

# PERSONAL DEVELOPMENT

*Growing as a servant leader*

You have but one life, twill soon be past; only what is done for Christ will last. Jesus said, “He who would be the greatest of all would be the servant of all,” in Matthew 20:26. Your work is eternally significant. There are NO perfect “servant leaders” -- everyone is struggling with something. This session is designed to help you grow as a servant leader by *Keeping* -- **PERSPECTIVE**, *Keeping* -- **FOCUSED ... ORGANIZED ... EQUIPPED**, *Keeping*—**MOTIVATED**.

**Bobb Biehl** is a executive Mentor. He has consulted personally with over 500 Senior Executives. He has met one-to-one with over 5,000 executive team members and invested an estimated 50,000 hours in private sessions. He has originated 55 tools (books, tapes, notebooks) in the area of personal and organizational development. For over 31 years, Bobb was on the board of directors of Focus on the Family. He holds a bachelor’s and a master’s degree from Michigan State University. Bobb and his wife Cheryl have 2 adult children, 3 grandchildren, and 4 great grandchildren. [www.BobbBiehl.com](http://www.BobbBiehl.com)

<p>1.</p> <p>INTRODUCTION</p>	<p><b>A. JESUS’ VIEW OF LEADERSHIP</b> -- In Matthew 20:26. Jesus said, “He who would be the greatest of all would be the servant of all,”</p> <p><b>B. GROWING AS A SERVANT LEADER</b> -- Leadership is ... -- Significance ... -- Powerful servant -- Relax ... there are NO perfect “servant leaders” everyone is struggling with something</p> <p><b>C. PERSPECTIVE</b> -- Don’t wait ... for someone else to motivate you -- Think for yourself ... don’t just “following the crowd” -- This session is designed to help you grow as a leader by: <i>Keeping</i> -- <b>PERSPECTIVE</b> <i>Keeping</i> -- <b>FOCUSED ... ORGANIZED ... EQUIPPED</b> <i>Keeping</i> -- <b>MOTIVATED</b></p> <p><b>D. TIME WITH ... A Mentor ... Father ... Grandpa ...</b></p> <p><b>E. TOOLS FOR LIFE ... for you, and those looking to you for leadership!</b></p>
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<p style="text-align: center;"><b>2.</b></p> <p style="text-align: center;"><i>Keeping</i></p> <p style="text-align: center;"><b>PERSPECTIVE</b></p>	<p><b>A. YOUR “NORTH STAR”</b> -- <i>Eternal perspective</i>  <i>Keeping clear on what you believe</i></p> <p><b>2A. □ NORTH STAR</b></p> <p><b>GOD ...</b> <i>Who ... is God?</i></p> <p><b>PURPOSE / MISSION ...</b> <i>Why ... are we here?</i></p> <p><b>DREAM / VISION ...</b> <i>What ... difference will we make?</i></p> <p><b>LIFEWORk ...</b> <i>How ... will we do it, for the rest of our life?</i></p> <p><b>LEGACY ...</b> <i>How long ... will our work last, beyond our death?</i></p> <p><b>B. YOUR “BUCKET LIST”</b> -- <i>Life perspective</i>  <i>Keeping clear on what you want to be / do / have / who you want to help</i></p> <p>Examples of BE:</p> <p>CHRISTIAN  HUSBAND  FATHER  SON  CONSULTANT  EXECUTIVE MENTOR  PUBLISHER  GIVER  FRIEND  PERSONAL</p>
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**2B. □ BUCKET LIST**

BE	DO	HAVE	HELP	LEAVE

**C. YOUR – “ANNUAL BALANCE CALENDAR”** -- *Annual perspective*  
*Keeping your personal and professional life in balance*

**SAMPLE ELEMENTS:**

- Annual career path discussions
- Birthdays
- Board retreat days
- Celebrations
- Due dates for next year’s budgets
- File cleaning
- Maintenance cycles
- Peak times
- Personal days
- Planning days

	Predictable emotional valleys Quiet times Special events Team retreat days
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<p>3.</p> <p><i>Keeping</i></p> <p><b>FOCUSED ORGANIZED EQUIPPED</b></p>	<p style="text-align: center;"><b>A. YOUR – “PRIORITY GRID”</b> – <i>Helps you stay focused</i></p> <p><b>Quarterly - Priorities</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>QUESTIONS</th> <th>PROBLEMS</th> <th>GOALS</th> <th>OPPORTUNITIES</th> </tr> <tr> <th></th> <td style="text-align: center;"><i>Answer it</i></td> <td style="text-align: center;"><i>Fix it</i></td> <td style="text-align: center;"><i>Add it</i></td> <td style="text-align: center;"><i>Grab it</i></td> </tr> </thead> <tbody> <tr><td style="text-align: center;">1</td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: center;">2</td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: center;">3</td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>1 YEAR – Priorities</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>QUESTIONS</th> <th>PROBLEMS</th> <th>GOALS</th> <th>OPPORTUNITIES</th> </tr> <tr> <th></th> <td style="text-align: center;"><i>Answer it</i></td> <td style="text-align: center;"><i>Fix it</i></td> <td style="text-align: center;"><i>Add it</i></td> <td style="text-align: center;"><i>Grab it</i></td> </tr> </thead> <tbody> <tr><td style="text-align: center;">1</td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: center;">2</td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: center;">3</td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>2 YEAR – Priorities</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>QUESTIONS</th> <th>PROBLEMS</th> <th>GOALS</th> <th>OPPORTUNITIES</th> </tr> <tr> <th></th> <td style="text-align: center;"><i>Answer it</i></td> <td style="text-align: center;"><i>Fix it</i></td> <td style="text-align: center;"><i>Add it</i></td> <td style="text-align: center;"><i>Grab it</i></td> </tr> </thead> <tbody> <tr><td style="text-align: center;">1</td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: center;">2</td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: center;">3</td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p><b>LIFE – Priorities....50,000 ft view</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Next Quarter</th> <th>Next Year</th> <th>Two Years</th> <th>Life</th> </tr> </thead> <tbody> <tr> <td></td> <td>           What 3 measurable things can I do in the next 90 days to make a 50% difference?            -- Dr. Steve Douglass         </td> <td>           You tend to overestimate what you can do in one year – and understate what you can do in five.            – Dr. Ted W. Engstrom         </td> <td>           What 3 things do you really want to have done by your birthday – in two years?         </td> <td>           If you could only accomplish three measurable things before you die, what three things would you accomplish?         </td> </tr> <tr><td style="text-align: center;">1</td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: center;">2</td><td></td><td></td><td></td><td></td></tr> <tr><td style="text-align: center;">3</td><td></td><td></td><td></td><td></td></tr> </tbody> </table> <p style="text-align: center;">* What are the <u>3</u> measurable things we could do in the next <u>90 Days</u> to make a <u>50% Difference</u>? – Steve Douglass (<i>1 year, 3 years, 5 years, 10 years, 50 years, Life</i>)</p>		QUESTIONS	PROBLEMS	GOALS	OPPORTUNITIES		<i>Answer it</i>	<i>Fix it</i>	<i>Add it</i>	<i>Grab it</i>	1					2					3						QUESTIONS	PROBLEMS	GOALS	OPPORTUNITIES		<i>Answer it</i>	<i>Fix it</i>	<i>Add it</i>	<i>Grab it</i>	1					2					3						QUESTIONS	PROBLEMS	GOALS	OPPORTUNITIES		<i>Answer it</i>	<i>Fix it</i>	<i>Add it</i>	<i>Grab it</i>	1					2					3						Next Quarter	Next Year	Two Years	Life		What 3 measurable things can I do in the next 90 days to make a 50% difference? -- Dr. Steve Douglass	You tend to overestimate what you can do in one year – and understate what you can do in five. – Dr. Ted W. Engstrom	What 3 things do you really want to have done by your birthday – in two years?	If you could only accomplish three measurable things before you die, what three things would you accomplish?	1					2					3				
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**B. YOUR – “SELF-ORGANIZING SYSTEMS”** – *Help you stay organized*

- To Do List
- Filing System
- Calendar
- Network

**C. YOUR – “TOOLS”** – *Help you get equipped*

Top 10 Books

- 4<sup>th</sup> Grade
  
- Boardroom Confidence
  
- DECADE by DECADE
  
- Leadership Insights
  
- Leading with Confidence
  
- Mentoring
  
- On My Own
  
- Stop Setting Goals
  
- Strategic Planning
  
- Why You Do What You Do

Top 10 Definitions

- CONFIDENCE** is  
a by-product of predictability.  
No predictably no confidence.  
Lots of predictability lots of confidence.  
Lost confidence – restore predictably and confidence

returns automatically.

- LEADERSHIP** is  
knowing what to do next,  
knowing why that is important – and,  
bringing the appropriate resources to bare on the need at  
hand.

[] **MANAGEMENT** is  
maximizing time, energy, and money

[] **MENTORING** is  
Ideally, mentoring is a lifelong relationship  
in which the mentor helps the protégé  
reach her / his God give potential.

[] **POLICY** is  
what we always do, or never do.  
Financial policy is what we always do and never do when it  
comes to money. Personnel policy is what we always do or  
never do when it comes to personnel.

[] **PLAN** is  
a written statement of a group' assumptions about the  
future

[] **PURPOSE / MISSION** is  
Why we do what we do

[] **SELF-CONCEPT** is  
the sum total of the adjectives we use to describe ourselves

[] **SIGNIFICANCE** is  
making a difference that lasts over time, and into eternity

[] **WORK**  
An activity is only work -- when you would rather be doing  
something else.

[] Top 10 Graphics

[] Top 10 Principles

#### **CONFRONTATION**

If your approach moves from CONFRONTING to CLARIFYING ...  
your anxiety level will drop dramatically.

#### **CONTEXT**

Nothing is meaningful without context.  
Comparable sales in the recent past is the context which gives meaning  
to your house valuation. Eternity past and future is the relevant context  
for our lives.

#### **CREDIBILITY**

When your visibility -- exceeds your ability -- it destroys your  
credibility.

### **DRY LEAVES**

When you are taking on impossible odds start with the “Dry Leaves” ... the handful who are eager to help you in your mission! Boy scouts have a concept called the “One match fire”. If you are lost in a rain-soaked forest ... don’t use the one dry match you have left to try to ignite a huge rain-soaked log. Look for some dry leaves ... then pile on a few damp twigs ... then some wet branches ... eventually this blaze can start even a large rain-soaked log.

### **ENCOURAGEMENT**

When your team is discouraged ... STOP and focus on your past MILESTONES. 99% of the time your team will move quickly from feeling discouraged to feeling encouraged. This is the fastest way I know of lifting team spirit.

### **NEGOTIATION**

Negotiating typically implies “more for me ... less for you!” Never negotiate.

Work toward a “triple win” where all three parties involved come away “winning”.

### **ONE LIFE**

One life twill soon be past ... only what’s done for Christ will last.

### **OPPORTUNITY**

“Last year’s unexpected success is next year’s opportunity” —Dr. Peter F. Drucker. Have each person on your team identify what surprised her / him with how successful it was ... then ask ... “How can we take full advantage of this opportunity to make this area 10 times as successful next year?”

### **POTENTIAL**

What you can do with things increases infinitely when you focus your thinking on their potential. —Aristotle

### **PRIORITIES**

“If you are Noah and the ark is sinking ... look for the elephants first!”

-- Preto

[] Top 10 Questions

### **QUESTIONS**

If you ask profound questions you get profound answers!

If you ask shallow questions you get shallow answers!

If you ask no questions you get no answers at all!

### **BOULDERS**

“What 3 things can we do in the next 90 days to make a 50% difference?” —Steve Douglass

**DECISIONS**

At its essence, in a sentence, decision am I facing?  
What is the “bottom, bottom, bottom” line -- who, what, when, where, why, how, how much?

**DREAM - LIFE**

What is my “Life Dream”?  
My “Life Dream” is the difference I hope to make sometime before I die.  
What are the TEN CRITICAL STEPS needed to turn my dream into reality?

**GOD**

What 3 changes in my life would be most pleasing to God?

**IDEAL**

What would be the ideal solution long term?  
This one profound question can save our team hours of discussion.

**IF - ANYTHING?**

If I could do anything I wanted, if God told me I was free to choose, and I had all the time, money, staff, education I needed, and I knew for certain I could not fail... what would I actually do?

**IF - BEFORE I DIE**

If I could only accomplish three measurable things before I die, what three things would I accomplish?  
This one question gives me and our team a 10 to 50-year perspective.

**LIFE MESSAGE**

If I could stand on a platform for 15 minutes talking to every person alive, what would I tell them? This question helps focus my “LIFE MESSAGE”!

**MILESTONES**

What 5 milestones / turning points have most shaped my life to this point?

**SINGLE WORD FOCUS**

What single word captures the very essence of whatever I’m considering?

Top 10 Tools



4.

*Keeping  
MOTIVATED*

*Don't wait ... for  
someone else to  
motivate you!*

*Your  
self-motivation  
is the key to your  
self-discipline!*

#### **A. PAST**

- Review and refine the above tools ... *you never have to start over*
- Nothing motivates like results! ... *keep reviewing results*
- Life milestones list – *keep adding and refining your list for a lifetime!*

#### **B. PRESENT**

- “Visual Perspective Chart” – *when you are feeling overwhelmed*

You can get the entire FOCL video of this tool by following this checklist

- FOCLONLINE.ORG
- Resources
- Speakers
- Featured Speakers – Bobb Biehl
- Short talks – page 1
- Executive pressure escape valve – ***Visual Perspective Chart***

- “Emotional Balance Chart” – *when you are feeling discouraged*

You can get the entire FOCL video of this tool by following this checklist

- FOCLONLINE.ORG
- Resources
- Speakers
- Featured Speakers – Bobb Biehl
- Short talks – page 1
- Emotional Balance Chart: Helping Flatten Life's "Emotional Roller Coaster"***

- “Balcony people” – *when you need a bit of encouragement*

#### **C. FUTURE**

- Eternal perspective ... *when feeling intimidated by others*
- Nothing clarifies like measurability ... *erasing fog in your thinking*
- Your dream ... *lasts a lifetime and beyond!*

<p><b>5.</b> <b>CONCLUSION</b></p>	<p><b>A. JESUS' VIEW OF LEADERSHIP</b> -- In Matthew 20:26. Jesus said, "He who would be the greatest of all would be the servant of all," – <i>a powerful servant</i></p> <p><b>B. GROWING AS A SERVANT LEADER</b> -- Relax ... there are NO perfect "servant leaders" everyone is struggling with something -- Don't wait ... for someone else to motivate you -- Think for yourself ... don't just "follow the crowd"</p> <p><b>C. TOOLS FOR LIFE ...</b> for you, and those looking to you for leadership!</p>
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