

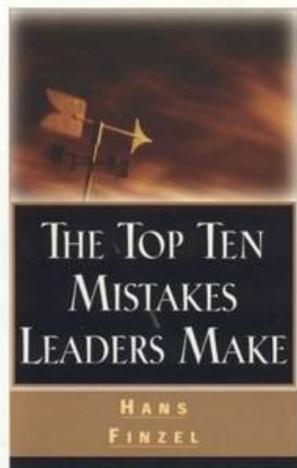
# The Top Ten Mistakes Leaders Make

## By Hans Finzel



EXECUTIVE BOOK SUMMARY

### Summary



**Have you ever made a mistake? Did you learn something from the experience?**

Hans Finzel's book builds on the premise that we all make mistakes and those in leadership roles, unfortunately, are no exception. He believes, based on his own experience, that few choose to be leaders but simply fall into leadership roles because of skills and willingness. This can lead to "winging it."

### About the Author: Hans Finzel

**DR. HANS FINZEL**, born in 1951, is president of WorldVenture, formerly CBInternational, an organization dedicated to sharing the news of Jesus Christ, demonstrating compassion, establishing churches, training leaders for the church and cultivating international partnerships. WorldVenture is currently in over 66 countries. After living a self-destructive lifestyle, he turned to Christ during his college years. He then pursued training for

#### Who is a leader?

Finzel spells leadership:

I-N-F-L-U-E-N-C-E "Great leaders challenge people to attempt things they would never try on their own...and to attempt things we never thought we had in us" (p. 14). Therefore "anyone who influences someone else to do something has led that person" (p.16).

#### What contributes to leaders failures?

Finzel states "the average leader faces at least five problems in learning to lead" (p. 17) and attempts to give solutions, often with a biblical reference, within the frame work of ten mistakes. Today's leaders:

- replicate the poor leadership skills or habits observed in others.
- often lack basic skills and attitudes for common leadership demands.

- lack good models and mentoring.
- lack formal training in leadership.
- suffer confusion over the secular and biblical leadership values (servant hood approach vs. top-down control.)

The book's remaining chapters highlight, for those called to lead and willing to take on the adventure, ten areas where a leader might blow it. Each chapter defines the mistake and gives possible solutions or strategies to avoid making that mistake. The intent is "an ounce of prevention is worth a pound of good leadership. Thus our need to take a look at some common leadership mistakes" (p. 19). Finzel cautions that all the good done by a leader can be lost if precautions are not taken.

Since leaders are learning by "winging it" it is important that one takes time to review bad habits that can lead to ineffectiveness and impact personal and organizational accomplishments.

This solid, practical book is filled with insightful quotes and excerpts from others and the Christian teachings.

### The Top Ten Mistakes

<b>THE TOP DOWN ATTITUDE</b>	<b>2</b>
<b>PUTTING PAPERWORK BEFORE PEOPLE WORK</b>	<b>3</b>
<b>THE ABSENCE OF AFFIRMATION</b>	<b>4</b>
<b>NO ROOM FOR MAVERICKS</b>	<b>4-5</b>
<b>DICTIONSHIP IN DECISION MAKING</b>	<b>5-6</b>
<b>DIRTY DELEGATION</b>	<b>6</b>
<b>COMMUNICATION CHAOS</b>	<b>7</b>
<b>MISSING THE CLUES OF CORPORATE CULTURE</b>	<b>7</b>
<b>SUCCESS WITHOUT SUCCESSORS</b>	<b>8</b>
<b>FAILURE TO FOCUS ON THE FUTURE</b>	<b>8</b>



vocational ministry at Columbia Bible College and Dallas Theological Seminary, where he earned his Th. M. Hans served as a pastor in Long Beach, California. He spent ten years in Vienna, Austria as a trainer and administrator for CBInternational. Hans, his wife, Donna, and their four children reside in Highlands Ranch, Colorado, and enjoy biking down the Illinois Prairie Path. He can be contacted at [H.Finzel@WorldVenture.com](mailto:H.Finzel@WorldVenture.com)

# The Top Ten Mistakes Leaders Make



Servant Leadership: “Jesus demonstrated that He who was to be greatest among His followers would be servant of all” (pp. 30-31).

“CHRIST  
JESUS...MADE  
HIMSELF NOTHING.  
HE MADE HIMSELF  
NOTHING,  
EMPTIED HIMSELF-  
THE GREAT  
KENOSIS. HE  
MADE HIMSELF NO  
REPUTATION, NO  
IMAGE.”

GAYLE D. ERWIN, THE  
JESUS STYLE, 1988

## Mistake 1: The Top-down Attitude (pp.21-35)

The first mistake, labeled as the number one leadership hang up, is the top-down attitude. Finzel believes “that the number one leadership sin is that of top-down autocratic arrogance” (p. 22). He believes the top-down approach comes more easily to people. The top-down approach can be seen in abusive authority, deplorable delegation, lack of listening, dictatorship in decision making, lack of letting go and egocentric manners. This leadership style, in Finzel’s opinion, is most prevalent for five reasons. First, it is traditional. Second, it is the most common thus modeled. Third, it

is the easiest as now time is needed to hear from others. Fourth, it comes naturally. Fifth, it reflects the depravity of man. The alternatives to the top-down approach include:

1. Participatory Management. Though messy and time consuming this approach allows others to give input thus motivating and inspiring them.
2. Facilitator style. The leader is the one who empowers others and makes it possible for them to be successful.
3. Democratic leadership. A leadership team is devel-

oped that enables them to have a democratic process to set direction of the organization.

4. Flat organizational characteristics. The leader is working side by side or leading the charge but not on top.
5. Servant leadership. Put aside ego or need for recognition and work to enable all members of the organization to complete their job to the best of their ability. Freedom, empowerment, affirmation, and partners with people are the essential elements.

## Five Levels of Leadership: Why People Follow Other People

### Level 5: Position (Title) “Rights”

People follow because they have to...your influence will not extend past your job. People will begin to limit you. The longer you stay at this level the lower the morale of your followers.

### Level 4: Permission “Relationships”

People follow because they want to...your influence extends past your stated authority. Work is allowed to be fun but staying at this level too long causes highly motivate people to become restless.

### Level 3: Production “Results”

People follow because of what you have done for the organization...people like the direction you are going in. Problems are solved easily because of positive momentum.

### Level 2 People Development “Reproduction”

People follow because of what you have done for them personally...your commitment to developing others will ensure ongoing growth. Long range growth occurs at this level. Achieve and stay at this level.

### Level 1: Personhood “Respect”

People follow you because of who you are and what you represent...this level is for leaders who have spent years growing people and organizations.

## Understanding Young Workers (p. 24)

### Turn Ons

- Recognition and praise
- Time spent with managers
- Learning how what they are doing now is making them more marketable
- Opportunities to learn new things
- Fun at work– structured play, harmless practical jokes, cartoons, light competition, and surprises
- Small unexpected rewards for jobs well done.

### Turn Offs

- Hearing about the past-especially yours
- Inflexibility about time
- Workaholics
- Being watched and scrutinized
- Feeling pressured to convert to traditionalist behaviour
- Disparaging comments about taste and styles
- Feeling disrespected



“The greater our sphere of leadership influence the more impact on the world around us” (p. 12).

# The Top Ten Mistakes Leaders Make

## Mistake 2: Putting Paperwork before Peoplework (pp.37-52)

The second mistake covered in the book is putting paperwork before peoplework. He observes that the greater the leadership role, the less time there seems for people, and the more important peoplework is. He reminds us to think of people as opportunities not interruptions. It seems that “we have subtly made task orientation more desirable in our leadership selection process. But without a healthy emphasis on people, we’re actually accomplishing nothing” (p. 43).

Finzel cautions about how leadership programs, such as graduate studies, generally focus on recruiting those people that are task-oriented. This is the people who are more interested in the paperwork than the peoplework. He believes it is important to focus on not only the paper skills but on the people skills as well.

When considering how to transform others or influence them towards the type of work a leader may need them to complete it is impor-

tant to make personal contact. “Sure, we are influenced by many factors in small ways and at a distance, but the most profound changes in our lives come through the people who have *directly* influenced us” (p. 47).

The real life personal contact is necessary. “Effective leaders make room for people. Leaving them out is big, big leadership mistake” (p. 49).



Do educational leadership programs encourage, emphasize or train individuals in people skills?

## How to Push aside the Paper

- ☺ Love your wastebasket
- ☺ Do lunches away from work
- ☺ Take time of with your spouse, children, and friends.
- ☺ Plan get-a-ways with combinations of the above
- ☺ Pray for people
- ☺ Jog with your colleagues
- ☺ Change locations to get out among people
- ☺ Delegate more
- ☺ Learn to “ransack” instead of reading everything
- ☺ See people as priority one
- ☺ Manage By Wandering Around



“YOU MIGHT BE MISSING OUT ON THE ADVENTURE OF A LIFETIME THAT I AM REDISCOVERING-PEOPLE!” (P. 41).

## Taking a Personal Inventory



“People will never care how much you know until they know how much you care” (p. 43).

**Are you task-oriented or people-oriented?**

How do you react when someone enters your office for the sake of conversation? Does your face light up or do you do what it takes to get back to the task at hand?

Watch out for these signs of a paper priority: results first over relationships, task over talk, material

world dominates, judge by what we **do** not who we **are**, obsessive compulsive behaviour, and deadline driven.

**If it were all over today what would you have to say for yourself? What are the works you would lay at Jesus’ feet?**

“THE CROWNS OF MY ACHIEVEMENTS WILL NOT BE THE SYSTEMS I MANAGED, THE THINGS I WROTE, THE STRUCTURES I BUILT, BUT THE PEOPLE I PERSONALLY, PERMANENTLY INFLUENCED THROUGH DIRECT CONTACT.” (P. 52).

# The Top Ten Mistakes Leaders Make



Praise: That shot in the arm that everyone needs at differing times.

“Good supervisors are people who...give people a shot in the arm without letting them feel the needle” (p.60).

## Three Compliments a Day Club

If you join this club, you would:

- ✓ Be motivated to look for good around you,
- ✓ Make at least three people happy,
- ✓ Feel good about yourself, and
- ✓ People would be drawn to you.

Dr. George Crane

## Mistake 3: The Absence of Affirmation (pp.53-63)

The third mistake is the absence of affirmation. Finzel reminds his readers that everyone thrives on affirmation and praise and that leadership has as much to do with relationships as with getting things done. He encourage us not to underestimate the power of personal touch of kindness. He then challenges aspiring leaders to learn to read the varying levels of affirmation for those one leads needs. People in varying stages of their career and/or personal life will need encouragement more than at other times. There are the **desperadoes** (always need encouragement), **up-and-downers** (need encouragement regularly), **normal people** (an occasional boost works) and the **auto pilots** (maybe be jaded against empty praise.)

*How do leaders encourage?*

Finzel has tips on encouragement that come from the scriptures.

*Listening* (James 1:19)

The L in leader stands for listening.

*Empathizing* (Romans 12:15)

Share joy and share tragedy.

*Comforting* (2 Cor. 1:3-4)

Our experiences give us richness to share with others when they need it.

*Carrying Burdens* (Gal. 6:2)

This is the way that one fulfills the law of Christ.

*Encouraging* (1 Thes. 5:11)

Let people know that you notice they are doing a good job.

## Three Ways to Show You Appreciate the Extra Effort

**Get out of your office.**

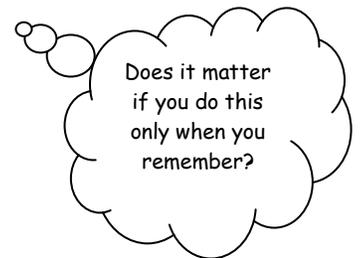
When someone does a good job, pay them a visit. Personal contact will send the message about what matters to you plus the individual will see how you intend the compliment through non verbal cues.

**Don't let good work be a secret.**

Ask others to let you know when someone has completed something of notice. It is important to acknowledge that individuals can receive credit for their work. A written note of appreciation sends a encouraging message.

**Thank people publicly.**

Use the communication modes of your organization to formalize thanks.



## Mistake 4: No Room for Mavericks (pp.65-79)

“I'M LOOKING FOR A LOT OF MEN WITH AN INFINITE CAPACITY FOR NOT KNOWING WHAT CAN'T BE DONE.”

HENRY FORD

Dealing with mavericks is the next mistake Finzel covers. He reminds readers that mavericks often save organizations from the slide toward intuitionism. He also observes most large organizations will “kill off”

mavericks before they take root. He then challenges leaders to learn to recognize truly useful mavericks. The life cycle of an organization follows the same cycle of human life and can often be an indicator of when a maverick is needed.

**What is a maverick?**

Webster definition: “a pioneer, an independent individual who does not go along with a group.”

Synonyms: nonconformist, heretic, dissident, dissenter, or separatist.

# The Top Ten Mistakes Leaders Make

## How to Spot a Maverick

It is important to be flexible and allow for some risks in an organization, but how can one tell a trouble maker from a true maverick?

Legitimate mavericks will bring you into the future:

- Care for the idea in line with the goal of the organization
- Make a difference in their current position
- Willing to earn the right to be heard
- Others follow them and it is producing good results

How to encourage the true mavericks:

- Give them space to soar
- Put them in charge of something they can really own
- Listen to their ideas and give them time
- Let them work on their own if their wish
- Leave them alone and give time to blossom

How to stifle a maverick:

- Too many layers of management for decisions
- Keep a close eye on them
- Thick policy manuals
- Control decisions
- Send everything to committee
- Make them wait for decisions and team them up with small thinkers.



**Maverick:** I feel the need...  
**Maverick & Goose:** ...the need for speed!

Top Gun (1986)

## The Lighter Side

Quotes to Stop Mavericks  
 "I wish it were that easy."  
 "That's impossible."  
 "We tried before and it did not work."

(p. 71)

Committees:

Keep minutes and waste hours.

Made up of the unfit trying to lead the unwilling to do the unnecessary.

Collection of individuals who separately do nothing and together decide nothing can be done.

( pp. 74-75)

DO YOU KNOW ANY MAVERICKS?

HOW HAVE MAVERICKS CONTRIBUTED TO THE WORLD?

HOW MIGHT A MAVERICK IMPROVE YOUR ORGANIZATION?

## Mistake 5: Dictatorship in Decision-making (pp. 81-96)

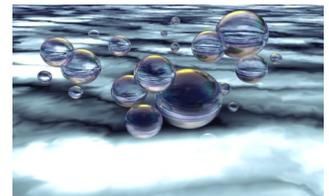
The fifth mistake Finzel tackles is that of dictatorship in decision-making. He challenges leaders to move past the "I know all the answers" attitude that stifles the values of individuals. He contends that the one who does the job should decide how the job should be done. He outlines two core values of his organi-

zation that encourage decisions based on dignity: individual worth and corporate creativity through mutual trust and cooperation.

He cautions that "leaders should lead not just implementation consensus...I firmly believe in the need for a single person to be in charge as

opposed to a committee" (p. 91). The leader will need to work with all members to form the mission of the organization but once that is determined they will need to steer them towards fulfilling it.

"When the best leader's work is done, the people will say, 'We did it ourselves!' " (p.96).



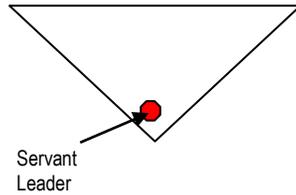
"The greatest ideas bubble up from the workers."  
 ( p. 84)

# The Top Ten Mistakes Leaders Make

## Organizational Structures

In Finzel's opinion, "flat" organizations are the model of the future. "Leadership is team work, coaching, creativity— and the synergy of a group of people inspired by their leader" (p. 92)

### The Servant Model



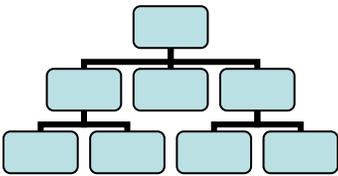
One of Finzel's cautions is that by making top-down decisions you will delight workers by taking ownership of the decision. Sometimes decisions will not be made the way the leader might have but then one learns there is a better decision out there. Letting others make decisions leads to ownership and enthusiasm.



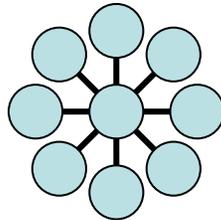
You do not lead by hitting people over the head— that is assault, not leadership.

Dwight D. Eisenhower

### Traditional Model



### The Flat Organizational Chart



"Great leaders are those who truly feel that the led are just as important as the leader" (p. 95).

## Mistake 6: Dirty Delegation (pp. 97-112)

"Overmanaging is one of the greatest sins of leadership" (p. 103) Dirty delegation is when you give someone a job and then take it back. Finzel observes that nothing frustrates those who work for the leader more than sloppy delegation. He states that there are several reasons leaders do not delegate: fear of losing authority, fear of work being done incorrectly, fear of work be-

ing done better, unwillingness to take the necessary time, fear of depending on others, and lack of training and positive experience. Finzel offers five essential ingredients for clean delegation. First, faith in the one whom you delegate. Second, release from the desire to do it better yourself. Third, relaxation from the obsession that is has to be done the leader's way. Fourth, patience in the desire

to do it faster oneself. Finally, vision to develop others with ones delegation freedom.

### Four Stages of Delegation (p. 102)

1. Assignment
2. Authority
3. Accountability
4. Affirmation

## FOUR QUESTIONS EVERY FOLLOWER ASKS

- WHAT AM I SUPPOSED TO DO?
- WILL YOU LET ME DO IT?
- WILL YOU HELP ME WHEN I NEED IT?
- WILL YOU LET ME KNOW HOW I'M DOING?

DR. LORNE SANNY, THE BUSINESS MINISTRY JOURNAL, 1992

## Delegation Continuum

Leaders can fail at delegation because of a lack of empathy for what it means to be a follower, never really giving the work to others, not staying in touch with the work, short circuiting the decision-making process, or playing the inner circle game. Finzel address the importance of differing follow

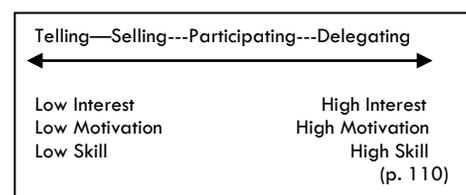
through styles for each worker, but always keep in mind some level of supervision is necessary. "The greatest mistake we can making in supervising is to treat everyone the same" (p. 109).

Finzel illustrates the handing over of control as "taking on monkeys." He points out if

someone comes in with a problem, a monkey, be sure they leave with it. Likewise when you hand over a job, a monkey, think of it as the person leaving with the monkey on their back.



"...I have an imaginary sign...Did they take their monkey with them?" (p.111)



(p. 110)

# The Top Ten Mistakes Leaders Make

## Mistake 7: Communication Chaos (pp. 113-131)

Finzel labels the seventh mistake as communication chaos. He states that communication must be that passionate obsession of effective leadership. He observes the bigger the groups, the more attention must be given to communication and when left uninformed, people tend to dream up wild rumours. His advice, "never assume that anyone knows anything" (p. 115), encourages leaders to communicate the mission and vision of the organization to the far extremities of an organization. He stress the

importance of everyone knowing the "rules of the game" so even though things may change people are all going in the right direction. The higher one goes in the leadership chain the more they need to be cognizant of who needs to be communicated with. Finzel calls connections the "communication linkages" and encourages leaders to ask, "What people are affect by this?" (p. 119). The necessary aspects to communicate are the vision and values, the chain of command (who handles the

concern), the organizational chart or people map of relationships in the organization (should be simple and flexible), and job descriptions. He outlines three basic ingredients of a job description to include the primary responsibilities, the key tasks to complete those responsibilities, and whom to report. He concludes with "have a passion to communicate, communicate, communicate. One really cannot over-communicate" (p. 130)



"Communicate the big picture with passion...I encourage leaders to spell out their purposes, key goals, and core values, and to 'preach them from the housetops' " (pp. 124-125) .

## Mistake 8: Missing the Clues of Corporate Culture (pp. 133-156)

The eighth chapter addresses the mistake of missing the clues of corporate culture. He defines corporate culture as "the way insiders behave based on the values and group tradition the hold" (p. 135). Finzel offers six biblical suggestions to deal with this conflict when it arises.

**First**, as a leader, listen to win. **Second**, an effective leader will love diversity. **Third**, continually look for unity. **Fourth**, learn to like those who are different. **Fifth**, learn to separate methodology from theology. **Finally**, long for God's glory.

Finzel encourages leaders to take "cultural audits" of their organization. These audits examine the values and beliefs, organizational effectiveness, subcultures and in-

compatibilities, leadership compatibilities and behaviour, follower issues, recruitment (both from the employer and seeker), staff training, mergers or joint efforts, and visionary leadership and change. Understanding the "cultural fit can be viewed in terms of harmony and dissonance" (p.152).



Harness Your Corporate Culture

- ✍ Put culture down on paper
- ✍ List individual values and combine for group values
- ✍ Vision statement
- ✍ Communicate to insiders and outsiders (p. 155)

COPORATE VALUE STATEMENTS ARE:  
*LIKE GLUE*

THEY HELP LEADERS HOLD AN ORGANIZATION TOGETHER.

*LIKE A MAGNET*

THEY ATTRACT NEWCOMERS AS MEMBERS, EMPLOYEES, CUSTOMERS, OR DONORS.

*A RULER*

BY WHICH A LEADER CAN MEASURE HOW HIS OR HER GROUP IS DOING.

(P. 144)

# The Top Ten Mistakes Leaders Make

## Mistake 9: Success without Successors (pp. 157-178)

"Pride tightens the grip on leadership; humility relaxes and lets go."

(p. 157)



"...keep in mind that day down the road when with humility we will have to pass the torch to our successor...the ultimate measure of our leadership success" (p.177).

Finzel, in chapter nine, discusses the issue of mentorship. In essence, Finzel educates leaders how to prepare to transition leadership to another. He states that "finishing well is an important measure of success in leadership" (p. 157) and leaders make two common mistakes: staying too long in a position rather than long enough and leaders who stay too long do much more damage than those who do not stay long enough (Lyle Schaller). He covers several reasons why leaders can't let go from job security, fear of retirement, resistance to change, self-worth, lack of confidence in successor, love for job/

people, to loss of investment.

There is **upward mentoring**, looking up to those who have gone before us, **downward mentoring**, preparing those who will one day replace us, **internal peer mentoring**, peers who challenge us to do better, and **external peer mentoring**, individuals outside of the organization with whom networking is possible. Mentors provide timely advice, information from other perspectives, finances and the freedom to grow.

Who is your mentor? Who stimulates you to do your best? Who challenges you to go in directions you might not go?

Whom are you mentoring? What skills are you modeling? Have you directed individuals to resources that will further develop them?

"A VISION IS A PICTURE OF THE FUTURE STATE FOR THE ORGANIZATION...AS SEEN BY ITS LEADERSHIP...IT IS A COMMITMENT" (P.195)

RICHARD BECKHARD & WENDY PRITCHARD, CHANGING THE ESSENCE, 1992:25

## Mistake 10: Failure to Focus on the Future (pp. 179-195)

Finzel's tenth mistake states that leaders fail to focus enough on the future. The effective leader's chief pre-occupation should be on providing vision for the organization. He believes the constant is change and it is coming at a faster pace each decade. "Leadership must be devoting itself to the issue of goals and strategies...Managers ask, *how*, leaders ask *where* and *why*? We need a balance of visionary leadership and effective management" (pp. 186-187). He cautions about approaching the future in two ways: *learner* (open to new ideas and change) or as a *closed expert* (knowing everything and the best way to

complete a task.)

Finzel's advice for the future is to set time to think about directions or create a future file, perform a vision audit, develop a fresh vision statement, work together to create short and long term (SMART) goals, focus and eliminate resources, read about trends, and attempt great things and take risks.

- VISION AUDIT
- What are the strengths of our group?
  - What are our greatest weaknesses?
  - What should be our highest priorities?
  - What do we do well?
  - What do we do poorly?
  - What barriers do we need to remove to fundamentally enhance our effectiveness for the future? p. 192)



"...if leadership is about the future, then the worst thing a leader can do is fear that future...The future is rushing towards us and past us with an awesome power that no man can stop..."

(pp. 180-181)



## EdAdmin 834: Case Studies in Educational Leadership

### EXECUTIVE BOOK SUMMARY

Finzel effectively provides a practical application for each of the issues he raises. He identifies the problem and provides direction to avoid each of the ten mistakes. The chapter end "PowerPoint's" provide concrete actions to avoid or alleviate each of the identified mistakes leaders may make. He alludes to the Biblical principles throughout his writing making this a valuable resource for church leaders. However, each of the mistakes identified can be applied to the business and education world. His anecdotes clearly illustrate his points. His insight and frankness contribute to the ease of reading.

### Points to Ponder

The first reading of this book was very enjoyable as Finzel's mistakes all seemed to relate to my personal experiences. After rereading this book several times I have begun to take a closer look at the whole message within its cover and its application to my Saskatchewan educational leadership experience. He points out leaders often do not volunteer; they are people with leadership skills, but what happens once one agrees to take a leadership role in Saskatchewan? Do our school divisions provide leadership training? Do leaders in our school systems provide mentoring? I believe the emphasis he puts on training, mentoring and looking continuously towards the future is something education offers individuals. We offer learning opportunities to our students daily but do we offer the same level of learning to our staff? In many school divisions in Saskatchewan continuous education is deemed as a personal pur-

suit not an overall enrichment to our organization. What does this mean for our pursuit of lifelong learning?

With the birth of Professional Learning Communities in Saskatchewan more and more individuals are called to lead. Whether they lead a small group of grade alike teachers or if they are leading a division learning community the same essential skills are needed. Are division leaders providing training in these essential skills or are they practicing a form of dirty delegation?

Some essential leadership skills, or mistakes, I will be working on improving are: Servant leadership  
Peoplework  
Affirming others  
Consensus  
Increased Communication  
Mentoring Peers

### Books by Hans Finzel

#### Opening the Book

Help, I'm a Baby Boomer  
(Online edition: [http://www.ccel.us/hans.toc.html#Back\\_Help!\\_I'm\\_a\\_Baby\\_Boomer](http://www.ccel.us/hans.toc.html#Back_Help!_I'm_a_Baby_Boomer))

Changes is like a Slinky: 30 Strategies for Promoting and Surviving Change in your Organization

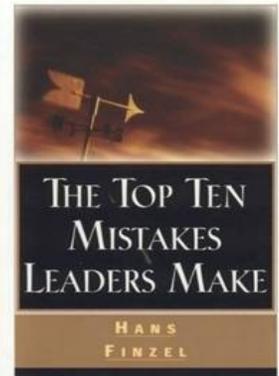
Empowered Leaders: The Ten Principles of Christian Leadership

Unlocking the Scriptures: Three Steps to Personal Bible Study

Top Ten Ways to Love your Wife (With Donna Finzel)

Top Ten Ways to Make your Wife Crazy and How to Avoid Them

Observe, Interpret, Apply: How to Study the Bible Inductively



Finzel, H. (1994, 2000). *The top ten mistakes leaders make* (1st ed.). Colorado Springs, CO: Cook Communications Ministries.



What "mistakes" will you be trying to avoid or alleviate in your leadership role?