had so much faith in God that he took five stones to defeat the giant Goliath. But he only had one stone for Goliath, and one stone for each of his sons, Ishbi-benob, Saph, Goliath Jr, and the one with 12 fingers and toes (2 Samuel 21:22).

David had faith that God was going to deliver him, but he also prepared to fight more than one giant. You may need to prepare and plan to fight more than one as well.

What is the source of faith?

Faith is a gift from God. John 3:27 says, *"a man can receive nothing, except it be given him from heaven. Every good and perfect gift comes from above."* God will not allow human effort to perform divine results—it is all God, zero man; He will not share His glory.

Faith is an imparted thing – spiritual in nature – 1 Corinthians 12 lists faith as a manifestation of the spirit, Galatians 5:22-23 lists faith as a fruit of the spirit.

Faith cannot be worked up—it is not an emotional thing. You can yell, shout and scream at the devil or disease, but it will not be moved until you move into the spiritual realm of God-imparted faith.

Faith is tied to the word of God. Psalms 138:2, *“for you have exalted above all things your name and your word.”* God places infinite value on His Word, because if you couldn’t trust His Word, you could never trust Him.

“Faith comes by hearing, and hearing by the Word of God,” Romans 10:17. This is probably such a simple point, but it didn’t say, faith comes from hearing a good sermon, even though preaching and teaching are important in our lives. It didn’t say, by reading the Word of God you have faith. It is by hearing – rhema – as you read a spiritual Word, you hear a spiritual voice, then obtain a spiritual truth.

How Is faith activated?

I can say to the TV all day long, *“Turn on.”* But until I push the button, the television will not turn on. God gives us faith. Everyone has a measure of faith.

Romans 12:2

We must learn to activate our faith in everyday life. God does His part – or Jesus, or the Holy Spirit – by giving a word or a command. We must obey – rise and walk, go and wash. Zacchaeus must come down. Faith operates by action. There is always a stepping out place, and until you make the first step which is obedience to what God has said, you cannot receive the reward of faith.

Sometimes the action or the stepping out is not a physical action but a verbal commitment – *“be it unto me, according to your word”* or *“even the dogs get the crumbs that fall from the table,”* or *“speak the word only.”* Sometimes, it’s physical and verbal—*“she said in her heart, if I but touch the hem of his garment, I will be made whole.”* Mary to servants – *“whatever he says, do it.”*

Teen Challenge Directors' Comments on Faith

"The way to see by faith is to shut the eye of reason. First have faith in those around you, but most importantly always have faith in yourself!"

Mark Romano

"Without faith it is impossible to please God" I don't know how anyone can function in this ministry without faith. God is always creating opportunities for us to exercise that faith – sometimes on a daily basis."

Jeff Jones

"Faith is where we shine. The proof is in the fruit that is there as a result of stepping out and believing God to do what in and of ourselves would be impossible."

Maynard Sweigard

"Faith is the central element of this faith-based organization."

Claude Mooneyhan

"Every day at Teen Challenge we have faith for those that are unable themselves. With faith we can dream big! With our students, we have faith that God will accomplish what He brought them here to do. We believe God to provide resources to fulfill our vision."

Bob Lee

"A power from God that always leads to action."

Paul Burek

"Faith is having an unquestioning belief in God even in the face of impossible circumstances. Without faith, we will not accomplish much for God."

Greg Hammond

"Every day we believe God for the impossible. We believe that God can take those whom others have given up on and change their lives. We believe that the worst addict can change and that God will restore the years that have been stolen away. We believe that God is our source and that He will continue to provide no matter how big our expenses grow or how expensive property becomes. Just because others say things can never happen or something has never been done before doesn't mean it is not possible. After 9/11 when the economy tanked, we continued to open up centers. There was no retreat because the vision was the same and our

compassion drove us to push forward. “Hoped for” things have become reality through faith.”

Wayne Gray

“Faith as Scripture reveals is the substance of things hoped for and the evidence of things not yet seen. Hebrews 11:6 tells us that it is impossible to please God without faith. Our personal lives and our organization are built upon our faith in God to perform individual miracles in the lives of our staff and students every day. What we have seen gives us the faith to believe God for more.”

Greg Keylon

“Faith – I have been stretched to pray bigger, expect bigger, and ask people for bigger dollars.”

Kenny Walker

“Faith is the substance of things hoped for, believing God for what is impossible for us to do, trusting in his provision at all times.”

Rick Fernandez

“We approach every student with faith, that is the certainty of God’s plan and possibilities. Students come to us bankrupt, yet when faith is birthed in their life, they begin a new future.”

Dave Rutledge

“Faith is the ministry of who we are, allowing God to heal lives and restore families beyond the ability of preachers and teachers and mere man. To be able to look at that life and know those changes could have only come from him.”

Allan Vann Horn

Questions to Answer on Lesson 6 - Faith

1. In your own words explain or define what faith means to you.

2. Describe what you believe the byline “believing God for the impossible” means at Teen Challenge.

3. Which one of the quotes on faith meant the most to you? Explain why.

4. What will faith do for you?

5. How do you activate your faith?

6. Describe how you have personally practiced faith in your life.

7. Which one of the director’s quotes on faith means the most to you and why?

8. How would you describe this core value to a new student coming into Teen Challenge?

9. How does one go about building their faith?

10. Which Scripture about faith is the most helpful to you and why?

Servanthood

“Dedicating ourselves to the success of others”

How do you dedicate yourself to the success of others? Take a moment and think about that statement. When I ask myself that same question, I think of giving myself to the call of God on my life and, as I do so, make sure that those around me succeed in the call of God in their lives. This statement speaks of giving ourselves while in leadership to the good of others.

Philippians 2:1-4 says, *“If you have gotten anything at all out of following Christ, if his love has made any difference in your life, if being in a community of the Spirit means anything to you, if you have a heart, if you care — then do me a favor: Agree with each other, love each other, be deep-spirited friends. Don’t push your way to the front; don’t sweet-talk your way to the top. Put yourself aside, and help others get ahead. Don’t be obsessed with getting your own advantage. “Forget yourselves long enough to lend a helping hand.” (The Msg)*

Note the statements – “Agree with each other, love each other, be deep-spirited friends (having one mind and one spirit). Put yourself aside, and help others get ahead.” You know we are born selfish and self centered. We spend a lifetime fighting that spirit. But, if we are to be servant leaders and if we are to be successful with maintaining the heart of a servant, we must capture the essence of this Scripture and live it daily.

“My servant Caleb thinks differently and follows me completely.” Numbers 14:24

“Think of yourselves the way Christ Jesus thought of himself.” Philippians 2:5

What does it mean to be a Servant?

Our byline is, “*Dedicating ourselves to the success of others.*”

A Servant is defined as a person working in the service of another. One who is privately employed to perform domestic services. One who is publicly employed to perform services. One who expresses submission, recognizance, or debt to another: *your obedient servant*.

A more tangible way to define servanthood is one who:

- Sees a need and finds a way to meet it.
- Is faithful in the little things.
- Doesn't worry who gets the credit.
- Goes beyond the call of duty.
- Is committed to the success of your leadership.
- Is committed to finishing what you start.
- Has a team attitude vs. a “me” attitude.
- Maintains a strong work ethic.

Dedicating ourselves means: To set apart for a deity or for religious purposes; consecrate. To set apart for a special use: some *dedicate their money to scientific research*. To commit (oneself) to a particular course of thought or action: *dedicated ourselves to starting our own business*. Devote.

This is the true role of a leader in Teen Challenge and as a matter of fact, a true role of every Christian. We are to be a person working in the service of another in a dedicated and committed way. Servants express submission and are obedient to their leader or those whose authority they are under. Following Jesus' example in washing His disciple's feet, and loving our neighbors as ourselves.

Servanthood requires a mental shift, a change in your attitudes. God is always more interested in *why* we do something rather than in *what* we do. Attitudes count

more than achievements. King Amaziah lost God's favor because he did what was right in the sight of the Lord, but not with a true heart.

Some great quotes in the area of Servanthood:

"Christianity can be condensed into four words: Admit, Submit, Commit and Transmit." — Samuel Wilberforce

"Start by doing what's necessary; then do what's possible; and suddenly you are doing the impossible." – Francis of Assisi

"Everybody can be great... because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love."

— Martin Luther King, Jr.

"It is not my aching back that prevents me from helping my neighbor any more than my choleric temperament. It's my don't-wanna-do-it attitude that does it."

— Emily Carder

"Great opportunities to help others seldom come, but small ones surround us daily."

— Sally Koch

"A person's life is limited but serving the people is limitless. I want to devote my limited life to serving the people limitlessly."

– Ralph Waldo Emerson

"The purpose of human life is to serve and to show compassion and the will to help others." — Albert Schweitzer

In Philippians 2:1-11, Paul says (vs.5) *"Your attitude should be the same as that of Christ Jesus."*

This course is about leadership and core values, and we are using the word servanthood in that context. So, here we are speaking in terms of “Servant Leadership.”

Teen Challenge is looking for people who understand what it means to work with their authority, not in some kind of “Big I, Little You” role but more in the role of a servant leader. There are characteristics that accompany a person who is a servant leader.

Characteristics of a Servant-Leader

“Servant Leadership is the best leadership model in the world.” – Jim Blanchard

Attorney General Griffin Bell said, *“You lead in 4 places and each of them are equally important – family, staff, community and personal life.”* He shared some key principles that I believe should describe every servant leader. He said *“Leaders trust people, leaders are able to conceptualize, they have an imagination – not just memorize, but they are able to see the end result, to see ahead. And leaders are not afraid to make hard decisions.”*

In light of these thoughts, I want you to look at some of the characteristics of servanthood in the concept of servant leadership.

- A. Servant leaders have a servant’s heart.
- B. Servant leaders are not self-servants.
- C. Servant leaders are encouragers; they treat people with respect and dignity.
- D. A servant leader is careful not to underestimate others.
- E. Servant leaders foster a working environment of support, idea exchange, encouragement and healthy conflict.
- F. Servant leaders are people of honor.
- G. Servant leaders are ethical.

- H. Servant leaders don't bypass the importance of results.
- I. Servant leaders give back and are dedicated to the success of others.
- J. Servant Leaders are not micro-managers.

A. Servant leaders have a servant's heart.

God looks at the heart. He knows what is going on, on the inside. A person with a servant's heart is easy to see, easy to love and someone you want on the team.

We read in 1 Samuel 16:6-7 that Jesse's sons were brought before Samuel. Samuel said, "Surely the Lord's anointed stands here." But God said no to every one of Jesse's sons that he had assembled. Samuel asked, "Do you have any other sons?" Jesse said, "Yes. David. He is in the field with the sheep." Samuel looked at the size, the handsomeness and the height of Jesse's eldest son and thought he was the one. But, God said no. And until David was in front of Samuel did God say this is the one.

This is because man often looks on the outside but God looks on the inside. God is not impressed with the outward looks of a person; He is concerned with the heart. What we do in public, what gifts and talents we manifest in public can be so impressive to others. Often times we are tempted to be impressed by people with those talents and gifts, yet without a clue as to their character. What we are as individuals behind the scenes and when no spotlight is on us matters most.

Someone once said, "I can't hear you because of what I see." People follow leaders whose lives testify of their integrity. A personal spiritual life, one that is seasoned with prayer and God's word, is one that will be reflected in our outward lives.

B. Servant leaders are not self-servants.

They are leaders who are dedicated to the success of others. The challenge in leadership is to keep from letting the power, the position and the financial benefits spoil the character of the leader.

C. Servant leaders are encouragers; they treat people with respect and dignity.

Some leaders have the ability to accomplish certain tasks and even have measures of success. This is true in ministry and in the corporate world. But in the workplace, you often find leaders who are difficult to work for and the working environment is not conducive to creativity, opinion or encouragement. In many of these situations, the employees dread coming to work and live for the weekends when they can get away.

Some leaders act like those under their authority are their personal slaves. They get the big head when they own the “ring of keys.” They get a few keys that unlock doors that others don’t have access to and they get a big head and think they have arrived. They walk around thinking they are better than other people. This kind of thinking restricts creativity, team and community.

In this ministry, we need leaders who will be encouragers and will treat everyone as someone who has potential. Yes, there is discipline, yes there are rebukes, but when discipline or a rebuke comes it comes from the heart of a servant. The discipline comes from someone who knows “but for the grace of God” they would be the same.

Let me explain this point by using a story. There was a man behind the desk at a hotel in Philadelphia when a couple came in to rent a room for the night. They asked, “Do you have any rooms?” The clerk said, “No, sir, we don’t. All the rooms in the city have been booked for weeks. But if you would like to have my room, I will give it to you for the night. I will change the sheets and make it ready for you. I would hate to see a couple like you not have a room on a night like tonight.” “Thank you, young man,” the gentleman said. The next morning the gentleman paid his bill and said, “Son, one day I am going to build the best hotel in the nation and I want you to run it for me.” The young man laughed and said, “Sure.” Two years later, the

young man received a call. He was invited to New York City to the corner of 5th Avenue and 35th Street. The young man's name was George C. Bolt and that couple had built at that time one of the finest hotels in the world and asked George to run it. He did. The hotel is the famous William Waldorf Astoria.

One way to put servanthood is "Just Be Nice." Treat others like you want to be treated. People are not that difficult to get along with if you are nice.

The hotel clerk proved that

Willingness

Readiness

Alertness

Courtesy

are virtues and values that carry a young person much further than education. They are elements of servanthood.

The Golden Rule: Treat others like you would want to be treated by them. Jim Blanchard said, *"To energize a workforce, you want to be an encourager, an edifier."*

D. A servant leader is careful not to underestimate others.

It is so easy for us to take our first impressions and to develop opinions. These opinions impact how we think and how we act. You cannot go through life judging others without it coming back to sting you later.

A servant leader will take the time to get to know someone and develop a relationship. Give the person a chance. Remember God made them and they are precious in His sight.

If God believes everyone to be precious, who are we to judge them automatically? Take the time to get to know people, learn to serve them and you will find richness in life you've never had before.

This story illustrates underestimating others.

In 1883, there was a family on the way to England and, sadly, their son died during transit. The parents returned to the US grieving their son's death. They buried him but wanted to do something special in memory of him. They decided to establish a memorial for him. They did not want a tombstone; they did not want an ornament, but they wanted something special. They arranged a meeting with the president of Harvard University, thinking of doing something really special at Harvard in his memory. The president met with them and the parents began to discuss how they might do something special for their son. The president, not recognizing their financial ability, said that it would be very expensive to build a building in memory of their child. It would cost them a lot to do something at Harvard. He implied they couldn't do it. The wife asked, "How much would it cost to buy or build this entire University?" The president assured her it would be millions. She said, "Well, we wanted to give more than that." and then they left. They went out from there and within a year gave 23 million dollars to build and establish Leland Stanford University.

E. Servant leaders foster a working environment of support, idea exchange, encouragement and healthy conflict.

Some leaders are afraid of team members with an opinion. If you are going to lead in the 21st century, you had better get used to having your team express their opinion. Staff members who feel ownership want to contribute to the bettering of the organization. They want to feel supported in their ideas and input. It is generally the insecure leader who cannot manage having their staff submit opinions or create healthy conflict.

Servant leaders deal with employees in a way that each employee is appreciated, is respected and is told that he or she can make a difference.

F. Servant leaders are people of honor.

What does it mean to be a person of honor? To me, a person of honor is someone with a *reputation that precedes him*. It means someone who has earned the right of merited respect. They have lived a life of integrity over the test of time. Whenever you hear this person discussed, you hear comments of praise and honor; you hear compliments on that individual's accomplishments. We pay *honor* to a founder of an organization, a primary leader, or a key authority. A person of honor is a person of superior standing, one whose worth brings *respect* or *credit* or *honor* to the profession in which they work.

As Teen Challenge workers, we are to be honorable. In time, hopefully we are thought of as people of honor. When our name is mentioned, we hope individuals who have been watching us from a distance, working around us, or who have just heard of us will all agree we are a person of honor.

G. Servant leaders are ethical.

Webster's dictionary defines ethical as "conforming to accepted standards of conduct." As a Christian and as Teen Challenge, we have a standard that we follow. That standard is Jesus and our moral decisions and standards are to be based on the Word of God. This world has a standard of behavior. We are to live above that standard. Our core values and the Word of God are our standard at Teen Challenge. The essence of this is just doing the right thing. Treating people like you should, loving God and loving one another.

Servant leaders who are ethical will do the right thing when no one is watching. It is when you are alone that the true test of ethics comes into judgment. How do you behave when no one is watching? What are you watching on TV all week long, and what movies do you go to the theater to see? A person of ethics will always run

from the gray areas and will look for the place to live where they can always answer the questions, “Would Jesus be comfortable being here? Would Jesus be comfortable watching this? Would Jesus be pleased with me behaving like this?”

If you can ask these questions and feel comfortable, you will be fine.

H. Servant leaders don’t bypass the importance of results.

We must work at creating an environment where employees can reach their full potential and at the same time accomplish the goals of the organization.

I. Servant leaders give back and are dedicated to the success of others.

- The best leaders in the world are those leaders who believe they have a lot to learn.
- They always feel like they are falling short of their optimal performance.
- They have a deep hurt and empathy for those they lead, because they know they have hurts in their lives. (Jim Blanchard)

How you treat people is how you define servant leadership. You could read a hundred books on servant leadership and not get the point, just like people who read the Bible and don’t get the point.

J. Servant leaders are not micro-managers.

They empower their staff to make decisions and they empower their staff to contribute to the improvement and excellence of the organization. So many leaders pick up a bucket of water and throw it in the face of their workers. They inhibit the potential of their employees by being rude or mean-spirited.

Try this: Read 1 Corinthians 13:4-7 and put your own name in the place of the word *love*. These are the kinds of characteristics servant leaders possess. How did you do when you used your name in the place of love? Could you feel good when you

read this Scripture this way? If you have some rough spots, it's OK. We all have some work to do when it comes to this Scripture. Love is figuring out what will bless the other person.

Ken Blanchard says, *"The essence of servant leadership is found in Proverbs 3:5-6, 'Trust in the Lord with all your heart, lean not on your own understanding and he will direct your path.'"*

Some Closing Thoughts On Servant Leadership:

At Teen Challenge we want to model servant leadership. We want this spirit to permeate all we do. Because under Servant Leadership:

- Staff Training is different
- Succession plans are different
- Identifying high potential young leaders is different
- The way we develop our programming is different
- Individual counseling is different

Under the Servant Leadership Model of leadership, there is no generational gap.

- The older experts embrace and mentor the younger leaders. They want them to be successful and invest in their lives.
- The young leaders welcome and submit to older leaders because they want the wisdom they have.

What a wonderful environment to work in when the senior leaders take on the young leaders and mentor them toward personal success. *Dedicating ourselves to the success of others* is our byline and this is what successful organizations are known for.

This model of leadership creates an environment for success. Employees enjoy going to work where there are mentors, helpers and encouragers, and where your input matters.

We recognize that we need you to help us to make Teen Challenge become one of the best places in the world to find freedom in Christ and to be a great place to work. We need your input on how we can improve this ministry.

People change, the needs change and so often we get into ruts believing that the methods that have worked for years still work. We are so busy getting the work done that we don't pay attention to the fact that the results are suffering.

The winners, the successful ministries and companies, are those that treat people right. Treating people right energizes and mobilizes people. It is a winning marketplace thing to do. Simply put – it's God's way.

The Bible says in Acts 5:15, *“People brought the sick into the streets and laid them on beds and mats so that at least Peter’s shadow might fall on some of them as he passed by.”*

Peter’s shadow brought healing in this situation. What kind of shadow do you cast in your office? What does your shadow do when people come by? Does it lift people up? Or when you come into the room does it suppress the best instincts of the workers?

Real servants serve God with a mindset of **five attitudes**:

- Real servants are self-forgetful
- Real servants think like stewards, not owners
- Real servants think about their own responsibilities, not what other servants are doing
- Real servants base their identity in Christ
- Real servants think of ministry as an opportunity, not an obligation

People who served well:

- Joseph – He was sold by his brothers into slavery, falsely accused and thrown into jail and forgotten.
- Joshua and Caleb – They were outvoted and rejected, and had to wait 40 years to enter the Promised Land.
- Samuel – I Samuel 3:19 “The Lord was with Samuel as he grew up, and he let none of his words fall to the ground.”
- David – He was tending the sheep when Samuel came to his house to anoint him king of Israel.
- Elisha – He refused to leave Elijah until the very end and received a double portion.

Teen Challenge Directors' Comments on Servanthood

"As a leader I have learned that I am most effective when I place the success of those around me in a position of priority. It is the trickle "up" approach to success."

Jeff Jones

"In reality we are all in the business of making others more successful than ourselves. It is the act of losing yourself in the care and concern of others. Not caring who gets the credit, just that the job is done."

Maynard Sweigard

"Servant leadership is our leadership style. Arrogant, dictatorial leadership is not tolerated. If you are not a servant, you are in the wrong business."

Claude Mooneyhan

"Our goal is to see others succeed. We are in the restoration business and if someone's life is restored and they go on to great things, we take pride in their accomplishments. The Emerging Leaders Program is an excellent example of dedicating ourselves to the success of others. Many of our leaders are 'home-grown.'"

Wayne Gray

"Servanthood is the end result of embracing your calling and it becoming your life! When you dedicate yourself to someone else's success, you begin to flow in your God given gifts. Each day we know that most of what we do in serving goes unrecognized –and almost liking it better that way!"

Bob Lee

"As a young staff member years ago, I'm not sure I understood the importance of this concept. Through the years I have come to realize the students must be first priority, and servanthood is a big part of that. How are we coming across to our students? Servanthood is a must. Jesus said it best, He came to serve not to be served."

Paul Burek

"Examples to me of servanthood have been through selfless giving of time, energy, and knowledge to help me get started in Tallahassee. True servants reaching to a new guy. I like it."

Kenny Walker

“Servanthood is living a life so in tune with God’s will that others want what we have and want to be what we are. Leading others to him is servanthood as we see it.”

Allan Vann Horn

“Servanthood is the way in which we conduct our daily responsibilities. Jesus said that he did not come to be served, but to serve. Being a servant is an attitude of the heart in putting others above ourselves. Humbling ourselves for the betterment of others shows our staff and students that ministering to others is not about ourselves, but about Jesus Christ who lives within us.”

Greg Keyton

“Penned by the greatest author of all time, Jesus Christ, ‘servanthood is our journey into greatness,’ Matthew 20:26.”

Greg Hammond

“Servanthood is a time of denying self-interests and reaching out to others to see them accomplish God’s goal and purpose in their life in order to help them become successful.”

Rick Fernandez

“Servanthood- Jesus said, ‘What I have done to you, even so, do unto others!’ Teen Challenge is a place of service. Servants get weary, but servants have a heart disposition to serve through leading and loving.”

Dave Rutledge

Questions to Answer on Lesson 7 - Servanthood

1. In your own words describe what Philippians 2:1-4 means.

2. Explain a “tangible way to define servanthood” in your own words.

3. “A servant leader has a servant’s heart” describes the attitude of the heart that results in servant leadership. Explain this.

4. From the reading, it is clear that a “servant leader” does not have a “doormat mentality.” Choose 2-3 characteristics of a servant leader and explain this.

5. Which two of the 5 attitudes of a Real Servant do you believe to be most important and why?

6. Which one of the quotes about being a servant means the most to you?

7. How can you apply what you have learned from this lesson to your daily life?

Wrapping It Up

Mark Romano developed “The 3 E’s” which are the necessary ingredients for “buy in” of the core values.

- 1) Embrace:** To clasp or hold close, to surround, entwine around, eager acceptance
- 2) Embody:** To give a bodily form, to incarnate or to make part of a system or whole; incorporate: *laws that embody a people’s values*
- 3) Express:** To manifest or communicate, as by gesture; show, to make known the feelings or opinions of (oneself) as by a statement or art. To squeeze or press out, as juice from an orange. To send by special messenger or rapid transport.

Take a few minutes and answer the following questions utilizing the core value of integrity.

How do you measure up on the 3 E’s?

What do you need to sharpen to bring added excellence to the team?

Will your life values align with those outlined in this organization?

Will you commit to **Embrace, Embody** and **Express** the Core Values of Teen Challenge?

Pray this or you may want to memorize this prayer.

“Lord, with your help I will do my best to embrace, embody and express the core values of Teen Challenge. I will live a life of integrity and of compassion within my community. I will be a person of vision, I will be a good steward, I will practice faith, and will do my best to do all of this with a servant’s heart.”

List the Core Values and their bylines.

3 things I will work on or adjust in the next 30 days are...

1. _____

2. _____

3. _____

Closing

I trust that in reading this book and its contents, you have a better understanding of what it means for an organization to have and practice its core values. I trust you have been challenged personally to step up to the price it takes to live out these values. We are an organization that is only as good as its leaders. We need people who will buy into these values and embrace them in their daily lives. Now it is up to you to remember, embrace and embody these truths. Living them out on a daily basis with students, with life challenges, with authority is the real test.

I count it a joy to be a part of this great ministry. I want my daily life to promote these values and I want our legacy as a ministry to last. You are our hope; you are the one to make this ministry great in the future. It is up to you to help us in making Teen Challenge the greatest place in the world to work and for those who are coming to us for help to find healing.

May God bless you as you now live out these values.

Jerry Nance