

LEADERSHIP IN THE LAST DAYS

**Leading for Such
a Time as This**

**A Personal Equipping Workbook
for Adventist Leaders**

TWELVE ESSENTIAL SKILLS FOR ADVENTIST LEADERS APPLIED

COMPANION TO "LEADERSHIP IN THE LAST DAYS," SECOND EDITION

Leadership in the Last Days: Leading for Such a Time as This
A Personal Equipping Workbook for Leadership in the Last Days:
Twelve Essential Skills for Adventist Leaders, Second Edition

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Ellen G. White quotations are drawn from the published writings of Ellen G. White and are used in accordance with fair use guidelines for educational and ministry purposes.

Dedication

*“As the deer pants for the water brook, so pants my soul for
You, O God.”—Psalm 42:1*

To the sincere seekers of truth who go deeper, wider, and more persistently, whose thirst for God drives them not to retreat from this final hour but to lead through it, armed with a persistent love for God, hunger for truth, desire for service, and sustained by the Spirit, and faithful to the end.

A Letter to Last Day Leaders

Dear Fellow Leader,

You are reading this workbook at a sobering moment in history. The signs that Scripture promised, the moral confusion, institutional instability, the accelerating pace of change, and the intensifying spiritual deception are no longer background noise but now are in the foreground. We are not approaching the last days; we are in them.

That means you are not an ordinary leader in an ordinary season. Whether you serve as a pastor, administrator, educator, elder, or layperson in ministry, you have been called to lead at the most consequential hour in the history of the world. That is not hyperbole but the plain teaching of Scripture and the urgent witness of the Spirit of Prophecy.

Being called to lead in the last days is not enough. You must be equipped to lead in the last days. And that is precisely why this workbook exists. *Leadership in the Last Days* identifies twelve essential competencies for end-time ministry. This companion workbook takes those competencies from the page into your life. It is not designed for casual reading. It is designed for serious engagement, the kind that moves truth from your head to your hands, from what you know to how you live and lead.

Each chapter of this workbook corresponds to a chapter in the book. You will find Scripture anchored at the foundation, Ellen G. White (Spirit of Prophecy) speaking prophetically into each theme, a parable that makes the abstract concrete, facts that sharpen your awareness, questions that press past comfortable answers, practical handles for implementation, a heartfelt prayer that seals your engagement with God, and Intentions that keep you accountable.

You are encouraged not to rush through this workbook quickly. Do not write safe answers. The leaders God uses in earth's final crisis are not the most talented or the most visible. They are the most prepared, spiritually grounded, personally accountable, missionally clear, and prophetically aware.

The times demand more of us, not less. The church needs leaders who will not drift, will not compromise, will not grow weary in well-doing. It needs leaders who finish well, who are still standing, still faithful, still fruitful, when the final curtain falls.

Our prayer is that this workbook will be one of the tools God uses to make you that kind of leader. Work through it with honesty. Engage it with prayer. Share it with others who are serious about leading faithfully in these last days.

For the preparation of His people,
Contributors

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About this Workbook

WHAT THIS WORKBOOK IS

This workbook is a free companion resource to *Leadership in the Last Days, Second Edition*. It is designed to help you move beyond reading about leadership principles to put them into practice in your life and ministry. It is practical, personal, and spiritually grounded, built for the serious leader who wants to grow, not merely be informed.

HOW IT IS ORGANIZED

The workbook contains twelve chapters, each corresponding to a chapter in the book. You will get the most value if you read the book chapter first, though the workbook chapters can be profitably read on their own.

Every chapter follows the same eight-section format, each with a page graphic, so you always know where you are and what is expected of you:

- **Section One: Leadership Pulse Check:** Rate yourself honestly before engaging the chapter. You will return to this at the end to measure your growth.
- **Section Two: Foundation, Definition, and Summary:** The Bible and Ellen G. White anchor a clear definition of the chapter's leadership competency and a summary of the key principles.
- **Section Three: Parable of What Success Looks Like:** A brief narrative showing this competency in action, drawn from everyday leadership life.
- **Section Four: Facts and Stats:** Three research-grounded data points that sharpen your awareness of why this competency matters.
- **Section Five: Reflections for Thought:** Three targeted questions that move you from head knowledge to heart engagement.
- **Section Six: How Can This Be Realized in My Life?:** Three practical sub-headings showing you how to cultivate, test, and guard this competency.
- **Section Seven: Summary and Prayer:** A brief closing paragraph and a written prayer to seal your engagement with God.

- **Section Eight: Intentions**—two specific actions you will take as a result of this chapter, with accountability partner and timeline.
- **Graphic:** *Each chapter includes a framework graphic summarizing the leadership core model, skills, and key concepts.*

HOW TO GET THE MOST FROM THIS WORKBOOK

- Read the corresponding book chapter before completing each workbook section. The workbook deepens what the chapter plants.
- Work through each section with a pen in hand. Your answers are commitments, not drafts.
- Give yourself 30 to 45 minutes per chapter. Don't rush. The value is in honest engagement, not efficient completion.
- Use this workbook in community when possible. A small group of two or three leaders processing these chapters together multiplies the impact.
- Return to your Leadership Pulse Check at the close of each chapter and note what shifted in your thinking.
- Take your Intentions seriously. Transfer them to your calendar or planning system. Leadership development that stays in a workbook does not transfer to ministry.
- Use the appendices; they are valuable. Tools are designed to be read, reviewed, and re-studied.

A WORD ABOUT TRANSPARENCY

Remember, safe answers produce no growth. The leaders God uses most are not the ones who have everything together; they are the ones who know how to assess themselves honestly, transparently lay their needs before God, and submit to the work of transformation. This workbook creates space for that. We hope you use it.

CHAPTER ONE | PART I: FOUNDATIONAL SKILLS

Strategic Intelligence(s) for Cutting-Edge Leadership

LEADERSHIP SKILL: INTELLIGENCE LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

1. I consistently develop all four intelligences: Spiritual, Physical, Emotional, and Experiential.
1 · 2 · 3 · 4 · 5
2. I recognize quickly when one intelligence is draining and take corrective action. 1 · 2 · 3 · 4 · 5
3. My leadership decisions reflect integration of all four intelligences, not just my strongest one.
1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

*“For the Lord gives wisdom; from His mouth come knowledge and understanding.”
—Proverbs 2:6*

“Higher than the highest human thought can reach is God’s ideal for His children. Godliness, godlikeness, is the goal to be reached.”—Education, p. 18

Strategic Intelligence Defined

Strategic Intelligence is the integrated capacity to lead effectively by developing and deploying four essential intelligences simultaneously: Spiritual, Physical, Emotional, and Experiential. Like a four-legged stool, the four intelligences do not add: they multiply. Neglecting any single one does not reduce effectiveness by a quarter. It collapses it entirely.

The sons of Issachar had understanding of the times and knew what Israel ought to do (1 Chronicles 12:32). That discernment was not accidental; it was the fruit of integrated intelligence. The Last Day

leader who cultivates all four becomes exactly the kind of steady, clear-eyed, Spirit-led presence the church desperately needs in earth's final hour.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Administrator Who Finished Strong

Marcus had dedicated over twenty years to his conference. His colleagues admired his theological insight and his capacity to preach with conviction. What few people understood was the discipline that supported it.

Every morning before checking email, Marcus spent thirty minutes in Scripture, not for sermon preparation, but for personal communion. He walked three miles at lunch, not because his doctor required it, but because he had learned that physical vitality and spiritual clarity go hand in hand. When a difficult personnel issue arose, he applied the H.A.L.T. principle; he checked whether he was Hungry, Angry, Lonely, or Tired before responding. And every quarter, he reviewed his last three major decisions in a private journal, asking what he had learned and what he would do differently.

When Marcus retired after thirty-one years of service, the tributes were remarkable. Not for his programs or metrics, but for his consistency. Colleagues described him as unshakeable, and his family called him present. Younger leaders sought him out because he had clearly become something more than just accomplished; he had become a dependable presence.

The Last Day leader is not merely competent. He or she is integrated.

SECTION FOUR: FACTS AND STATS

- Research by the Center for Creative Leadership found that leaders who combine strong emotional self-awareness with clear spiritual purpose demonstrate significantly higher resilience during institutional crises than those who develop only technical or strategic skills.
- A comprehensive study of Adventist ministry longevity found that leaders who maintained regular physical activity and Sabbath rest practices reported 40% lower rates of ministerial burnout compared to peers who did not.
- Neurological research confirms that chronic sleep deprivation, common among overextended ministry leaders, reduces decision-making quality by up to 30%, impairs emotional regulation, and diminishes the capacity for empathy, the very traits most critical to pastoral leadership.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter opens with a stark claim: you can be brilliant, gifted, and strategic and still fail. Think of a leader you have observed who collapsed despite obvious talent. Which intelligence, looking back, did they most neglect?
2. The chapter describes Peter, a leader who began strong and unraveled gradually, one neglected intelligence at a time. Where in your own leadership journey do you recognize that cascade pattern, even in small ways?
3. Nehemiah is presented as the model of integration, spiritual, physical, emotional, and experiential intelligence working together. Which of these four is your most developed intelligence? Which is your most neglected?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

Build a weekly intelligence audit into your routine. Each Sunday evening, briefly assess all four: How was my spiritual life this week? How did I steward my body? How did I regulate my emotions? What did I learn from this week's leadership experiences? Five minutes of honest reflection prevents months of drift.

Test

Apply the H.A.L.T. principle before every significant leadership decision. Am I Hungry, Angry, Lonely, or Tired? These four states consistently degrade judgment. If any of them are present, delay the decision or, at a minimum, name the state before proceeding.

Guard

Identify which of the four intelligence areas you are strong in. Check out which H.A.L.T. areas you need to watch or guard more closely. Which of the four intelligence areas need attention—where do you need to pay special attention? Be aware of the tension points in all areas and be sensitive to tightening or loosening where needed.

SECTION SEVEN: SUMMARY AND PRAYER

The most dangerous leader isn't the one who lacks talent; it's the one who pours from a vessel quietly running dry. Strategic intelligence involves managing all four aspects of your leadership self: the spiritual foundation that keeps you grounded, the physical temple that supports your stamina, the emotional regulation that maintains your relationships, and the experiential integration that transforms your history into wisdom. Ignore any one of these, and the entire stool collapses. Cultivate all four, and you become the kind of leader God can use, not just for a season but for a lifetime.

A Prayer for Integrated Leadership

Lord, I confess that I have developed some aspects of my leadership while neglecting others. I have poured out without refilling. I have been busy serving You while growing weak in Your presence. Teach me the discipline of integration, to honor You with my body, to dwell deeply in Your Word, to regulate my emotions by Your Spirit, and to learn faithfully from every season You have brought me through. Make me the kind of leader who not only starts well but also finishes strong. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

The Last Day leader is not merely competent in one area. He is integrated across all four.

Strategic Intelligences

The Four-Legged Stool of Last Day Leadership

CHAPTER ONE | LEADERSHIP SKILL: INTELLIGENCE LEADERSHIP

The Four Intelligences do not add—they multiply

Neglect one, and the whole stool collapses.
You are not mostly effective—you are on the floor.



The Four Strategic Intelligences

Spiritual Intelligence

The Foundation

Prayer • Scripture • Communion

Built in quiet consistency before being
tested in crisis

Physical Intelligence

The Temple

Rest • Nutrition • Exercise • Sabbath

Your body is the medium of character
development

Emotional Intelligence

The Regulator

Empathy • Self-awareness • H.A.L.T.

Feel emotions without being
controlled by them

Experiential Intelligence

The Integrator

Reflection • Learning • After-Action Review

Extract wisdom from every season—
even failures



Integration

The goal is constant improvement and integration across all four areas, rather than seeking perfection.
Nehemiah's model: physical stamina + spiritual depth + emotional intelligence + experiential wisdom

The H.A.L.T. Decision-Making Check

H

Hungry

Do not make major
decisions when
physically depleted

A

Angry

Do not make major
decisions when
emotionally reactive

L

Lonely

Do not make
major decisions in
relational isolation

T

Tired

Do not make major
decisions when
physically exhausted

1 Chronicles 12:32 • Proverbs 2:6 • Education, p. 18 • Chapter One

"The Last Day leader is not merely competent in one area. He is integrated across all four."

Character Development for Lasting Leadership

LEADERSHIP SKILL: CHARACTER LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

1. My actions and decisions consistently reflect Christlike character, not just doctrinal correctness. 1 · 2 · 3 · 4 · 5
2. I actively pursue character development through spiritual disciplines as part of my leadership routine. 1 · 2 · 3 · 4 · 5
3. When challenges arise, I view them as opportunities to strengthen character rather than threats to avoid. 1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“Do not be conformed to this world, but be transformed by the renewing of your mind, that you may prove what is that good and acceptable and perfect will of God.”—Romans 12:2

“Character building is the most important work ever entrusted to human beings; and never before was its diligent study so important as now.”—Education, p. 225

Character Leadership Defined

Character Leadership involves aligning a leader’s thoughts, actions, and decisions with God’s character, especially as revealed in Jesus Christ. It goes beyond moral virtue; it combines integrity, humility, and love into a consistent, daily pattern of leadership that reflects the character God is restoring in His people through the great controversy.

The chapter’s main message is clear: a leader’s greatest influence comes not from doctrines taught or policies enforced, but from the character they develop and demonstrate. In a time when deception

is increasing and the great controversy is entering its final stage, leaders who exemplify Christlike character become the most powerful evidence that God's way works.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Teacher Who Left No Book

An elder statesman of his conference had served for thirty-seven years, not as a conference president or a department director, but as a local church elder, a Sabbath school teacher, and an occasional lay evangelist. He never wrote a book. He never had a large platform.

When he died, the eulogies were remarkable not for what he had accomplished but for who he had been. A young pastor described how, as a teenager, he had watched this elder handle a bitter church conflict. The elder had been wronged publicly, and everyone knew it. Instead, he had spoken with quiet grace, absorbed the accusation without retaliation, and then privately visited the person who had wronged him with a loaf of bread and a prayer. The teenager never forgot it.

"I've read ten books on leadership," the young pastor said at the funeral. "None of them taught me what watching him taught me. He showed me that the great controversy is won or lost in ordinary moments."

Doctrine informs. Character transforms.

SECTION FOUR: FACTS AND STATS

- A landmark study on pastoral longevity found that character-related failures, including pride, dishonesty, and relational breakdown, account for the majority of ministry derailments, far outpacing doctrinal error or theological drift as reasons leaders leave ministry.
- Research on congregational trust found that church members rank their pastor's personal integrity and consistency of character as the single most important factor in their willingness to follow leadership direction, above preaching quality, vision clarity, or administrative competence.
- Ellen G. White addressed character development as a leadership theme in more than 600 passages across her published writings, more than any other single leadership subject, consistent with the chapter's claim that it is 'the most important work ever entrusted to human beings.'

SECTION FIVE: REFLECTION FOR THOUGHTS

1. The chapter argues that the great controversy—at its core—is about the loss and recovery of God's character in humanity. How does that framing change the way you understand your

role as a leader? What does it mean to lead in a cosmic conflict that is fundamentally about character?

2. The chapter warns that Adventist leaders often overemphasize doctrinal correctness at the expense of character, creating leaders who are legalistic or hypocritical. Where have you seen this play out—in yourself or in others you have observed?
3. Nehemiah faced intense opposition, and every test he overcame strengthened his character. What current challenge or opposition in your leadership is most likely the very test that God is using to build the character quality you most need right now?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

Choose one spiritual discipline this week that you will practice specifically as a character-building exercise, not as a ministry duty, but as a personal formation act. Prayer, Scripture meditation, Sabbath rest, or fasting. The goal is not completion but transformation. Ask God to shape you through it.

Test

Before your next difficult leadership interaction, a hard conversation, a conflict, a decision with moral weight, pause and ask: Does my response in this moment reflect Christ's character? Am I leading from integrity, humility, and love, or from ego, fear, or convenience? The answer reveals where character development is needed.

Guard

Identify the one area where your doctrine and your character are most out of alignment, where you teach or preach something you do not yet consistently live. Name it honestly before God. Ask one trusted person in your life to hold you accountable to closing that gap. Character is built in private long before it is visible in public.

SECTION SEVEN: SUMMARY AND PRAYER

The great controversy is not primarily won through argument or doctrine; it is won through character. Every leader who consistently reflects Christlike integrity, humility, and love is living proof that God's character can be restored in fallen humanity. That is the testimony the world needs, and it is the testimony your congregation, your colleagues, and your community are watching for. Doctrine tells people what to believe. Character shows them it is true.

A Prayer for Christlike Character

Lord, I confess that I have sometimes been more concerned with being right than being Christlike, more focused on what I teach than on who I am becoming. Forgive me for the gaps between my doctrine and my

character. I surrender those gaps to You. Shape me into a leader whose life is the most compelling argument for the gospel I preach. Let the great controversy be won, in some small way, through the character You are building in me. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

Doctrine informs. Character transforms. The great controversy is won or lost in ordinary moments.

Character Development

The Foundation of Lasting Leadership

CHAPTER TWO | LEADERSHIP SKILL: CHARACTER LEADERSHIP

Doctrine Informs. Character Transforms.

The great controversy is not primarily won through argument; it is won through character.

Christ's Character

The model and goal of all leadership

Three Core Expressions of Christlike Character

Integrity

The bedrock of trust
Doing right when no one
is watching

Humility

Servant leadership
Putting the needs of others
before self

Love

Grace and governance
Balancing justice and
compassion as Christ did

Five Practices for Building Christlike Character

1. Model integrity

Align actions with values even
when unobserved

2. Cultivate reflection

Regular self-examination on
character alignment

3. Spiritual disciplines

Prayer • Bible study
Sabbath observance

4. Servant leadership

Put others first, follow
Jesus' model

5. Embrace challenges

View every difficulty as a growth
opportunity

The Sabbath: Sign of Sanctification and Leadership Integrity

"My Sabbaths you shall keep, for it is a sign between Me and you throughout your generations, that you may know that I am the Lord who sanctifies you." Exodus 31:13

The Sabbath is not merely a doctrinal position; it is a weekly public declaration
of allegiance to God's character-building work in the leader.

Romans 12:2 • Education, p. 225 • Chapter Two

"Doctrine informs. Character transforms. The great controversy is won or lost in ordinary moments."

Life Design for Intentional Leadership

LEADERSHIP SKILL: FORMATION LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

1. I have a written, intentional life plan that reflects my values and God's purpose for me.
1 · 2 · 3 · 4 · 5
2. My personal and professional life are in genuine alignment; I am not leading one life publicly and living another privately. 1 · 2 · 3 · 4 · 5
3. I regularly bring my life's problems, plans, and decisions to God as a co-design partner rather than managing them on my own. 1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

"For I know the thoughts that I think toward you, says the Lord, thoughts of peace and not of evil, to give you a future and a hope."—Jeremiah 29:11

"Success in any line demands a definite aim. He who would achieve true success in life must keep steadily in view the aim worthy of his endeavor."—Education, p. 262

Life Design Defined

Life Design is an intentional, collaborative process of shaping your life in partnership with God—blending your theological beliefs, professional responsibilities, and personal development into a unified whole. Using the Design Thinking framework, it moves through five stages: Empathize with God as your End User, define your spiritual challenges from His perspective, Ideate solutions, Prototype a life plan, and Test and refine it regularly.

The main point of the chapter is simple: it's almost impossible to lead others well if you neglect your personal life. The gap between your public and private selves often causes burnout, moral failure, or hollow ministry. The leader on the Last Day cannot afford that gap. The stakes are too high, and it's too late.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Administrator With a Constitution

A conference education director served for over twenty years with a reputation that puzzled his colleagues. In a demanding role that consumed most people, he seemed consistently calm, clear-minded, and spiritually grounded. His decisions were reliable. His family remained intact. His faith grew stronger instead of weakening over the years.

His secret was a document he called his personal constitution, a one-page life plan he had written in his thirties and updated every year on his birthday. It listed seven core values, each linked to a specific Bible verse. Below each value were three to four tangible practices he committed to practicing that year. Love. Prayer. Learning. Health. Service. It was straightforward. But it was intentional.

When pressure mounted and demands increased, he didn't need to decide what mattered at the moment. He had already made that choice. The constitution held the line when circumstances tried to shift it. "The plan isn't what keeps me together," he told a younger colleague once. "Bringing the plan to God every year and asking Him to shape it, that's what keeps me together."

You cannot lead well what you have not designed well.

SECTION FOUR: FACTS AND STATS

- A Barna Research study on pastoral ministry found that 52% of pastors report experiencing significant burnout at least once during their ministry career, with the leading contributing factor being the absence of clear personal boundaries and a lack of intentional life planning.
- Stanford's Design School research on life design found that individuals who articulate a written personal mission aligned with their core values demonstrate significantly higher levels of long-term resilience and decision-making quality compared to those who operate without a defined personal framework.
- Ellen G. White's counsel on life intentionality spans more than 300 references in her published writings, consistently connecting purposeful living, physical stewardship, and spiritual formation as inseparable dimensions of a leader's effectiveness and longevity.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter opens with a bold claim: it is almost impossible to lead effectively while neglecting your private life. Where is the gap between your public leadership and your private life most pronounced right now? What is it costing you, and costing those you lead?
2. The chapter introduces the concept of God as your End User, the one whose perspective defines the real problem in your life. If God were to describe the problem He has with how you are currently living and leading, what do you believe He would say?
3. Esmond created a personal constitution, seven core values, each tied to a Bible verse and specific practices. Do you have anything equivalent? If not, what are the three core values that most need to be anchored, named, and made operational in your life right now?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This week, begin drafting your personal constitution. Choose three to five core values that you want to govern your life as a leader. For each one, write the Bible verse that anchors it and a practice you will commit to. This is to be a living one. Start it. God will shape it as you bring it to Him.

Test

At the end of each week for the next month, review your life plan against how the week went. Ask two questions: Where did I live in alignment with my values? Where did I drift? Do not judge, observe. The pattern that emerges will show you precisely where intentional design is most needed.

Guard

Identify the one area where your private life most conflicts with your public leadership, the place where the inconsistency is greatest. Name it honestly before God. Bring it into your life design as the first issue to address. You cannot co-create with God what you refuse to bring to Him.

SECTION SEVEN: SUMMARY AND PRAYER

God is not a passive observer of your life. He is your End User, your Co-designer, and your Chief Sustainer. Life Design is the discipline of bringing that reality into everyday practice: defining who you are, what you value, how you live, and where you are going in intentional partnership with the God who created you for His glory. The Last Day leader who designs his life with God leads from a place of clarity, wholeness, and purpose. That kind of leader does not burn out. He finishes.

A Prayer for Intentional Living

Lord, I confess that I have often led others without paying enough attention to the design of my own life. I have let urgency override Intention, and I have carried burdens I was meant to bring to You. Today I invite

You into the framework of my days, my values, my disciplines, my priorities, my rest. Help me to co-create a life that glorifies You, sustains my ministry, and finishes well. I am Your workmanship. Shape me. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

You cannot lead well what you have not designed well. Co-design your life with God.

Life Design

For Intentional Leadership

CHAPTER THREE | LEADERSHIP SKILL: FORMATION LEADERSHIP

You Cannot Lead Well What You Have Not Designed Well

It is almost impossible to lead others effectively while neglecting your private life.

God as End User

Co-designer of your life, not just a recipient

Five Stages of Intentional Life Design

1

Empathize

See yourself
through
God's eyes
What does He
see in you?

>

2

Define

Name the real
problem from
His perspective,
not yours

>

3

Ideate

Bring problems
to Jesus
Ask for practical
solutions and
then take action

>

4

Prototype

Write a life plan
anchored in
biblical values
and what God
impresses you.

>

5

Test

Refine as
Spirit leads
Adjust • learn
• grow never
stop seeking

The 3D Leader—Three Dimensions of Intentional Stewardship

Theologically competent
Something to say—
grounded in Scripture

Professionally credible
Credibility to lead—
competent and effective

Spiritually mature
Substance to sustain—
depth, not just activity

Four Ways We Complicate God's Design—Honest Self-Examination

Ignoring commands
Relying on our own
thinking instead of
obeying God

Pursuing what
God forbids
Engaging in behaviors
explicitly forbidden
despite warnings

Obeying
on our terms
Agreeing to follow
God but doing it
our own way

Pursuing
our agenda
Following Jesus
while still pursuing
personal interests

Jeremiah 29:11 • Education, p. 262 • Chapter Three

"You cannot lead well what you have not designed well. Co-design your life with God."

Work-life Balance for Healthy Leadership

LEADERSHIP SKILL: BALANCE LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

1. I consistently honor the Sabbath as genuine spiritual renewal, not merely doctrinal observance.
1 · 2 · 3 · 4 · 5
2. My family relationships are not being sacrificed on the altar of ministry demands. 1 · 2 · 3 · 4 · 5
3. I have clear, enforced boundaries between my work responsibilities and my personal renewal time. 1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“Come to Me, all you who labor and are heavy laden, and I will give you rest. Take My yoke upon you and learn from Me, for I am gentle and lowly in heart, and you will find rest for your souls.”—Matthew 11:28–29

“The Lord expects His servants to be diligent in business and fervent in spirit. But He does not want them to overwork. It is not work, but overwork, without periods of rest, that breaks people down, endangering the life forces.”—Signs of the Times, May 10, 1905

Work-life Balance Defined

Work-life Balance is the intentional, Spirit-led discipline of blending spiritual wholeness, physical health, and emotional well-being into a sustainable leadership pattern. It honors God’s design for rest, protects the leader’s family, and maintains the stamina needed to complete the race. It is not about avoiding hard work; it’s about establishing wise rhythms.

The chapter's framing is urgent and clear: as the great controversy approaches its climax, the demands on Adventist leaders intensify. That very intensity tempts leaders toward unremitting labor, neglecting the very spiritual replenishment that makes their ministry effective. Balance is not a luxury for Last Day leaders. It is a survival discipline.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Pastor Who Protected Friday Evenings

A senior pastor of a large, active congregation decided early in his ministry that his colleague's thought was eccentric: he protected Friday evening from sunset until Sabbath morning as absolute family time. No board meetings. No hospital visits unless it was a genuine emergency. No phone calls. His family ate together, prayed together, sang together, and rested.

His colleagues assumed the congregation would suffer. It did not. What they discovered over two decades was that the pastor who rested well preached well. The pastor who guarded his family led his congregation's families better. And when crises arose, and they always did, he had reserves to draw from. He was not already empty.

When he retired after thirty-four years, his adult children were all in the church, and they deeply respected their father. His congregation's marriages were statistically stronger than the regional average. Many pastors attributed their own commitment to family balance to watching how he lived.

"The Sabbath was not the limitation on my ministry," he told the farewell gathering. "The Sabbath was the engine of it."

What the leader protects reveals what the leader truly values.

SECTION FOUR: FACTS AND STATS

- Research published in the *Journal of Occupational Health Psychology* found that leaders who practice deliberate psychological detachment from work during non-work hours, including genuine Sabbath rest, demonstrate 34% higher job performance and significantly lower rates of emotional exhaustion than those who remain mentally engaged with work responsibilities across all hours.
- A Gallup study on clergy wellbeing found that only 35% of full-time pastors report feeling they have enough time for personal renewal, family, and spiritual formation, with the majority citing the gap between ministry demand and restoration as their primary long-term sustainability concern.

- Ellen G. White identified the connection between overwork and ministerial failure more than a century ago, writing in over 200 passages that leaders who neglect rest are operating on ‘borrowed capital’, drawing down reserves they are not replenishing, with predictable long-term consequences for health, ministry, and witness.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. Jesus, the busiest leader in human history, rose before daylight to pray in solitary places and regularly withdrew from the crowds. If the Son of God built deliberate rhythms of renewal into His ministry, what does your current schedule reveal about how seriously you take that example?
2. Ellen G. White writes that overwork is operating on ‘borrowed capital.’ Where in your ministry right now are you drawing down reserves you are not replenishing, spiritually, physically, emotionally, or relationally? What is the real cost of that debt?
3. The chapter highlights the family as the greatest testimony of Christianity’s power. How would the people closest to you, your spouse, children, or closest friends, honestly describe the quality of your presence and attention at home? What would need to change for their answer to match your aspirations?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This week, conduct an honest audit of your time. For each day, note how many hours went to work demands, spiritual renewal, physical health, and family. Do not judge, observe. What pattern do you see? The audit will show you exactly where the balance needs to be intentionally rebuilt.

Test

Apply Stephen Covey’s ‘sharpen the saw’ discipline: identify one renewal practice in each of four dimensions, spiritual, physical, mental, and relational, and schedule each one this week as a protected appointment. Treat them with the same seriousness as a board meeting. Notice what resistance arises when you try to protect them. That resistance is the data.

Guard

Identify the one boundary that, if you held it consistently, would most protect your sustainability as a leader. Name it specifically, a day you will not work, a meal you will not miss, a phone you will turn off. Tell one person who loves you what that boundary is and ask them to hold you to it. Boundaries only hold when someone else knows about them.

SECTION SEVEN: SUMMARY AND PRAYER

God did not design you for ceaseless labor. He designed you for rhythms, work and rest, engagement and withdrawal, service and renewal. The Sabbath is not an interruption to your ministry. It is the cadence that makes your ministry sustainable. The leader who learns to rest well leads well. The leader who neglects rest may lead impressively for a season, but he is drawing on borrowed capital. And borrowed capital always comes due. Build the rhythms now. Protect what matters. Finish well.

A Prayer for Healthy Rhythms

Lord, I confess that I have often treated rest as a reward I have not yet earned rather than as a gift You designed into the fabric of creation. I have sacrificed family on the altar of ministry and called it devotion. Forgive me. Teach me Your rhythms. Show me where my schedule is unsustainable and give me the courage to protect what You say matters most. I want to finish this race, not burn out before the finish line. Restore the margins. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

What the leader protects reveals what the leader truly values. Protect the rhythms God designed.

Work-life Balance

Sustainable Rhythms for Healthy Leadership

CHAPTER FOUR | LEADERSHIP SKILL: BALANCE LEADERSHIP

What the Leader Protects Reveals What the Leader Truly Values

It is not work, but overwork without periods of rest, that breaks people down.

The Balance—Ministry Demands and Personal Renewal

Ministry Demands <i>The Calling</i> Preaching • Administration Pastoral care • Mission	Sabbath The weekly reset	Personal Renewal <i>The Sustainer</i> Sabbath • Prayer • Family Rest • Health • Reflection
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Three Pillars of Sustainable Leadership

Spiritual Wholeness Daily time with God before email or activity Prayer • Scripture • Communion	Physical Health Exercise • Nutrition Adequate sleep • Rest Steward the temple God gave you	Emotional Well-Being Family first • Friendships Clear boundaries • Self-care Pour in before pouring out
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Biblical and Spirit of Prophecy Foundations

Matthew 11:28–29, The invitation to rest <i>“Come to Me, all you who labor and are heavy laden, and I will give you rest.”</i> <i>Jesus modeled withdrawal and solitary prayer amid demanding ministries.</i>
Genesis 2:2–3, God modeled Sabbath rest <i>God Himself rested on the seventh day, not from exhaustion, but as a divine pattern for all creation to follow. If God modeled rest, leaders need it.</i>
Ellen G. White, Signs of the Times, May 10, 1905 <i>“It is not work, but overwork, without periods of rest, that breaks people down, endangering the life forces.” Leaders on borrowed capital eventually collapse.</i>

Matthew 11:28–29 • Genesis 2:2–3 • Signs of the Times, 1905 • Chapter Four

“What the leader protects reveals what the leader truly values. Protect the rhythms God designed.”

Crisis Management for Adaptive Leadership

LEADERSHIP SKILL: CRISIS LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

1. I have a written crisis management plan that my team reviewed and practiced. 1 · 2 · 3 · 4 · 5
2. In past crises, I have stayed mission-focused, people-focused, task-focused, and God-centered simultaneously. 1 · 2 · 3 · 4 · 5
3. I approach crises with genuine spiritual awareness—asking where God is at work, not only what needs to be fixed. 1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“God is our refuge and strength, a very present help in trouble.”—Psalm 46:1

“It is in a crisis that character is revealed. It will show whether the soul is sustained by grace.”—Christ’s Object Lessons, p. 412

Crisis Leadership Defined

Crisis Leadership is the God-centered, mission-driven capacity to lead effectively when circumstances are threatening, unpredictable, or beyond normal control. It is not the absence of fear; it is the presence of preparation and faith working together. The chapter captures it in the PAIR framework: Prepare, Assess, and Mobilize; Implement your plan; Recover; and Revise.

The chapter’s foundational conviction is that sobering crises are not exceptional events for Last Day leaders. They are inevitable. Sin created the first crisis in the universe, and the escalating conflict of the great controversy ensures that personal, organizational, theological, and global crises will

intensify as the end approaches. The question is not whether you will face a crisis. The question is whether you will be prepared to lead through one.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Conference Treasurer Who Had a Plan

When a regional conference discovered a significant financial discrepancy that threatened its operating capacity, the treasurer surprised the executive committee by pulling out a folder.

Three years earlier, after attending leadership training on crisis preparedness, she had quietly drafted a financial crisis protocol, a simple, six-step document outlining what to do if the conference ever faced a sudden liquidity shortfall. She had mentioned it before. She had hoped never to need it.

Now she needed it. The protocol identified immediate spending freezes, communication sequences, stakeholder notification tiers, and a timeline for the review of recovery. Within 72 hours, the conference had a clear picture of its situation, a credible response plan, and a communication strategy for its constituency. Panic was replaced by process.

“Where did you get this?” the conference president asked. “I made it three years ago,” she said. “The Holy Spirit doesn’t manufacture words for us. What has been stored is available when the crisis comes.”

Preparation is not a failure of faith. It is an act of faith.

SECTION FOUR: FACTS AND STATS

- Research on organizational crisis responses found that institutions with written, practiced crisis management plans resolve crises 60% faster and with significantly lower reputational damage than those without plans, regardless of the severity of the crisis itself.
- A study of pastoral crisis leadership during the COVID-19 pandemic found that congregations whose leaders established communication systems and contingency protocols before the crisis-maintained member engagement and giving at nearly double the rate of congregations that improvised their response.
- Ellen G. White’s counsel on crisis preparation spans more than 150 explicit references, consistently linking divine guidance with human preparedness, affirming that God’s leading does not eliminate the need for education, practice, and experience as foundational crisis disciplines.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter opens with Captain Sully's miracle on the Hudson—a leader who relied on nearly 20,000 hours of experience to navigate an impossible situation. What is your equivalent preparation? If a crisis struck your organization, what would you draw on—and what gaps in preparation would be exposed?
2. The chapter identifies three awareness questions every leader must ask in a crisis: Where are we? (situational), Where am I? (emotional), and where is God? (spiritual). In past crises, which of these three have you been least attentive to, and what consequences followed from that gap?
3. Ellen G. White writes that God uses life's daily circumstances to prepare leaders for wider responsibility, just as He prepared Moses in the desert and Joseph in the pit. Looking at your current season of leadership, what might God be using right now to develop the crisis resilience you will need later?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This month, create or update your personal crisis readiness document. It does not need to be elaborate, two pages covering the most likely crisis scenarios your organization faces, key communication protocols, and your first five steps in each scenario. Review it with your leadership team. Preparation done privately becomes available publicly when the crisis comes.

Test

In your next crisis moment, even a minor one, practice the three awareness questions before responding: Where are we situationally? Where am I emotionally? Where is God in this? The habit built in small crises becomes reflexive in large ones. Most leaders only practice situational awareness. All three must become instinctive.

Guard

Identify the one type of crisis your organization is most vulnerable to but least prepared for. Name it specifically, financial, personnel, theological, technological, or reputational. That named vulnerability is your highest-priority preparedness gap. Assign someone to develop a protocol for it within thirty days. Unnamed vulnerabilities become the crises that catch leaders most off guard.

SECTION SEVEN: SUMMARY AND PRAYER

Crisis is not an interruption to Last Day leadership. It is a central feature. The great controversy is intensifying, the time of trouble is approaching, and every leader will face moments that test their preparation, their character, and their faith simultaneously. The leader who prepares before the storm, stays mission-focused during it, asks where God is working within it, and recovers intentionally after

it does not merely survive crises. He emerges from them more effectively, more trusted, and more ready for whatever comes next.

A Prayer for Crisis Readiness

Lord, I acknowledge that I am not sufficient for the crises that are coming, and I am grateful that You are. Give me the wisdom to prepare while there is time, the clarity to assess while under pressure, the courage to lead while others are afraid, and the faith to see Your hand at work even when I cannot see where we are going. When the crisis comes, let me be found ready. Let me fly the plane. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

Preparation is not a failure of faith. It is an act of faith. Fly the plane.

Crisis Management

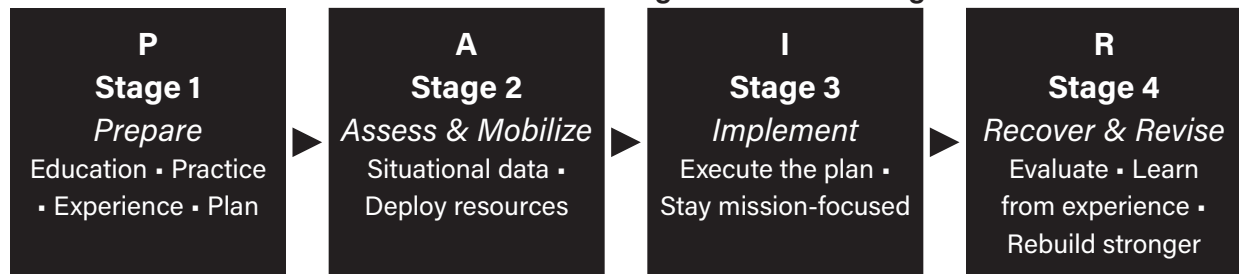
The Pair Framework—Four Stages of Crisis Management

CHAPTER FIVE | LEADERSHIP SKILL: CRISIS LEADERSHIP

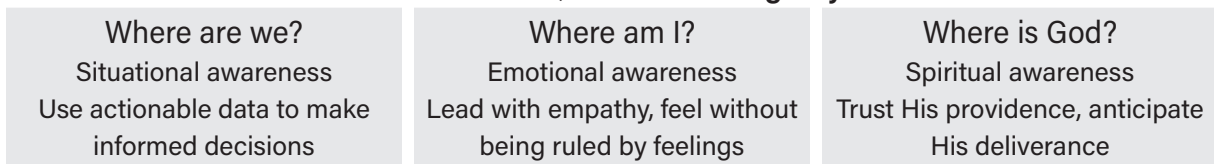
Preparation is not a failure of faith. It is an act of faith.

Crises are not exceptional events for Last Day leaders; they are inevitable. The question is not if but when.

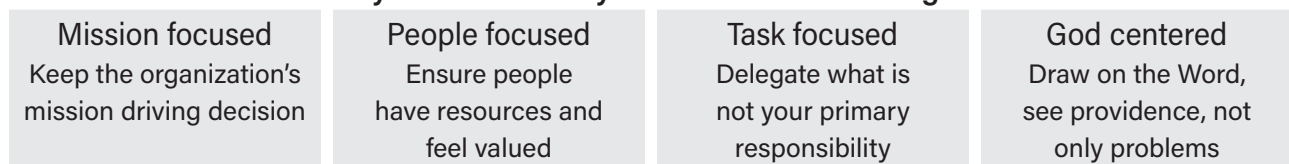
The Pair Framework—Four Stages of Crisis Management



Three Awareness Questions During Any Crisis



Fly the Plane—Stay Focused on Four Things



Spiritual Foundation

Psalm 46:1—"God is our refuge and strength, a very present help in trouble."
Ellen G. White, Christ's Object Lessons, p. 412—"It is in a crisis that character is revealed. It will show whether the soul is sustained by grace."

Ellen White, Testimonies, Vol. 5, p. 724—Preparation requires education and practice
"It is by education and practice that people are to be qualified to meet any emergency which may arise; and wise planning is needed to place each one in his proper sphere."

Psalm 46:1 • Genesis 2:2-3 • Christ's Object Lessons, p. 412 • Chapter Five
"Preparation is not a failure of faith. It is an act of faith. Fly the plane."

Discerning Understanding for Insightful Leadership

LEADERSHIP SKILL: DISCERNMENT LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

- Before responding publicly to a crisis or controversy, I consistently filter it through Scripture rather than social media, headlines, or emotional pressure. 1 · 2 · 3 · 4 · 5
- I slow my reaction time in moments of confusion—pausing for prayer, counseling, and reflection before acting. 1 · 2 · 3 · 4 · 5
- I am aware of my own internal biases, fears, and blind spots that could distort my reading of external events. 1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“Take heed that no one deceives you. For many will come in My name... and will deceive many.”—Matthew 24:4–5

“Only those who have been diligent students of the Scriptures and who have received the love of the truth will be shielded from the powerful delusion that takes the world captive.”—The Great Controversy, p. 625

Discernment Leadership Defined

Discernment Leadership is the God-given, Spirit-empowered ability to see clearly amid confusion, judge rightly under pressure, distinguish truth from error, and move forward with confidence in God’s revealed will even when others are uncertain. It is not the same as intelligence, instinct, or political savvy. It is a spiritual skill cultivated through deep immersion in Scripture, theological maturity, wise counsel, emotional regulation, and recognizing patterns in history.

The chapter opens with a sobering point: Jesus' first warning about the last days wasn't about wars or earthquakes. It was about deception. The final crisis won't just be dangerous; it will be deeply confusing. Deception rarely makes it obvious. It whispers, nudges, and slowly shifts direction. The leader who can't distinguish God's voice from the surrounding noise will become a source of confusion rather than a defender of truth.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Captain Who Trusted the Compass

A seasoned denominational administrator recounted an experience during a period of intense theological controversy in his region. Social media was amplifying conflicting voices every day. Pastors were confused. Members were frightened. Several prominent leaders in the field were making public statements that seemed to increase the confusion rather than clear it up.

He gathered his leadership team and did something unusual: he imposed a two-week ban on public statements. No newsletters. No social media posts. No announcements. Instead, the team spent those two weeks deeply studying relevant Bible passages, reviewing the Spirit of Prophecy on the subject, consulting with three trusted senior theologians, and praying together every morning.

After two weeks, they issued a single, clear, carefully worded statement. It addressed the issue directly, grounded every point in Scripture, and refused to be swayed by the emotional temperature of the controversy. It became one of the most widely shared and trusted responses in the region. "The fog was real," he said later. "We chose to trust the compass rather than respond to the fog."

In deceptive times, the leader who slows down often moves forward most effectively.

SECTION FOUR: FACTS AND STATS

- A Stanford research study on decision-making under uncertainty found that leaders who pause to consult Scripture, prayer, and trusted counsel before responding to organizational controversy produce outcomes rated as significantly more effective, more trusted, and less divisive than those who respond reactively, even when the reactive response was faster.
- Research on misinformation spread in religious communities found that leaders who model careful discernment, explicitly teaching their congregations to test claims against Scripture before sharing them, reduce the spread of theological misinformation within their organizations by up to 70%.
- Ellen G. White's warnings about end-time deception appear in more than 500 distinct passages across her published writings, with *The Great Controversy* containing over 40 direct references to spiritual deception, making discernment her most urgently addressed end-time requirement.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter argues that before you can read external events accurately, you must understand your own biases, fears, and blind spots. See the five probing internal questions: Do you gravitate toward alarmism? Do you minimize warnings? Does criticism make you defensive? Do you seek affirmation before truth? Do you avoid conflict when clarity is needed? Which one describes your most common discernment failure?
2. The chapter identifies five disciplines that grow discernment: Scripture immersion, theological depth, community counsel, emotional regulation, and pattern recognition. Which of these five is your most developed? Which is most neglected, and what has that neglect cost you in past leadership decisions?
3. Esmond writes that discernment leadership keeps mission central when everything is spinning, and shepherds people toward faith rather than fear. Think of a current controversy or source of confusion in your ministry context. What would it look like to respond to it with discernment rather than reaction?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This week, institute a personal ‘Scripture-first’ rule for any leadership decision or public response involving controversy. Before checking social media, consulting colleagues, or forming a conclusion, open the Bible. Spend fifteen minutes on the relevant texts. Let the Word set the interpretive frame before anything else. This habit, practiced consistently, is the foundation of discerning leadership.

Test

Before your next significant public statement on a contested issue, however small, run it past three people who do not think the way you do. Not to water down your conviction, but to test whether your discernment is clear or clouded by bias. If their responses reveal blind spots, thank them for it. That is the community counsel discipline functioning exactly as it should.

Guard

Identify your primary discernment vulnerability from the five internal questions in the chapter: alarmism, minimizing, defensiveness, affirmation-seeking, or conflict avoidance. Name it. Write it on something you will see regularly. Guard against deceptions when and where you are susceptible.

SECTION SEVEN: SUMMARY AND PRAYER

The final days are designed to be confusing. Satan’s most effective weapons in the last hours will be subtle, persuasive, and compelling enough that, if it were possible, even the elect would be deceived. Leaders who live in the Word, develop theological depth, test impressions against trusted counsel,

regulate emotional responses, and learn from history will navigate the fog. They will lead people to safety, to clarity, and to Christ.

A Prayer for Discerning Understanding

Lord, the fog is real, and the deceptions are sophisticated. I cannot trust my own instincts in this hour; I need Your Spirit to sharpen my perception. Search for me and know my anxieties. Show me where my fears and biases are distorting what I see. Give me a heart that hears, one that pauses before presuming, tests before concluding, and moves forward only when Your Word has set the compass. Let me be a stabilizing presence in times of confusion. Let me trust the instruments. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

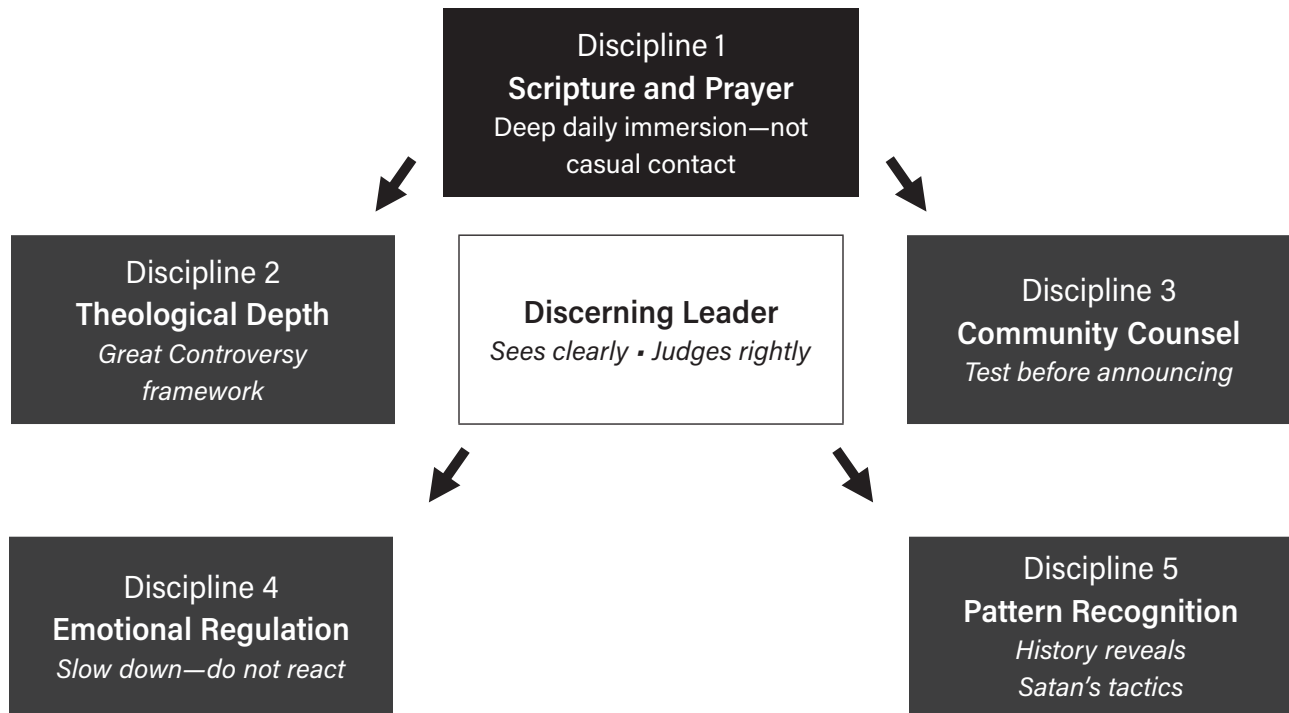
CHAPTER MOTTO

In deceptive times, the leader who slows down often moves forward most effectively. Trust the compass.

Discerning Understanding

Five Disciplines That Grow Discernment in Last Day Leaders

CHAPTER SIX | LEADERSHIP SKILL: DISCERNMENT LEADERSHIP



The Four Questions a Discerning Leader Asks



Matthew 24:4 • The Great Controversy, p. 625 • Chapter Six

"In deceptive times, the leader who slows down often moves forward most effectively. Trust the compass."

Creating Solutions for Resolution Leadership

LEADERSHIP SKILL: RESOLUTION LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

- When facing ministry challenges, I consistently distinguish between biblical principles (which never change) and cultural methods (which must adapt). 1 · 2 · 3 · 4 · 5
- I test new ideas in small, reversible experiments before committing to large-scale change. 1 · 2 · 3 · 4 · 5
- I lead with courage when change is necessary, even when it disappoints people or meets resistance. 1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“Behold, I will do a new thing, now it shall spring forth; shall you not know it?”—Isaiah 43:19

“Christ’s method alone will give true success in reaching the people. The Savior mingled with men as one who desired their good. He showed His sympathy for them, ministered to their needs, and won their confidence. Then He bade them, Follow Me.”—The Ministry of Healing, p. 143

Solutions Leadership Defined

Solutions Leadership is the Spirit-guided ability to distinguish between what must never change, the mission, and what must change, the methods. It involves leading that change with biblical wisdom, tested strategy, and courageous execution. The Solution Agent does not defend programs; he serves people, principles and truth. He does not cling to what used to work. Instead, he finds what works now, tests it, scales it, and leads with conviction despite resistance.

The chapter’s five-step framework applies to any challenge: Identify the real problem. Seek biblical wisdom. Explore current realities. Test before you scale. Implement with courage. It is not a formula

for innovation. It is a discipline of faithfulness, ensuring that the mission God gave us is carried out through methods that actually reach the people God loves.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Pastor Who Asked the Right Question

Pastor Martinez looked at forty people scattered across pews that could seat 150. The board wanted to stick to the 1990s playbook. But Martinez spent a month walking the neighborhood, knocking on doors, sitting in community centers, talking to parents at playgrounds, asking one question repeatedly: What are the biggest challenges facing families here?

Nobody mentioned church. They discussed job training, safe after-school places for teenagers, elderly neighbors trapped and isolated, and immigrants navigating systems they did not understand. Martinez returned to the board with data and a new question: ‘We have been asking how to get people to come to church. That is the wrong question. The right question is: how do we bring the church to people’s actual needs?’

They launched a pilot program; a Community Impact Center open two evenings a week in a rented community space. Three months in, twenty-three families became involved. Three people were baptized. The board was still complaining six months later, but the room was alive with energy.

‘I’d rather fail attempting something that matters,’ Martinez told his colleagues, ‘Than succeed at preserving something that doesn’t.’

Mission never changes. Methods must. The graveyard is full of ‘we’ve always done it that way.’

SECTION FOUR: FACTS AND STATS

- Research on faith community growth found that 70% of people who come to saving faith do so through relationship and practical help rather than through evangelistic programs, directly confirming Ellen G. White’s century-old counsel that meeting felt needs is the pathway to meeting spiritual needs.
- A study of congregational decline found that the most common factor in churches that lost more than 30% of their attendance over a decade was not theological error or pastoral failure; it was programmatic rigidity: continuing to offer solutions to problems the community no longer had.
- The 70/20/10 resource allocation principle, invest 70% in what is working, 20% in improving what could work, and 10% in experiments, has been validated across diverse organizational contexts as the most sustainable model for mission-driven innovation without reckless risk.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter opens with Martinez discovering that his church was ‘offering programs designed for a community that no longer existed.’ What programs or methods in your current ministry context are consuming resources and energy but no longer effectively serving the mission? What is keeping those programs in place: fear, tradition, guilt about heritage, or lack of permission?
2. The chapter makes a critical distinction: mission never changes, methods must. Think of the most contentious change you have attempted or considered in your ministry. At its core, was the resistance about a biblical principle or about a method that had become sacred? How would naming that distinction clearly have changed the conversation?
3. The chapter describes three obstacles to implementation: fear of disappointing people, guilt about heritage, and lack of permission. Which of these three most consistently keeps you from making changes you know need to happen? What would it look like to lead through that obstacle rather than around it?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This week, apply the Five Whys to the most persistent problem in your ministry. Write down the presenting problem. Ask why five times. Keep pressing past symptoms to root causes. Most leaders stop at the first or second why and therefore solve the wrong problem. What does the fifth why reveal? That is where the real solution begins.

Test

Identify one change you have been considering but have not acted on. Design a 90-day pilot, small, reversible, and specific enough to evaluate honestly. Define what success looks like before you begin. Involve three to five people. Set a date to evaluate. The goal is not to succeed at the pilot. The goal is to learn enough to decide what comes next.

Guard

Name the one program or method in your ministry that is consuming the most resources but producing the least mission impact. Ask the three filter questions from the chapter: Does Scripture mandate this specific method, or only the principle behind it? What is the principle beneath it? How can we honor that principle in our current context? The answers will show you whether this is something to reform or something to release.

SECTION SEVEN: SUMMARY AND PRAYER

God is always doing new things. The question is not whether He is moving, it is whether we are willing to recognize it and move with Him. The Last Day Solution Agent is not a change-for-change 's-sake innovator. He is a mission-preserving, method-adapting, courage-led leader who loves the people He diagnoses before he prescribes. He tests before he scales. He leads even when people are angry. In the end, the room buzzes with life because he was faithful to the mission, not loyal to the method.

A Prayer for Solution Leadership

Lord, show me what You are doing in my generation, the new thing You are causing to spring forth. Give me eyes to see it and the courage to move with it. Where I have been protecting programs instead of pursuing people, forgive me. Where I have confused method with mission, correct me. Give me the wisdom to diagnose before I prescribe, patience to test before I scale, and the courage to implement even when people are angry. I want to be Your solution agent in this hour. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

Mission never changes. Methods must. God is doing a new thing; will you recognize it?

Creating Solutions

The Five-Step Solution Agent Framework

CHAPTER SEVEN | LEADERSHIP SKILL: RESOLUTION LEADERSHIP

Mission Never Changes • Methods Must

“Behold, I will do a new thing, now it shall spring forth; shall you not know it?”—Isaiah 43:19

Step 1 Diagnose

Identify the real problem
Use the Five Whys—keep asking why until you reach the root cause, not just the symptom



Step 2 Discern

Seek biblical wisdom
Separate biblical principles (fixed) from cultural methods (flexible)—though it may be tempting, never, never change the mission, only the methods can change



Step 3 Research

Explore current realities
Learn from multiple sources without compromising biblical truth—apply the 70/20/10 rule



Step 4 Experiment

Test before you scale
Design a 90-day pilot with clear metrics, get broad input—make it reversible, evaluate honestly with measurable goals, then decide



Step 5 Lead anyway

Implement with courage
Choose mission over comfort—start small, prove the concept, build momentum, lead through resistance, and always, always be willing to tweak and adjust when necessary

Three Obstacles to Implementation, and How to Lead Through Them

Fear of disappointing

Ask: Are we protecting preferences or persistently pursuing the mission?

Guilt about heritage

We honor the past by being faithful to our generation as they were faithful to theirs.

Presence of ambivalence

Start small. Prove the concept. Momentum creates permission. Results speak. God will lead.

Isaiah 43:19 • The Ministry of Healing, p. 143 • Chapter Seven

“Mission never changes. Methods must. God is doing a new thing—will you recognize it?”

Developing Transparency for Integrity Leadership

LEADERSHIP SKILL: INTEGRITY LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

- My private conduct is consistent with my public leadership—there is no significant gap between who I am when people are watching and who I am when they are not. 1 • 2 • 3 • 4 • 5
- I view my current leadership season as probationary time—a divine opportunity to build character that will last for eternity. 1 • 2 • 3 • 4 • 5
- I have trusted people in my life who know me well enough to hold me accountable and tell me the truth. 1 • 2 • 3 • 4 • 5

My pre-assessment score: ____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“The integrity of the upright will guide them, but the perversity of the unfaithful will destroy them.”—Proverbs 11:3

“Integrity, firmness, and perseverance are qualities that all should seek earnestly to cultivate, for they clothe the possessor with a power that is irresistible—a power which makes him strong to do good, strong to resist evil, strong to bear adversity.”—Counsels to Parents, Teachers, and Students, p. 225

Defined Integrity Leadership

Integrity Leadership is the unwavering commitment to living out God’s Word in every dimension of life and leadership, publicly and privately, in small matters and large, under pressure and in prosperity. It is not merely ethical conduct. It is the alignment of the entire person, thinking, acting, deciding, with God’s character. The chapter frames leadership itself as probationary time: a God-given period of grace in which character is tested, developed, and either solidified or compromised.

The chapter's four biblical models, Enoch, Joseph, Daniel, and Nehemiah, each demonstrate that integrity is not the absence of pressure. It is faithfulness under it. Enoch walked with God for three centuries in a corrupt world. Joseph refused to compromise when no one would have known. Daniel prayed openly when prayer carried a death sentence. Nehemiah rebuilt the walls while enemies threatened. In each case, the test was not exceptional. The faithfulness was.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Elder No One Suspected

He had served as a conference treasurer for eighteen years, quietly, competently, without fanfare. When an external audit was conducted as part of a routine transition, the auditors expected to find the usual small irregularities common in organizations of that size. They found nothing. Not a mis-allocated dollar. Not a blurred boundary. Not a single transaction required explanation.

What surprised the auditors most was not the records' cleanliness. It was what they discovered during their interview with him. He had passed up two opportunities for personal financial advantage that no one would have ever detected. He had flagged them for the conference president at the time, who had forgotten about them entirely.

'Why did you report them?' an auditor asked. 'No one would have known.' He looked puzzled by the question. 'I would have known,' he said. 'And God would have known. That has always been enough.'

When he retired, the conference gave him a modest plaque. But what the conference carried forward was something the plaque could not capture: eighteen years of financial decisions that never needed to be defended, because they had never needed to be hidden.

Integrity is not built in the moment of testing. It is revealed there.

SECTION FOUR: FACTS AND STATS

- Research on organizational trust found that integrity, defined as consistency between stated values and observable behavior, is the single most powerful predictor of long-term follower trust, outweighing competence, vision, and charisma as factors that sustain loyalty through difficulty.
- A landmark study on leadership derailment found that the majority of high-potential leaders who failed did so not because of skill deficits but because of integrity failures, most commonly hypocrisy between public and private conduct, pride that resisted accountability, and small compromises that accumulated into significant moral collapse.

- Ellen G. White addressed integrity across more than 400 passages in her published writings, linking probationary time, the present opportunity to build character, with the eternal stakes of leadership: that how we lead now shapes people we influence and the character we carry into eternity.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter frames leadership as probationary time, a God-given period in which character is developed and tested for eternity. How does that framing change the way you understand your current leadership season? If this is not merely a career phase but a probationary period with eternal consequences, what does that require of you that you are not currently giving?
2. The chapter identifies four integrity pitfalls: hypocrisy, legalism, dishonesty, and pride. Be honest. Which of these four is your most persistent temptation, the one that most frequently pulls at you, even subtly? What conditions in your leadership make you most vulnerable to it?
3. Enoch walked with God for three centuries in a corrupt world. Joseph maintained integrity when no one would have known. Daniel prayed openly when it cost him everything. Which of these three biblical models most challenges you personally, what specific aspect of their integrity do you need to develop?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This week, institute a daily integrity reflection, five minutes before bed, reviewing the day's decisions against one question: Was I the same person in private today as I was in public? The gap between private and public conduct is where integrity either grows or erodes. Name the gap. Bring it to God.

Test

Identify one person in your life, not a subordinate, not an admirer, who has both the relationship and the courage to tell you the truth about your leadership blind spots. Schedule a conversation with that person this month. Ask specifically: Where do you see a gap between what I say I value and how I behave? Listen without defending. What they say is data. Receive it as a gift.

Guard

The chapter identifies four pitfalls: hypocrisy, legalism, dishonesty, and pride. Name the one that most threatens you. Write it down. Tell your accountability partner. Put one specific guardrail in place this week, a practice, a boundary, or a discipline that creates structural resistance to that pitfall. Character is not protected by good Intentions. It is protected by good structures.

SECTION SEVEN: SUMMARY AND PRAYER

Enoch walked with God. That is the whole biography, and it is enough. Three centuries of consistent, private, daily communion with God that produced a public integrity so complete that God simply took him. The Last Day leader understands that leadership is not merely about a career; it is about probation. Every decision, interaction, and moment of pressure is an opportunity to build or compromise character.

A Prayer for Integrity

Lord, You see what others do not see. You know the gap between who I appear to be and who I actually am. I do not want to carry that gap into eternity. Search me. Reveal the compromises I have rationalized. I want to be the same person in the dark that I am in the light, not because others are watching, but because You are. Build in me the integrity that will stand. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

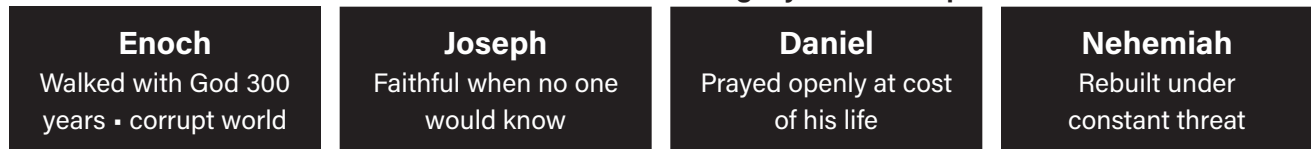
Integrity is not built in the moment of testing. It is revealed there. Use this probation time wisely.

Developing Integrity

Leadership as probationary time, character building with eternal stakes

CHAPTER EIGHT | LEADERSHIP SKILL: INTEGRITY LEADERSHIP

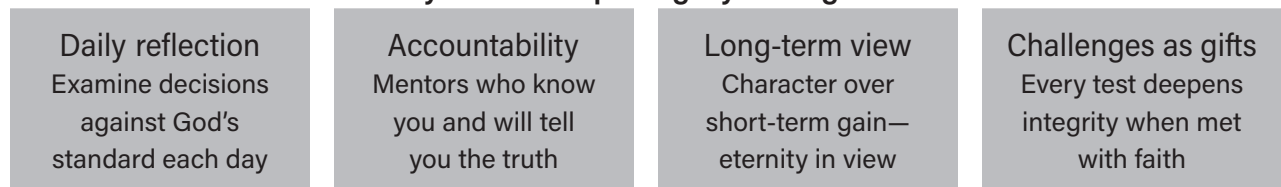
Four Biblical Models of Integrity Leadership



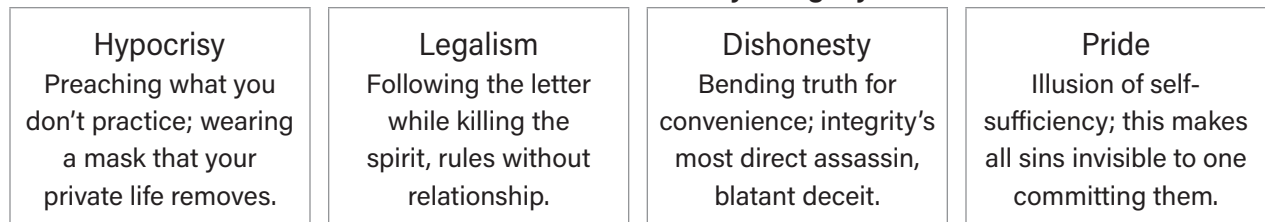
Leadership as probationary time

A divine period of character testing—with eternal consequences

Four Ways to Develop Integrity During Probation



Four Pitfalls that Destroy Integrity



Proverbs 11:3 • Counsels to Parents, Teachers, and Students, p. 225 • Chapter Eight

A leader of integrity views integrity as a non-negotiable, not for sale, can't be bought, won't be bought!"

Increasing Watchfulness for Vigilance Leadership

LEADERSHIP SKILL: VIGILANCE LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

- I actively integrate an eschatological perspective into my leadership decisions, planning, and pastoral care. 1 · 2 · 3 · 4 · 5
- I keep the Three Angels' Messages and Christ's imminent return consistently before the people I lead. 1 · 2 · 3 · 4 · 5
- Each day I ask myself how I should live and lead in light of Christ's soon return—and let that question shape my priorities. 1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“The sons of Issachar who had understanding of the times, to know what Israel ought to do, their chiefs were two hundred; and all their brethren were at their command.”—I Chronicles 12:32

“In a special sense Seventh-day Adventists have been set in the world as watchmen and light bearers. To them has been entrusted the last warning for a perishing world. There is no other work of so great importance.”—Testimonies for the Church, Vol. 9, p. 19

Vigilance Leadership Defined

Vigilance Leadership is the eschatologically grounded capacity to lead with eyes wide open, integrating a biblical understanding of Last Day events into every dimension of leadership so that decisions, plans, and pastoral priorities all point people toward readiness for Christ's return. It is steady, Spirit-informed clarity that sees the world through the lens of God's unfolding Word.

The chapter frames this through three perspectives: Personal: live and lead from God's Word daily, keeping the prophetic present; Professional: keep the eschaton before your people in planning and decision-making, never forgetting the church's unique mission; and Prophetic: prepare and facilitate your people's readiness for the Second Coming as the central organizing purpose of your leadership.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Pastor Who Read the Signs

A conference ministerial director had served his region for many years. When a major global geopolitical crisis erupted, one that bore unmistakable parallels to prophetic Scripture, he did something his colleagues did not. He called his pastors together not for a crisis management meeting, but for a prophetic briefing.

He had been systematically studying current events through the lens of Daniel and Revelation for years. Not to set dates, he was careful never to do that. But to help his pastors see the prophetic arc: where history was bending, what God had said it would look like, and how to shepherd people toward faith rather than fear.

His pastors left that meeting with a different posture. Their sermons shifted. Their pastoral conversations shifted. Their evangelistic urgency deepened. Not because the director had predicted anything, but because he had given them a prophetic framework for what they were watching.

"The sons of Issachar understood the times," he told them. "That was not a gift. It was a discipline. Read the Word. Watch the world. Let one interpret the other."

A vigilant leader doesn't react to news. He or she reads the news through the unchanging News.

SECTION FOUR: FACTS AND STATS

- Research on congregational engagement found that churches where eschatology is integrated into preaching, teaching, and pastoral planning report 40% higher levels of member evangelistic participation, consistent with the claim that prophetic clarity produces mission urgency.
- A Pew Research study found that Seventh-day Adventists rank among the highest of Christian groups in expectation of Christ's imminent return, yet fewer than one in three Adventist young adults report their church leaders help them connect current events to prophetic Scripture.
- Ellen G. White addressed the eschatological responsibility of Adventist leaders in more than 350 passages, linking prophetic awareness with leadership action, and warning against the danger of leaders who are consumed with organizational management that they lose their prophetic urgency.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter describes the sons of Issachar as leaders who had an understanding of the times and knew what to do. This was not a passive spiritual gift; it was an active discipline of living in the Word while watching the world. How regularly do you interpret current events through the lens of prophetic Scripture? What would it take to become a son or daughter of Issachar in your leadership context?
2. Esmond describes an experience where his team was planning God's work in a staff meeting while a national tragedy was unfolding that bore direct prophetic significance, and no one mentioned it. He calls this a failure of vigilance. Have you had similar moments when the eschatological weather was changing dramatically around you, yet your leadership agenda remained unchanged? What does that reveal?
3. The chapter identifies three perspectives for vigilant leadership: Personal, Professional, and Prophetic. Which of these three is most underdeveloped? What would it look like to strengthen it in 90 days.

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

Beginning this week, institute what the chapter calls the Eschatological Weather Forecast, a brief weekly practice of asking three questions: What is happening in the world? What is God saying about it through Scripture and the Spirit of Prophecy? How should this inform or change our work this week? Prophetic leaders are formed in private before they speak prophetically in public.

Test

In your next sermon, leadership presentation, or team meeting, intentionally connect at least one element of your content to the prophetic urgency of Christ's return. Not as a formula, as a genuine conviction. Notice how people respond. Eschatological clarity, when delivered with pastoral warmth rather than apocalyptic alarm, consistently deepens engagement and urgency in those you lead.

Guard

The chapter warns against two failure modes: setting dates based on current events and ignoring them due to organizational busyness. If you tend toward reactive, prophecy-sensationalist prophecy, build the discipline of testing every interpretation against Scripture before sharing it. If you tend toward organizational absorption that crowds out prophetic urgency, schedule prophetic reflection as a protected, non-negotiable leadership discipline.

SECTION SEVEN: SUMMARY AND PRAYER

The world is in agitation. Prophecies are fulfilling. Strange, eventful history is being recorded in the books of heaven. And the Adventist leader who is absorbed in organizational management while the prophetic clock moves forward is failing at the most essential dimension of Last Day leadership. Vigilance is awareness, steady, Spirit-formed, Scripture-anchored awareness that sees where things are going, guides people toward readiness, and leads with urgency. Know what to do.

A Prayer for Vigilant Leadership

Lord, I confess that the demands of ministry have sometimes crowded out the prophetic urgency You call me to carry. Give me understanding of the sons of Issachar, not a spirit of alarm, but a spirit of clarity. Help me to see the world through Your Word, to properly interpret the times, and to lead the people entrusted to me toward readiness for Your return. Come quickly, Lord Jesus. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

A vigilant leader does not react to the news. He reads the news through the News that never changes.

Increasing Vigilance

Eschatological Leadership, Seeing the World Through God's Word

CHAPTER NINE | LEADERSHIP SKILL: VIGILANCE LEADERSHIP

Sons of Issachar

"They had understanding of the times, to know what Israel ought to do"
1 Chronicles 12:32—This was not a passive gift. It is active discipline.

Three Perspectives for Vigilant Last Day Leadership

Personal perspective

Live from God's Word daily
Keep the prophetic present
Ask daily: How should I live
and lead for Christ's return?

Professional perspective

Keep eschaton before
your people
Integrate prophecy
into planning
Never forget the church's
unique prophetic mission

Prophetic perspective

Prepare people spiritually for
the Second Coming
Facilitate readiness through
outreach and evangelism

The Eschatological Weather Forecast—A Weekly Leadership Discipline

What is happening?

Current events examined
through a prophetic lens, not
through social media alarm

What is God saying?

Scripture and Spirit of Prophecy
as the interpretive lens for
every headline

What change in my work?

Prophetic insight translated into
specific leadership action and
pastoral care

Do not set dates; see the arc. Read the world through the Word, not the Word through the world.

Five Eschatological Realities Every Vigilant Leader Must Hold

God's love

for the lost
Genesis 3:15
Luke 19:10

Investigative

judgment
Daniel 8:14
1844

Final judgment

is coming
Revelation
20:11–15; 21:4

Time of trouble

is pending
Daniel 12:1
Matthew 24

Christ's return

is imminent
John 14:1–3
Central focus

1 Chronicles 12:32 • Testimonies for the Church, Vol. 9, p. 19 • Chapter Nine

"A vigilant leader does not react to the news. He reads the news through the News that never changes."

Deepening Compassion for Advocacy Leadership

LEADERSHIP SKILL: ADVOCACY LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

- I consistently balance my commitment to biblical truth with genuine Christlike compassion in my leadership interactions. 1 · 2 · 3 · 4 · 5
- When I address difficult situations or confront sin, people experience both my conviction and my care, not one at the expense of the other. 1 · 2 · 3 · 4 · 5
- I actively cultivate cultural intelligence and seek to understand the perspectives of those from backgrounds different from my own before I advocate. 1 · 2 · 3 · 4 · 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“He has shown you, O mortal, what is good. And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God.”—Micah 6:8

*“The strongest argument in favor of the gospel is a loving and lovable Christian.”
—The Ministry of Healing, p. 470*

Advocacy Leadership Defined

Advocacy Leadership is the Spirit-sustained capacity to stand firmly for biblical truth while simultaneously extending Christlike compassion to those being served, speaking truth in love, confronting sin with grace, and lifting people rather than tearing them down. It holds in dynamic tension what lesser leaders resolve too quickly: the conviction that truth must be declared and the conviction that it must be declared tenderly.

The chapter's central model is Jesus Himself, who never compromised truth but never used it as a weapon. His interactions with the woman caught in adultery and the Samaritan woman at the well both demonstrate what the chapter calls the rare synchrony between upholding truth and extending empathy. Moses interceded for Israel at the cost of his own name. Paul advocated for Onesimus with gentleness rather than apostolic authority. Daniel remained faithful without rebellion. Each model shows that the how of advocacy is as sacred as the what.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Elder Who Spoke Last

A church board was dealing with a painful situation, a ministry leader had fallen morally, and the congregation was divided between those demanding immediate removal and those calling for extended grace. The meeting grew heated. Several board members had already staked out strong positions before the facts were fully known.

The most senior elder in the room had said nothing for forty minutes. When he finally spoke, the room grew quiet: 'I want to make sure I understand what happened,' he said quietly. 'Not what we have heard, but what we know. I want to make sure that whatever we decide tonight, this person can still walk through the front door of this church next Sabbath and know they are loved.'

He did not minimize what had happened. He did not argue for leniency without accountability. But he reframed the entire conversation, from a disciplinary proceeding to a pastoral care moment. The board took a different kind of vote that night: one that held both truth and compassion in the same hand. 'The strongest argument for the gospel,' he reminded them as they closed in prayer, 'is a loving and lovable Christian. Let us be that tonight.'

Truth without compassion is a weapon. Compassion without truth is a compromise. Hold both.

SECTION FOUR: FACTS AND STATS

- Research on pastoral effectiveness found that congregations where members perceive their pastor as both theologically convictional and personally compassionate report 2.5 times higher levels of trust in leadership and greater willingness to follow the leader's direction on difficult issues.
- A study on church conflict resolution found that the most effective resolutions, those that preserved both relationships and biblical standards, were consistently led by leaders who spoke later rather than first, asked more questions than they made statements, and explicitly named both the truth at stake and the person's dignity before proposing any course of action.

- Ellen G. White identified the deficit of compassionate advocacy as a primary reason for evangelistic ineffectiveness in Adventist ministry, writing in *Gospel Workers* that ministers who are ‘deficient in faith, hope, and love’ and who lead with cold truth rather than warm conviction undermine the very message they intend to advance.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter begins by noting that Jesus was both the fearless proclaimer of eternal truth and the most compassionate presence in any room. When people in your ministry face conflict between your conviction and your compassion, which one usually prevails? And what does that cost?
2. Ellen G. White warned against ‘strange fire’ in leadership, harsh words, self-importance, domineering, and restricting God’s people through arbitrary authority. These practices corrupt the advocacy role. Have you seen any of these practices in yourself? What can you do to identify and eradicate them?
3. Cultural intelligence is essential to compassionate advocacy. This capacity to function effectively across diverse cultural contexts without compromising biblical truth is crucial. In what ways is your leadership context cross-cultural? Where is it possibly deficient, and who could help you develop it?

SECTION SIX HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This week, before every significant leadership conversation, especially any that involves confrontation, correction, or advocacy, ask yourself two questions: What truth needs to be spoken here? And how can I speak it in a way that lifts the person rather than tears them down? This discipline is not softening truth. It ensures the person can hear it because they know they are loved.

Test

Identify one person in your ministry context whose perspective on a difficult issue differs significantly from yours, theologically, culturally, or experientially. Schedule a conversation with the explicit purpose of understanding their position more fully before you speak to it. Not to change your position because the leader who understands before being understood advocates far more effectively.

Guard

The chapter warns that zeal for truth can produce a judgmental or superior spirit that undermines the very message being declared. Ask a trusted colleague this week: In your observation, do I tend more toward harshness or toward the avoidance of difficult truth? Listen to others and know yourself. Both failure modes, coldness and capitulation, damage the advocacy role.

SECTION SEVEN: SUMMARY AND PRAYER

The Last Day leader is called to be a compassionate advocate, not an either-or leader who chooses between truth and compassion, but a both-and leader who refuses to separate them. Jesus never did. Moses never did. Paul never did. Daniel never did. The most powerful advocates for truth in Scripture were also the most compassionate presences in the room. Their words had power because their lives have love. That is the calling. Speak the truth. Speak it in love. Always give hope.

A Prayer for Compassionate Advocacy

Lord, I confess that I have sometimes used truth as a weapon rather than as a gift. I have been more committed to being right than to being redemptive. Give me the balance that Jesus carried, the fearless commitment to Your Word and the tender compassion for the people Your Word is meant to heal. Teach me to speak truth in love. Let my leadership be a strong argument for the gospel. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

Truth without compassion becomes a weapon. Compassion without truth becomes a compromise. The Last Day leader holds both.

Deepening Compassion

Advocacy Leadership, Holding Truth and Compassion in the Same Hand

CHAPTER TEN | LEADERSHIP SKILL: ADVOCACY LEADERSHIP

Truth Without Compassion Becomes a Weapon

Compassion Without Truth Becomes a Compromise

The Last Day leader holds both, never one at the expense of the other.

Four Biblical Models of Compassionate Advocacy

Moses

Pleaded for Israel at
his own cost
Exodus 32:31–32

Jesus

Truth and grace in
perfect synchrony
John 4 • John 8

Paul

Advocated with
persuasion, not rank
Philemon 1:10

Daniel

Faithful without
rebellion or disrespect
Daniel 6:10

Christ's Method—The Supreme Model of Advocacy Leadership

Mingle • Show sympathy • Minister to needs • Win confidence • Then bid “Follow Me”

“The strongest argument in favor of the gospel is a loving and lovable Christian.”—Ministry of Healing, p. 470

Four Qualities of Compassionate Advocacy Leadership

Truth in love

Ephesians 4:15
Never one
without other.
Conviction and
care together.

Gentleness

Gospel Workers, p. 91
Gentler means
your effect is far
more effective
than harsh measures

Cultural intelligence

Understand first
Advocate efficiently
and intentionally
across diverse
cultural contexts.

Restoration focus

Review & Herald, 1911
Lift people, never beat
down hope springing in
their hearts, no matter.

Three Failure Modes—Guard Against Both Extremes

Cold truth without compassion

Harshness • domineering • self-importance •
arbitrary authority – find the balance
Drives people away from the truth being declared

vs.

Warm compassion without truth

Avoidance • capitulation • people-pleasing •
silence on difficult issues – find the balance
Fails the people it intends to protect

Micah 6:8 • The Ministry of Healing, p. 470 • Gospel Workers, p. 91 • Chapter Ten

“Truth without compassion becomes a weapon. Compassion
without truth becomes a compromise. The Last Day leader holds both.”

Proclaiming Truth for Prophetic Leadership

LEADERSHIP SKILL: PROPHETIC LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

- I consistently and courageously proclaim biblical truth, even when it is unpopular, inconvenient, or costly. 1 • 2 • 3 • 4 • 5
- I make eternal truth relevant and applicable to the real struggles of the people I serve, not just propositional but practical. 1 • 2 • 3 • 4 • 5
- My prophetic voice is grounded in daily Scripture study, confirmed by the Spirit of Prophecy, and demonstrated in my own life before I declare it to others. 1 • 2 • 3 • 4 • 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“Surely the Sovereign Lord does nothing without revealing His plan to His servants the prophets.”—Amos 3:7

“None but those who have fortified the mind with the truths of the Bible will stand through the last great conflict. To every soul will come the searching test: Shall I obey God rather than men?”—The Great Controversy, p. 593

Prophetic Leadership Defined

Prophetic Leadership is the Spirit-impelled calling, open to all believers illuminated by God’s Word, to align life and leadership with God’s revealed truth, proclaim that truth with clarity and courage in an age of deception, and translate it into action that addresses both the spiritual and practical needs of real people. It is not prediction. It is proclamation. It is not just foretelling, it is forth-telling: speaking present truth to present circumstances with biblical authority.

The chapter makes a critical distinction: truth that stays in the head but produces no change in the heart is not prophetic leadership, it is propositional religion. Prophetic leaders are distinguished not

just by what they declare but by how they live. They are concerned not just with a person's diet but with ensuring no child goes to bed hungry. They introduce people to the Bread of Life and give them a loaf of bread. They reach up to touch the divine while reaching out to touch the broken.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Pastor Who Stayed

A young pastor accepted a call to serve a congregation in one of his city's most neglected neighborhoods. His conference superintendent asked him honestly: 'Are you sure about this? The community has significant challenges. Most young pastors ask to transfer within two years.'

He stayed for eleven years. In that time the church launched an after-school tutoring program, a food pantry that served three hundred families weekly, and an employment readiness workshop that helped dozens of men find stable work. The church grew from sixty-two members to nearly three hundred, most of them people from the neighborhood who had never attended church before.

When asked what drove the growth, he did not attribute it to evangelistic series or outreach programs. 'We preached the Three Angels' Messages every Sabbath,' he said. 'And we lived them every day of the week. We gave people bread. And we introduced them to the Bread of Life.'

He quoted Blue's chapter from memory: "Prophetic leadership reaches up to touch the divine while reaching out to touch the broke! We just tried to do both at the same time."

The prophetic leader does not wait for the Second Coming to address injustice. He or she starts now.

SECTION FOUR: FACTS AND STATS

- Research on church growth in urban and underserved communities consistently finds that congregations whose leaders integrate prophetic proclamation with practical community service, meeting physical needs alongside spiritual ones, grow at rates three to four times higher than those that separate proclamation from service.
- A Barna study on young adult retention in Adventist churches found that the single most frequently cited reason young adults remain engaged is that they see their church addressing real-world justice and compassion issues, not merely doctrinal correctness—truth translated into action.
- Ellen G. White addressed the prophetic responsibility of the Adventist church in more than 400 passages, linking the proclamation of the Three Angels' Messages with ministry to the marginalized, warning that truth proclaimed without lived demonstration loses its persuasive power.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter opens with Blue's description of growing up in Boston, knowing Johnny the Junkie and Emma the prostitute, and finding his church preaching vegetarianism and heavenly mansions while people had nothing to eat and no hope. He asks: 'Is there a word from the Lord for me?' Think of the specific community your ministry serves. Is there currently a credible word from your ministry for them?
2. The chapter distinguishes prophetic leadership from merely 'speaking truth to power', arguing that biblical prophetic leadership is grounded in God's unimpeachable Word, not personal ideology. Honestly assess yourself: how tightly is your prophetic voice anchored to Scripture and the Spirit of Prophecy?
3. Ellen G. White wrote that many reformers began with prudence but were eventually moved by the Spirit to speak plain, difficult truth regardless of consequence, and that they could not refrain from it. Have you experienced a moment when truth demanded a response that was neither safe nor politic?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This week, fortify your mind with one extended study session focused not on prophetic clarity, but on reading Daniel, Revelation, or a sustained section of the Spirit of Prophecy, with the specific question: What is God saying to this hour? What truth needs to be proclaimed that I have been soft on, avoided, or failed to make relevant to the people I serve? Name it. Write it.

Test

Identify one concrete way this week that you can translate a proclaimed truth into a lived action, something that addresses a real need in the community around your ministry. Bring bread to someone who literally needs it. Notice what it does to the credibility of your proclamation.

Guard

The chapter warns against two prophetic failures: staying silent when truth demands a response, and speaking loudly without a life that backs the proclamation. Which of these two is your greater temptation right now? Both require honest reckoning before God.

SECTION SEVEN: SUMMARY AND PRAYER

In a time of deceit, telling the truth is a revolutionary act. The prophetic leader is not a headline-chaser or a culture-warrior; he or she is a person so saturated with the Word of God, so aligned with the Spirit of Prophecy, and so present to the real needs of the people around him that when the moment

demands a response, he cannot refrain. He has fortified his mind with truth. He has lived that truth in his community. Clearly. Boldly. At cost.

A Prayer for Prophetic Courage

Lord, I want to be a prophetic leader, not a loud one, not a self-righteous one, but a true one. Saturate my mind with Your Word until it becomes the instinctive lens through which I see everything. Let my life so clearly demonstrate the truth I proclaim that when the moment of moral and spiritual crisis comes, my voice carries the weight of a life lived. Give me the courage to speak when it costs something. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

The prophetic leader does not wait for the Second Coming to address every injustice. He introduces people to the Bread of Life, and gives them bread.

Proclaiming Truth

Prophetic Leadership, Speaking Truth, Living Truth, in Deceptive Times

CHAPTER ELEVEN | LEADERSHIP SKILL: PROPHETIC LEADERSHIP

Open to All Believers Illuminated by God's Word

You do not have to be a prophet to lead prophetically.

All leaders illuminated by the Word are prophetic leaders.

"Surely the Sovereign Lord does nothing without revealing His plan to His servants the prophets."—Amos 3:7



Two Dimensions of Prophetic Proclamation

Foretelling

Predictions regarding the future

God's unfolding plan of salvation

The prophetic arc of history toward Christ

Forth-telling

Responding to current realities

Present truth for present people

Eternal truth made relevant to this moment



Three Marks of Genuine Prophetic Leadership

Fortify the mind

Daily Scripture study

Spirit of Prophecy anchored

Biblical, not ideological

Model through action

Truth lived before being declared

Faith translated into deeds

Justice • mercy •

compassionate service

Speak boldly

Neither safe nor politic

Stand when the moment

demand a response, at cost

if necessary



The Prophetic Leader Reaches in Both Directions Simultaneously

Reaches up to touch the divine • Reaches out to touch the broken

"Introduces people to the Bread of Life, and gives them bread to live."

Four Truths Prophetic Leaders Declare at Inconvenient Times

Faith must be
translated into action

James 2:17

Personal piety
manifests in
social action

Micah 6:8

Faith without
works is dead

James 2:26

Justice delayed is
justice denied

Isaiah 1:17

Amos 3:7 • The Great Controversy, p. 593 • Testimonies, Vol. 8, p. 332 • Chapter Eleven

"The prophetic leader introduces people to the Bread of Life but doesn't ignore the need for real bread in the process; the full gospel deals with the whole person!"

Strengthening Faith for Enduring Leadership

LEADERSHIP SKILL: ENDURANCE LEADERSHIP

SECTION ONE: LEADERSHIP PULSE CHECK

Before engaging this chapter, rate yourself honestly. Circle 1 (rarely true) to 5 (consistently true). I will return to these questions to see whether my thinking has changed after reading this chapter.

- If my leadership season ended tomorrow, I could say honestly that I would leave with peace, integrity, and a clear conscience before God and others. 1 • 2 • 3 • 4 • 5
- I have the daily anchoring practices, prayer, Scripture, Sabbath recalibration, and conscience examination that sustain long-term faithfulness rather than short-term performance. 1 • 2 • 3 • 4 • 5
- I have trusted accountability relationships with people who know me well enough to ask hard questions and tell me the truth. 1 • 2 • 3 • 4 • 5

My pre-assessment score: _____ / 15

SECTION TWO: FOUNDATION, DEFINITION, AND SUMMARY

“Here is the patience of the saints; here are those who keep the commandments of God and the faith of Jesus.”—Revelation 14:12

“Many who begin the Christian life well do not finish the race. Perseverance in well-doing is essential to the formation of a symmetrical Christian character.”—Testimonies for the Church, Vol. 5, p. 388

Endurance Leadership Defined

Endurance Leadership is the Spirit-sustained capacity to remain faithful in character, conviction, and calling until the final chapter of your influence, not merely starting strong but finishing faithfully. It rests on two intertwined capacities: Spiritual Resilience, the ability to remain spiritually anchored under prolonged strain through daily communion, Holy Spirit partnership, and returning to God

before reacting to pressure; and Integrity Courage, the willingness to obey God when obedience costs something, built in private long before it is tested in public.

The chapter opens with the question every leader must eventually face: Will I still be standing at the end? Not standing in position, visibility, or influence, but standing in faith, integrity, and peace with God. The tragedy is rarely sudden. It is almost always gradual. Spiritual, faithful endurance is vital.

SECTION THREE: PARABLE OF WHAT SUCCESS LOOKS LIKE

The Pastor Nobody Wrote About

He served one church for forty years. He was never famous. He never wrote a book. He never spoke at a large conference. His name appeared in no denominational magazines. He drove the same car for eleven years and lived modestly in the parsonage the church provided. But he faithfully loved that congregation. He consistently preached the Word. He lived with integrity. And he finished well.

Decades after his retirement, people still talked about him with deep respect. Young pastors sought him out for counsel. His grandchildren followed Jesus. His marriage was strong. His conscience was clear. When one of those young pastors asked him the secret, he paused for a long time.

‘I decided early,’ he said finally, ‘that the measure of a ministry is not what people say about it at its height. It is what they say about it twenty years after it ends. I just tried to make sure those twenty years would be honest ones.’

The final measure of leadership is not applause. It is alignment. Not success, endurance.

SECTION FOUR: FACTS AND STATS

- Research on pastoral ministry longevity found that leaders who maintain daily spiritual disciplines, Scripture meditation, prayer, and structured accountability are three times more likely to finish their ministry with their integrity and relationships intact than those who rely on giftedness.
- A study of leadership derailment found that the most common derailer among ministry leaders was not a single catastrophic failure but a pattern of small, incrementally rationalized compromises, confirming the chapter’s warning that moral drift is almost generally gradual, never sudden.
- Ellen G. White identified the capacity to persevere under prolonged pressure as among the most critical and neglected dimensions of end-time leadership preparation, writing that ‘those who are to stand in the time of trouble must be prepared’ not merely through knowledge but through the formation of a character built across decades of faithful, consistent obedience.

SECTION FIVE: REFLECTIONS FOR THOUGHT

1. The chapter identifies four common derailers: moral drift, emotional exhaustion, fear of loss, and unresolved disappointment. Be brutally honest. Which of these four is your greatest current vulnerability, not theoretically, but in your actual leadership life right now? What warning signs, if any, are present?
2. The chapter contrasts Solomon and Demas, leaders who started with extraordinary gifting and proximity to God but did not finish well, with Daniel, Esther, and Paul, who endured. What made the difference? And which trajectory does your current pattern of daily disciplines, accountability relationships, and spiritual practices most resemble?
3. Baker describes the four cultivated practices of endurance: daily anchoring, accountable relationships, energy stewardship, and identity re-centering. Which of these four is most underdeveloped in your life right now? What is it costing you, and what would strengthening it make possible?

SECTION SIX: HOW CAN THIS BE REALIZED IN MY LIFE?

Cultivate

This week, institute or reinstate one daily anchoring practice that you have allowed to erode, not a public discipline but a private one. Consistent Scripture meditation, honest prayer, and a regular conscience examination. The chapter is clear: endurance is built in quiet consistency long before it is tested in public crisis. The daily faithfulness that no one sees is the endurance that holds.

Test

Identify the person in your life who most consistently tells you the truth, who has both the relationship and the courage to name your blind spots. If that person does not exist, finding one is an important priority in leadership development. Schedule a conversation specifically to ask: What may be possible sensitive areas? Listen without defending.

Guard

Identify your potential derailer. Out of the four: moral drift, emotional exhaustion, fear of loss, unresolved disappointment, which one do you feel most susceptible to? Write it down. Bring it to God in prayer, then set up guardrails. The leader who recognizes their vulnerability and actively remains on guard is more likely to finish well than the one who assumes their gifts will protect them.

SECTION SEVEN: SUMMARY AND PRAYER

The race is long. The pressure is real. The temptations are constant. And some of the most gifted leaders in the history of this movement did not finish well. But God's grace is sufficient, the strength is made perfect in weakness, and the promise stands: the Last Day leader who wants to finish faithfully

must build the roots now, in private, in ordinary days, in the disciplines no one applauds, and no one sees. Roots that go deep enough to hold when the storm comes.

A Prayer for Enduring Faithfulness

Lord, I want to finish well. Not famously, faithfully. Not with the loudest commendation, but with the quietest conscience. I confess the places where I have already begun to drift, the compromises I have rationalized, the spiritual disciplines I have allowed to erode. Rebuild me. Give me roots that go deeper than my gifts, anchors that hold stronger than my ambitions, and an integrity that remains when no one is watching. Let the final chapter of my leadership be the truest one. Amen.

SECTION EIGHT: INTENTIONS

Identify two specific actions you will take as a result of this chapter.

Intention 1

- My specific action: _____
- My accountability partner: _____
- My target date: _____

Intention 2

- My specific action: _____
- My accountability partner: _____
- My target date: _____

CHAPTER MOTTO

The final measure of leadership is not applause. It is alignment. Not success, endurance. Finish faithfully.

Strengthening Roots to Finish Strong

Endurance Leadership, Finishing Faithful, Not Merely Starting Strong

CHAPTER TWELVE | LEADERSHIP SKILL: ENDURANCE LEADERSHIP

The Question Every Leader Must Face

Will I still be standing at the end, not in position or visibility, but in faith, in integrity, and in peace with God?

"Here is the patience of the saints; here are those who keep the commandments of God and the faith of Jesus." Revelation 14:12

Two Intertwined Capacities of Endurance Leadership

Spiritual Resilience

Remain spiritually anchored under prolonged strain
Daily communion • Sabbath recalibration
Return to God before reacting to pressure

Integrity Courage

Obey God when obedience costs something
Built in private, long before being tested in public
Daniel's pattern: purpose in the heart first

Four Derailers—Why Leaders Do Not Finish Well

Moral drift

Small rationalizations that compound; the line moves until it disappears

Emotional exhaustion

Pouring out without being filled up; eventually, the tank runs dry

Fear of loss

Position • reputation
• approval: drive decisions instead of calling

Unresolved disappointment

Bitterness that hardens into disengagement and drift

Four Practices That Build Roots Deep Enough to Hold

Daily anchoring

Scripture • Prayer
Conscience examination

Accountable relationships

Scripture • Prayer
Conscience examination

Energy stewardship

Sabbath • Rest and rhythms of renewal

Identity re-centering

Called servant—not performer or politician

Matthew 25:21 — The final commendation

"Well done, good and faithful servant." It does not celebrate visibility, metrics, or growth percentages. It honors faithfulness, steady obedience, character that holds under pressure, convictions that do not bend when tested

"A long obedience in the right direction!"

Revelation 14:12 • 2 Timothy 4:7-8 • Testimonies, Vol. 5, p. 388 • Chapter Twelve

"The final measure of leadership is not applause. It is alignment. Not success but endurance. Finish faithful."

CONCLUSION

You Were Made for This Moment

“Be faithful until death, and I will give you the crown of life.”—Revelation 2:10

You have now walked through 12 chapters, 12 tools, and 12 invitations to explore more deeply. You have reflected, assessed, prayed, and set Intentions. The work you have done on these pages is not just a formality; it is a shaping process. But remember, the workbook is only as valuable as what you do after you close it.

The book you have just studied and explored, *Leadership in the Last Days*, was built on the belief that the final era of Earth’s history requires something specific from its leaders, not just skill or strategy, but character, discernment, endurance, and a Spirit-empowered faithfulness that does not bend under pressure or fatigue. These pages have challenged you to examine yourself honestly in light of that calling. That examination is not the finish line. It is the starting point.

Seriously, revisit and reflect on the valuable materials from each of these 12 chapters, the personal application tasks they include, and study and review the crucial information found in the five Appendices. Return to them. Preach, teach, and share these principles. Partner with someone who will hold you accountable for them. Pray over them. The most significant leadership development that will ever happen in your life will not take place in a classroom or conference; it will happen in the daily, often unnoticed choices you make to lead with integrity, to listen before you speak, to endure when you want to quit, to lead with courage when you want to merge into the crowd, and to keep eternity in view when everything around you presses for short-term solutions.

The twelve tools are not a checklist; they are a guide. Strategic intelligence, character, life design, balance, crisis readiness, discernment, creative problem-solving, integrity, vigilance, compassion, truth-telling, and endurance aren’t twelve separate tasks. They are twelve aspects of a single calling: to be the leader God needs in this unique, unrepeatable moment in history. You are that leader. Not perfect. Not finished. But willing, and God has always done His greatest work through willing people.

The church needs you. The mission needs you. People need you. The next generation needs to see leaders who won’t shrink back, become cynical, or trade their eternal purpose for temporary comfort. This workbook has helped you assess your readiness. Now, go lead.

Christ is coming. Lead His people well.

“Congratulations, good and faithful leader! You have been dependable with a little, and now I will trust you with much. Come and share in the happiness of your Master!” Matthew 25:21 (paraphrased)

APPENDIX 1

Last Day Leadership Competencies Summary

Leadership in the Last Days, 2nd Edition • Twelve Chapters at a Glance

Part I—Foundational Skills (Chapters 1-6)

1: Strategic Intelligence

Integrate intelligence across all four areas of life in thought and action:

**Spiritual • Physical
Emotional • Experiential**

2: Character Development

Character consciously improving in operation with the Holy Spirit: life battles most often won or lost in ordinary moments and decisions.

3: Life Design

Co-design your life with God as the ultimate End User. God helps us choose a life plan that honors Him and fulfills us.

4: Work-life Balance

Protect the rhythms God designed. He has given us wisdom and insight to know how to help us balance the essential components of life.

5: Crisis Management

Crises will come, not if but when. Wise leaders prepare in advance. See PAIR framework: Prepare, Assess, Implement, Recover

6: Discerning Understanding

Leaders who have studied the Word and history, developed depth of truth, tested impressions, regulated responses, will know what to do.

Part II—Mission-Driven Skills (Chapters 7-12)

7: Creating Solutions

Mission never changes. Methods must. So, the challenge is to discover the new thing that God has to solve solutions to move forward.

8: Developing Integrity

Leadership is a probationary time to practice integrity and fidelity as we, and others, build our character for time and eternity.

9: Increasing Vigilance

Honing skill/ability to understand times and news through the Bible, SOP with an accurate sense to lead and prepare others for heaven.

10 Deepening Compassion

In spite of turbulent times, dangerous times, leadership that blends truth and compassion to live well and do good in ministry.

11: Proclaiming Truth

Contextual ministry lives and speaks truth; it introduces people to the Bread of Life and provides them with physical bread to live on.

12: Enduring Faith

Spiritual roots that dig deep in spiritual depths that endure faithfully to the very end, still standing for and in Christ.

The Final Commendation

"Well, done, good and faithful servant."—Matthew 25:21

APPENDIX 2

Last Day Leader's Competency Dashboard

A snapshot of your integration across all twelve leadership skills

Rate yourself honestly on each of the twelve Last Day Leadership competencies. Circle 1 (rarely demonstrated) through 5 (consistently demonstrated). Mark the competencies you identify as your highest-priority areas for development.

Ch.	Leadership Skill	Core Focus for Last Day Leadership	Rating (1-5)	Priority?
1	Strategic Intelligence *Intelligence Leadership	Integrated across all four intelligences— Spiritual, Physical, Emotional, Experiential	/ 5	☐ Yes
2	Character Development *Character Leadership	Christlike character as the foundation of all leadership effectiveness	/ 5	☐ Yes
3	Life Design *Formation Leadership	Intentional co-design of life with God as the ultimate End User	/ 5	☐ Yes
4	Work-life Balance *Balance Leadership	Protecting the rhythms God designed— Sabbath, rest, sustainable ministry	/ 5	☐ Yes
5	Crisis Management *Crisis Leadership	The PAIR framework—Prepare, Assess, Implement, Recover	/ 5	☐ Yes
6	Discerning Understanding *Discernment Leadership	Seeing clearly through confusion—five disciplines that grow discernment	/ 5	☐ Yes
7	Creating Solutions *Solutions Leadership	Distinguishing mission (fixed) from methods (adaptable)—five-step framework	/ 5	☐ Yes
8	Developing Integrity *Integrity Leadership	Leadership as probationary time—daily character built for eternity	/ 5	☐ Yes
9	Increasing Vigilance *Vigilance Leadership	Eschatological leadership—three perspectives for watchful leadership	/ 5	☐ Yes
10	Deepening Compassion *Advocacy Leadership	Advocacy leadership—truth and compassion held in the same hand	/ 5	☐ Yes
11	Proclaiming Truth *Prophetic Leadership	Prophetic leadership—foretelling and forth-telling present truth	/ 5	☐ Yes
12	Strengthening Roots *Endurance Leadership	Endurance leadership—two capacities, four derailers, four anchoring practices	/ 5	☐ Yes
	TOTAL SCORE	Add all 12 ratings together	/ 60	

SCORE INTERPRETATION GUIDE

Score	What it suggests
50–60	Strong integration—maintain and model
38–49	Developing well—identify your top 3 gaps and close them
25–37	Growing—prioritize the lowest-scoring 4 and build a 90-day plan
Below 25	Early formation—work through this workbook chapter by chapter with an accountability partner

My highest-scoring competency (what I will continue to model and maintain):

My lowest-scoring competency (my highest-priority growth area):

The three competencies I will focus on developing over the next 90 days:

APPENDIX 3

The Twelve Last Day Leadership Chapter Mottos

LEADERSHIP IN THE LAST DAYS, 2ND EDITION

1. Strategic Intelligence The Last Day leader is not merely competent in one area. He is integrated across all four.	7. Solutions Leadership Mission never changes. Methods must. God is doing a new thing. Will you recognize it?
2. Character Leadership Doctrine informs. Character transforms. The battle is won or lost in ordinary moments.	8. Integrity Leadership Integrity is not built in the moment of testing. It is revealed there. Use leadership probation wisely.
3. Formation Leadership You cannot lead well what you have not designed well. Co-design your life with God and His plan.	9. Vigilance Leadership A vigilant leader does not react to news; he understands the times through the Word and SOP.
4. Balance Leadership What leaders protect reveals what the leaders truly value. Carefully protect the life rhythms God gives.	10. Advocacy Leadership Truth without compassion becomes a weapon. Compassion without truth becomes a compromise.
5. Crisis Leadership Preparation is not a failure of faith. It is an act of faith. Fly the plane, but first prepare and check the plane.	11. Prophetic Leadership The prophetic leader introduces people to the Bread of Life and then gives them bread to live life for God.
6. Discernment Leadership In tough times, the leader who slows down, prepares, and then acts moves forward effectively. Move with wisdom, prayer, watchfulness.	12. Endurance Leadership The final measure of leadership is not applause. It is a lasting alignment with God. Finish faithfully

APPENDIX 4

Two-Dimensional Leadership Evaluation

24 Questions across all twelve chapters—rated, scored, and profiled

For each chapter, rate yourself on questions using a scale of 1 (rarely true of my leadership) to 5 (clearly true). Be honest, this self-assessment is for your growth, not your evaluation. Total your chapter subtotals at the end for your overall profile.

Chapter 1 | Strategic Intelligence

1. I consistently maintain all four intelligences: Spiritual, Physical, Emotional, and Experiential, without neglecting any while developing the others. 1 · 2 · 3 · 4 · 5
2. I apply the H.A.L.T. discipline before significant decisions, and my daily habits reflect intentional stewardship of my whole person. 1 · 2 · 3 · 4 · 5

Chapter 1 subtotal: ____ / 10

Chapter 2 | Character Development

1. My private conduct is consistent with my public leadership; there is no significant gap between who I am when observed and who I am when I am not. 1 · 2 · 3 · 4 · 5
2. I prioritize long-term character formation over short-term performance, and I view current leadership challenges as opportunities to deepen Christlike character. 1 · 2 · 3 · 4 · 5

Chapter 2 subtotal: ____ / 10

Chapter 3 | Life Design

1. I have an intentional, written life plan anchored in biblical values, and I regularly review and refine it in partnership with God. 1 · 2 · 3 · 4 · 5
2. I am theologically competent, professionally credible, and spiritually mature; growing in all three dimensions, not excelling in one while neglecting the others. 1 · 2 · 3 · 4 · 5

Chapter 3 subtotal: ____ / 10

Chapter 4 | Work-life Balance

1. I protect my Sabbath rest and my personal spiritual renewal as non-negotiable leadership disciplines, not optional additions when time permits. 1 · 2 · 3 · 4 · 5

2. I consistently pour into my family relationships, physical health, and emotional reserves, not running on borrowed capital. 1 · 2 · 3 · 4 · 5

Chapter 4 subtotal: ____ / 10

Chapter 5 | Crisis Management

1. I have a written crisis management plan that my team has reviewed, and I have identified the crisis vulnerabilities in my ministry context. 1 · 2 · 3 · 4 · 5
2. In past crises, I have successfully maintained all three awareness questions, situational, emotional, and spiritual, without being controlled by any one of them. 1 · 2 · 3 · 4 · 5

Chapter 5 subtotal: ____ / 10

Chapter 6 | Discerning Understanding

1. Before responding publicly to a controversy or crisis, I consistently filter it through Scripture rather than social media, headlines, or emotional pressure. 1 · 2 · 3 · 4 · 5
2. I am aware of my own primary discernment vulnerability, alarmism, minimizing, defensiveness, affirmation-seeking, or conflict avoidance, and I actively guard against it. 1 · 2 · 3 · 4 · 5

Chapter 6 subtotal: ____ / 10

Chapter 7 | Creating Solutions

1. I consistently distinguish between biblical principles (which never change) and cultural methods (which must adapt to serve the mission). 1 · 2 · 3 · 4 · 5
2. When I face persistent problems, I diagnose to the root cause using the Five Whys before proposing solutions, and I test before I scale. 1 · 2 · 3 · 4 · 5

Chapter 7 subtotal: ____ / 10

Chapter 8 | Developing Integrity

1. I view my current leadership season as probationary time, a divine opportunity to build character that will last for eternity, and I treat it accordingly. 1 · 2 · 3 · 4 · 5
2. I have trusted accountability relationships with people who know me well enough to ask hard questions and tell me the truth without my becoming defensive. 1 · 2 · 3 · 4 · 5

Chapter 8 subtotal: ____ / 10

Chapter 9 | Increasing Vigilance

1. I actively integrate an eschatological perspective into my leadership decisions, planning, and pastoral care, not as an afterthought but as a primary frame. 1 · 2 · 3 · 4 · 5
2. I keep the prophetic present before myself and the people I lead, helping them see current events through the lens of Scripture rather than social media anxiety. 1 · 2 · 3 · 4 · 5

Chapter 9 subtotal: ____ / 10

Chapter 10 | Deepening Compassion

1. When people experience me in difficult leadership conversations, including confrontation and correction, they experience both my conviction and my genuine care. 1 · 2 · 3 · 4 · 5
2. I consistently seek to understand the perspectives of those from different backgrounds, cultures, and experiences before I advocate, not after. 1 · 2 · 3 · 4 · 5

Chapter 10 subtotal: ____ / 10

Chapter 11 | Proclaiming Truth

1. My prophetic voice is grounded in daily Scripture study and confirmed by the Spirit of Prophecy, not driven by cultural pressure, political alignment, or personal bias. 1 · 2 · 3 · 4 · 5
2. The truth I proclaim is demonstrated in my life; I introduce people to the Bread of Life and give them bread. 1 · 2 · 3 · 4 · 5

Chapter 11 subtotal: ____ / 10

Chapter 12 | Strengthening Roots

1. I have the daily anchoring practices, prayer, Scripture, Sabbath recalibration, and honest self-examination that sustain long-term faithfulness rather than short-term performance. 1 · 2 · 3 · 4 · 5
2. I have honestly named my primary derailers: moral drift, emotional exhaustion, fear of loss, unresolved disappointment, and I have a concrete guardrail in place against them. 1 · 2 · 3 · 4 · 5

Chapter 12 subtotal: ____ / 10

Total Assessment Score (add all 12 chapter subtotals) ____ / 120

SCORE INTERPRETATION GUIDE

Score	What it suggests
100–120	Integrated Last Day leader—strong across all dimensions. Your priority is to model and mentor.
75–99	Developing well—some dimensions strong, others growing. Identify the bottom 3 chapters, close gap.
50–74	Formational season—growth is ahead. Work through each chapter with an accountability partner.
Below 50	Early formation—commit to a 12-month intentional development plan. Change is possible.

My strongest three chapters (highest subtotals):

My three priority growth chapters (lowest subtotals):

What this assessment reveals about my leadership that I most need to act on:

APPENDIX 5

A Practical Guide on How to Use and Share This Last Day Leadership Workbook (and Book) in Multiple Settings

The following appendices provide practical tools to help you make the most of this workbook. These resources will guide you in applying the twelve leadership principles effectively. This also provides a template for using the book/workbook chapters in group settings, including leadership teams, church groups, small groups, and family discussions. Whether planning a half-day workshop, full-day seminar, weekend retreat, or multi-session training, these materials will help you design effective learning experiences. While each chapter contains assessment questions and resources, this guide shows how to facilitate meaningful group dialogue and application.

WORKBOOK WITH THE BOOK IN PERSONAL STUDY

Integration Strategies and Uses:

Step 1: Read the book chapter

- Begin by reading the corresponding chapter in *Leadership in the Last Days*
- Take notes on key concepts, quotes, and insights that resonate with you
- Allow time for thorough reading, and see what resonates with you

Step 2: Review the workbook outline

- Read through the chapter outline in the workbook
- This reinforces the key concepts and provides structure
- Note the major sections to be assessed

Step 3: Complete the brief pulse check self-assessment

- Honestly rate yourself on the Leadership Pulse Check questions
- Don't rush; take time to reflect on each question
- Consider seeking input from trusted colleagues or mentors
- Calculate your total score and per-area scores

Step 4: Engage with interactive assignments

- Answer the Reflection, Realization, and Intentions inquiries thoughtfully
- Complete the assignment(s) within the week or within a reasonable time
- Share progress with an accountability partner

Step 5: Settle on the speed you want to finish the lessons

- Intensive Study (1 Chapter per Week)
- Moderate Study (1 Chapter per 2 Weeks)
- Extended Study (1 Chapter per Month)

Step 6: Accountability Partnership

For maximum effectiveness, partner with another participant who is also working through the material. Meet regularly (weekly or biweekly) to share assessment results and growth areas. Discuss homework assignments and insights gained. Pray together for wisdom and growth. Challenge and encourage one another. Celebrate progress and victories

Step 7: Going Deeper

After completing each workbook chapter, consider: rereading the corresponding book chapter with fresh eyes; exploring the Deeper Study section questions; researching additional Bible and Ellen White materials on the topic; reading recommended resources and Appendices; teaching concepts to others to solidify learning utilizing the “one of the best ways to learn is to teach!”

Remember: Leadership development is a journey, not a destination. Be patient with yourself, celebrate small wins, trust God to complete the good work He has begun in you (Philippians 1:6).

GROUP STUDY FORMATS

The book and workbook materials have multiple uses across a variety of formats. Here is a range of the usages and settings for consideration.

Leadership Team Format (Monthly or Quarterly)

- Work through all 12 chapters systematically or select relevant chapters for current challenges or settings
- Each member completes the chapter independently before meeting
- Discussion focuses on team application and strategic implementation
- Duration: 90–120 minutes per chapter

Church Small Group Format (Weekly or Biweekly)

- Work through all 12 chapters systematically or select relevant chapters for current challenges or settings
- Blend personal growth with service application
- Emphasis on spiritual development and character formation
- Duration: 60–90 minutes per chapter

STANDARD SESSION TEMPLATE

Opening (10 minutes)

- Welcome and prayer
- Brief review of the previous session's commitments
- Preview of today's chapter and objectives

Content Review (20 minutes)

- Facilitator highlights the five major concepts from the chapter outline
- Read key Scriptures and Ellen White quotes together
- Clarify any questions about the content

Personal Sharing (20–30 minutes)

- Members share their self-assessment scores (optional)
- Discuss areas of strength and growth
- Share personal stories related to chapter themes
- Guidelines: Confidentiality, no judgment, active listening

Group Discussion (20–30 minutes)

- Use the discussion questions provided in the next column
- Encourage everyone to participate
- Focus on practical applications, not just theory
- Allow Holy Spirit to guide conversation

Application & Commitment (15–20 minutes)

- Each member identifies one specific action to implement this week
- Share commitments with the group for accountability
- Pair up for midweek check-ins if possible

Closing (5–10 minutes)

- Review key takeaways and action commitments
- Assign the next chapter for independent study
- Close with prayer for implementation and growth

HALF-DAY WORKSHOP FORMAT (4 HOURS)

Focus on 1–2 chapters in depth

Session 1: Introduction & Overview (30 minutes)

- Welcome, prayer, workshop objectives
- Overview of Leadership in the Last Days framework
- Icebreaker: Share one leadership challenge you currently face

Session 2: Core Content Teaching (60 minutes)

- Present main chapter content with PowerPoint or handouts
- Include biblical foundations, Ellen White insights, modern research
- Use stories, examples, case studies
- Q&A period

Break (15 minutes)**Session 3: Self-Assessment & Small Groups (60 minutes)**

- Participants complete chapter self-assessment (20 min)
- Small group discussion of results (40 min)
- Groups of 4–6 share insights and growth areas

Session 4: Action Planning & Closing (45 minutes)

- Individual action planning using workbook homework section (20 min)
- Partner commitment: pair up for accountability (10 min)
- Q&A and resource sharing (10 min)
- Closing prayer and challenge (5 min)

5. FULL DAY SEMINAR FORMAT (8 HOURS)

Focus on 3–4 related chapters

Morning Session (3.5 hours)

- 8:30–9:00am: Registration, continental breakfast
- 9:00–9:30am: Welcome, devotional, overview
- 9:30–10:45am: Chapter(s) teaching and discussion
- 10:45–11:00am: Break
- 11:00–12:15pm: Chapter(s) teaching and discussion

Lunch Break (1 hour)

- 12:15–1:15pm: Lunch provided, informal networking

Afternoon Session (3.5 hours)

- 1:15–2:30pm: Chapter(s) teaching and discussion
- 2:30–2:45pm: Break
- 2:45–4:00pm: Self-assessments and small group work
- 4:00–4:45pm: Action planning and commitments
- 4:45–5:00pm: Closing charge and prayer

WEEKEND RETREAT FORMAT (FRIDAY EVENING–SUNDAY NOON)

Friday Evening (3 hours)

- 7:00–7:30pm: Registration, welcome, orientation
- 7:30–8:15pm: Keynote: The Call to Last Day Leadership
- 8:15–9:30pm: Chapter 1–2 overview and discussion
- 9:30–10:00pm: Evening vespers and prayer

Saturday (Full day)

- 8:00–9:00am: Breakfast and morning worship
- 9:00–12:00pm: Sabbath School on chapters 3–4
- 12:00–1:30pm: Lunch
- 1:30–3:00pm: Nature walk reflection on chapters 5–6
- 3:00–5:00pm: Workshop sessions on chapters 7–8
- 5:00–6:30pm: Dinner
- 6:30–8:00pm: Vespers and testimony sharing

Sunday Morning (3 hours)

- 8:00–9:00am: Breakfast and devotional
- 9:00–10:30am: Final workshop on chapters 9–12 highlights
- 10:30–11:30am: Action planning and commitments
- 11:30am–12:00pm: Closing charge, accountability partnerships, prayer

Teaching Methods to Incorporate

- PowerPoint slides with key points and visuals
- Video clips illustrating leadership principles
- Case studies and role plays
- Think-pair-share activities
- Panel discussions with experienced leaders
- Interactive polling (show of hands, technology)

Post-Workshop Follow-up

- Send digital copies of presentations and resources
- Create online group for continued discussion
- Schedule 30-day follow-up check-in
- Provide additional recommended reading list
- Offer one-on-one coaching for interested participants

DEVOTIONAL FORMATS

Devotional (20–30 minutes)

- Develop 2–3 major concepts from one chapter
- Include personal testimony or case study
- Weave in multiple scriptures showing biblical pattern
- Use Ellen White quotes to deepen understanding
- Provide 2–3 practical action steps
- End with prayer and moment of personal reflection

Workshop or Leadership Presentation (60–90 minutes)

- Deep dive into 1–2 chapters with audience participation
- Teaching segments interspersed with interactive activities
- Include self-assessment opportunity
- Small group discussions and report-backs
- Provide handouts and action planning tools
- Q&A time for personal application

GENERAL TIPS AND BEST PRACTICES FOR PRESENTATIONS

1. Delivery Considerations

- **Begin with prayer**—Ask Holy Spirit to speak through you
- **Know your audience**—Adapt content to their context and needs
- **Tell stories**—Personal testimony and biblical narratives engage hearts
- **Use Ellen G. Whites strategically**—Don't overwhelm; select most powerful quotes
- **Be vulnerable**—Share your own struggles and growth areas
- **Make it practical**—Always answer “so what?” with clear applications
- **End with hope**—Point to Christ and His power to transform
- **Provide Resources**—Direct people to book and workbook for deeper study

2. Content Concerns

When adapting chapters for devotionals and talks, always connect leadership principles to:

- The urgency of the hour and Christ's soon return
- Our prophetic identity as Seventh-day Adventists
- The three angels' messages and our mission
- Character preparation for final events
- Being voices of truth in times of deception

3. Adapting for Different Groups

For Church Boards: Focus on organizational application and strategic planning

- **For pastoral staff:** Emphasize ministry context and shepherding applications
- **For young adults:** Use contemporary examples and career development angles

- **For families:** Simplify concepts, use stories, make it interactive and fun
- **For intergenerational groups:** Honor diverse perspectives and experiences

4. Facilitator Discussion Questions

Use these in addition to chapter-specific assessment questions:

Opening Questions (Choose 1–2):

- What stood out most to you in this chapter? Why?
- Which Bible or Ellen White quote resonated most deeply with you?
- What personal experience does this chapter connect to?

Depth Questions (Choose 2–3):

- How does this leadership principle relate to preparing for the Last Days?
- Where do you see this principle modeled in Scripture?
- What obstacles prevent leaders from practicing this principle?
- How does this principle reflect Christ's character?

Application Questions (Choose 2–3):

- What specific change will you make this week based on this chapter?
- How will you know if you're making progress in this area?
- Who can help hold you accountable for growth in this area?
- How can our group support your implementation of this principle?

5. Handling Discussions and Interactions

- Prepare thoroughly by studying both book and workbook chapter in advance
- Create safe environment: emphasize confidentiality and grace
- Manage dominant personalities; draw out quieter members
- Keep discussions focused; gently redirect rabbit trails
- Model vulnerability by sharing your own growth areas
- Don't feel pressure to have all the answers, learn together
- Follow up with members who share significant struggles
- Celebrate growth and progress each session