# Table of Contents

GETTING READY FOR THIS WORKSHOP .............................................................. 5

What to Do Before the First Session ................................................................. 5

SESSION ONE: EXPECTATIONS AND PURPOSE .............................................. 6

Expectations ....................................................................................................... 6

This Workshop’s Purpose ................................................................................ 6

Importance of Leadership in Ministry ............................................................. 6

SESSION TWO: WHAT AND WHO? .................................................................. 7

WHAT ARE THE ATTRIBUTES OF A GREAT LEADER? .................................. 7

1. Passionate ..................................................................................................... 7
2. Initiators & Motivators ................................................................................ 8
3. Humble ....................................................................................................... 9
4. Faithful ....................................................................................................... 10
5. Delegate .................................................................................................... 11
6. Visionary .................................................................................................... 12

EXAMPLES OF GREAT SUCCESS .................................................................... 13

- Jonas Salk .................................................................................................... 13
- Penske Race Team ...................................................................................... 13
- Thomas Edison and Bill Gates .................................................................... 13
- Judy Anderson ............................................................................................ 13

WRAPPING UP DAY ONE .................................................................................. 13

SESSION THREE: WHY? .................................................................................. 15

WHAT’S THE PURPOSE? .................................................................................. 15

SESSION FOUR: HOW ................................................................................... 16

Meeting Essentials .......................................................................................... 16

Stuff to Get Started ....................................................................................... 16

BASIC MEETING AGENDA ............................................................................. 17

ORDER OF MEETING ..................................................................................... 18

COMMUNICATING ........................................................................................... 19

APPENDIX ........................................................................................................ 25

*Leadership Lessons: 10 Keys to Success in Life and Business* ...................... 25

- Be a Skeptic .................................................................................................. 25
- Challenge Assumptions and Rules ............................................................... 25
- Don’t Be a Victim of Your Own Expertise ....................................................... 26
- Change the Limits of Your Thoughts .............................................................. 27

BIBLIOGRAPHY .............................................................................................. 29
Bethany Leadership Workshop

GETTING READY FOR THIS WORKSHOP

What to Do Before the First Session

1. **Pray!**
   The future of our ministry together begins with our relationship with God. True leadership requires an ongoing relationship with our True Leader.

2. **Examine**
   Ask yourself why you are at Bethany. How can you make the church a better place. What can you do to enhance the quality of our church?

3. **Read the materials before the first class**
   Please read over the materials in this booklet. Covering them before we meet will maximize our time together and improve the learning process. *Please read the articles in the Addendum section.*

4. **Memorize Bethany’s Mission**
   Jesus Christ gave the Church the Great Commission of making disciples, baptizing and teaching people what he has taught us. How Bethany carries out its part is in our mission statement:

   *To equip people to be fully devoted to Jesus Christ through relevant and practical ministries.*
SESSION ONE: EXPECTATIONS AND PURPOSE

Expectations
What are you expecting from this workshop?

This Workshop’s Purpose
To look at the What, Who, Why, and How of Leadership:
- **What** does leadership look like?
- **Who** are some great leaders we can learn from?
- **Why** do we have leadership?
- **How** can we be great leaders?

Importance of Leadership in Ministry
Ministries cannot be successful without the right leader. People with gifts can find themselves in areas where their gifts are not being used. When that happens they struggle and as a natural result, their ministry struggles. It’s important, for the health of the leader and the ministry that people are placed in positions that are a match for their gifts.

The most critical factor in a new ministry isn’t the *idea*, but the *leadership*. Each ministry rises or falls on the leadership. Without the right leader, a ministry will just stumble along, possibly doing more harm than good. “...we didn’t have an organized youth ministry until the church was running nearly 500 in attendance and we didn’t have an organized singles ministry until we had nearly 1,000 in attendance. Why? God had not provided the leadership until then.”

~Rick Warren, *The Purpose Driven Church*, 384
WHAT ARE THE ATTRIBUTES OF A GREAT LEADER?

1. **Passionate**
   People who are passionate about their goals throw themselves into their projects. They are willing to take risks. They are willing to fail.

   **Esther's Story**
   Esther understood taking risks. She was willing to fail. Esther was married to King Xerxes. What her husband didn’t know was that Esther was Jewish. What Esther did know was that Haman, one of the king’s officers, had planned the destruction of the Jews. Her uncle Mordecai revealed this information to her. Esther took a risk. She went to the king without permission to speak to him. (Even the king’s wife needed the king’s permission to speak to him.) The penalty for speaking out of turn to the king was death. If Esther didn’t go to the king, all the Jews could be slaughtered. If she did go to the king, she could die. What should Esther do?

   Read her story in Esther 4:1-17:

   1 When Mordecai learned of all that had been done, he tore his clothes, put on sackcloth and ashes, and went out into the city, wailing loudly and bitterly. 2 But he went only as far as the king’s gate, because no one clothed in sackcloth was allowed to enter it. 3 In every province to which the edict and order of the king came, there was great mourning among the Jews, with fasting, weeping and wailing. Many lay in sackcloth and ashes.

   4 When Esther’s maids and eunuchs came and told her about Mordecai, she was in great distress. She sent clothes for him to put on instead of his sackcloth, but he would not accept them. 5 Then Esther summoned Hathach, one of the king’s eunuchs assigned to attend her, and ordered him to find out what was troubling Mordecai and why.

   6 So Hathach went out to Mordecai in the open square of the city in front of the king’s gate. 7 Mordecai told him everything that had happened to him, including the exact amount of money Haman had promised to pay into the royal treasury for the destruction of the Jews. 8 He also gave him a copy of the text of the edict for their annihilation, which had been published in Susa, to show to Esther and explain it to her, and he told him to urge her to go into the king’s presence to beg for mercy and plead with him for her people.

   9 Hathach went back and reported to Esther what Mordecai had said. 10 Then she instructed him to say to Mordecai, 11 "All the king’s officials and the people of the royal provinces know that for any man or woman who approaches the king in the inner court without being summoned the king has but one law: that he be put to death. The only exception to this is for the king to extend the gold scepter to him and spare his life. But thirty days have passed since I was called to go to the king."

   12 When Esther’s words were reported to Mordecai, 13 he sent back this answer: "Do not think that because you are in the king’s house you alone of all the Jews will escape. 14 For if you remain silent at this time, relief and deliverance for the Jews will arise from another place, but
you and your father's family will perish. And who knows but that you have come to royal position for such a time as this?"

15 Then Esther sent this reply to Mordecai: 16 "Go, gather together all the Jews who are in Susa, and fast for me. Do not eat or drink for three days, night or day. I and my maids will fast as you do. When this is done, I will go to the king, even though it is against the law. And if I perish, I perish."

17 So Mordecai went away and carried out all of Esther's instructions.

~ Esther 4:1-17

Discussion

- What did Esther risk?
- What would have happened had she done nothing?
- What happens if we never take risks?
- How adventuresome (passionate) would life be if we weren’t willing to take risks?

Passionate leaders learn how to manage risk.

Are you passionate about what you are doing at Bethany?

If you are not passionate about what you are doing, it does not mean you don’t have the qualities of a leader. It does mean you may be mismatched in the ministry where you are serving.

2. Initiators & Motivators

Great leaders are good at initiating knew ideas and motivating others to do great things.

Can you think of some motivators in the Bible?

____________________  ___________________
____________________  ___________________
____________________  ___________________
Discussion

- What are you trying to build in your own life that faces opposition?
- How do you deal with opposition?
- What are we trying to build at Bethany?
- What are some of the oppositions we face?

3. Humble

Great leaders are focused on their mission, not themselves. Their energy is used to see the mission through, no matter who gets the credit.

Write down six humble people in Scripture:

____________________  __________________
____________________  __________________
____________________  __________________

The sad result of trying to take all the credit

In 1945 William Shockley worked for Bell Labs, the research division of AT&T. Shockley led a team to find an economical replacement for the large, expensive and inefficient vacuum tube.

One day while Shockley was home, his two man team stumbled across the technology to build a transistor. But Shockley didn’t celebrate. Instead he was furious. They learned to replace the tube in a way different than he proposed. Instead of congratulating his team, he set out to build a better version of the transistor.
When the media covered the story, Shockley acted as if he had made the discovery. He even tried to convince patent attorneys that only his name should be on the patent. The Nobel Prize for the transistor was awarded to all three men, on Shockley’s team; himself, John Bardeen and Walter Brattain.

Not wanting to share the spotlight, Shockley started his own company. But he couldn’t recruit scientists from AT&T because they knew how he coveted the attention. So he hired scientists who didn’t know him. He was so controlling over his new team that they couldn’t pursue their own ideas. It had to be about Shockley.

Eventually, anyone with leadership skills left Shockley’s new company and created Fairchild Semiconductors and Intel. Both companies still exist today. Shockley’s company failed.

*For more on this story read, Leadership Lessons: 10 Keys to Success in Life and Business.*

**Discussion**
- What happens when we try to take all the credit for the success found by others?
- What is it like to work for someone who “steals” your success?
- How are workers rewarded when one person takes the credit?
- If one person takes the credit for success, who takes the credit for failure?

**4. Faithful**
People who accomplish great things are faithful to their goals.

*They are faithful to their jobs*
They concentrate on their jobs and not the jobs of others.

I planted the seed, Apollos watered it, but God made it grow. ~Paul in 1 Cor 3:6

*They are faithful to their team’s efforts*
They celebrate successes

*They have faith their goals can be accomplished*
They believe there is purpose in what they are doing

*Who are some faithful characters from Scripture?*

____________________
____________________
____________________
____________________
Discussion

- What is the likelihood of someone (or a group) being successful if they don’t believe they will accomplish their goals?

5. Delegate

Great leaders don’t do it all themselves. Business owners hire staff, companies contract professionals, project owners hire directors.

Delegation is a key to success for the organization and thus, the individual. If a project is successful based on the work of one person, imagine how much success can be achieved if various responsibilities were delegated out.

Discussion

- How can an organization succeed with one person doing all the work?

- What are some results of one person doing all the work?

LEADER PROFILE:

Moses

Moses was acting as judge for all of Israel. People were waiting too long to have disputes settled. Moses was wearing himself out (and probably the Israelites too). He learned to delegate out responsibility based on gifts and ability.

Read Exodus 18:13-26

13 The next day Moses took his seat to serve as judge for the people, and they stood around him from morning till evening. 14 When his father-in-law saw all that Moses was doing for the people, he said, "What is this you are doing for the people? Why do you alone sit as judge, while all these people stand around you from morning till evening?"

15 Moses answered him, "Because the people come to me to seek God's will. 16 Whenever they have a dispute, it is brought to me, and I decide between the parties and inform them of God's decrees and laws."

17 Moses' father-in-law replied, "What you are doing is not good. 18 You and these people who come to you will only wear yourselves out. The work is too heavy for you; you cannot handle it alone. 19 Listen now to me and I will give you some advice, and may God be with you. You must be the people's representative before God and bring their disputes to him. 20 Teach them the decrees and laws, and show them the way to live and the duties they are to perform. 21 But select capable men from all the people-- men who fear God, trustworthy men who hate dishonest gain-- and
appoint them as officials over thousands, hundreds, fifties and tens. 22 Have them serve as judges for the people at all times, but have them bring every difficult case to you; the simple cases they can decide themselves. That will make your load lighter, because they will share it with you. 23 If you do this and God so commands, you will be able to stand the strain, and all these people will go home satisfied."

24 Moses listened to his father-in-law and did everything he said. 25 He chose capable men from all Israel and made them leaders of the people, officials over thousands, hundreds, fifties and tens. 26 They served as judges for the people at all times. The difficult cases they brought to Moses, but the simple ones they decided themselves.

Discussion
- When Moses was doing all the judging how were the people’s needs being met?
- How did Moses personally handle being the only one in charge?
- What happened after Moses delegated out responsibility?
- To whom did he delegate responsibility?

GROUP ACTIVITY

**Goal:** Thinking outside the box

**Instructions:** Form two teams. Each team will come up with alternative ideas for common household items. The team that comes up with the most ideas wins.

**Discussion:**
- Explain how you were able to come up with ideas for your items
- What do your findings make you think about the gifts you have?
- How are companies missing out with how they’ve marketed their items?

6. Visionary

A visionary believes the impossible or improbable can happen. A leader with vision looks at what is before him or her and they see more than meets the eye. A visionary goes to a junk yard and they see projects, they look at a seedling and see a great oak, they look at an abandoned building and see a busy store front. A visionary doesn’t see what exists, they see what can exist even in the face of detractors.
Examples of Biblical visionaries
Abraham left the security of home.

Joseph looked beyond his circumstances and went from being left for dead, to jail, to 2nd in charge after the Pharaoh.

Peter believed God called him to reach beyond the Jews even that was against tradition.

If you do not have a vision for your ministry, your ministry will not grow.

If you do not have a vision for your ministry, your ministry will not even sustain.

Without a vision, your ministry will perish.

Where there is no vision, the people perish

~Proverbs 29:18 KJV

EXAMPLES OF GREAT SUCCESS
See appendix for stories on the subjects below

- Jonas Salk
- Penske Race Team
- Thomas Edison and Bill Gates
- Judy Anderson

Discussion
- What is unique about each of the success stories?
- Why were these examples successful?
- Which of the qualities that we discussed do you see in these examples?

WRAPPING UP DAY ONE
Circle the qualities you believe you have in yourself

Passionate    Faithful
Initiator     Delegate
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Motivator       Visionary
Humble          Other: ___________________

Discussion
- Based on our discussion, do you believe you are a right fit for the ministry you are on? Why?
- Is there a ministry that doesn’t currently exist you would like to lead?
SESSON THREE: WHY?
Why Do We Invest In Leadership?

WHAT’S THE PURPOSE?
As a group, complete the following sentences:

- A leader must be good at ________________
- A leader is responsible for __________________
- A leaders is responsible to __________________
- Leadership requires _____________________
- ________________ is the most important quality of a leader
- A good leader will always _____________________

Discussion
- Based on the answers given together, what are needs that a leader must strive to meet?
- As you look over the answers given, why do we have leaders?
- What is the result of a lack of leadership?
- What should be done with a ministry if there is no one to lead it?
Bethany Leadership Workshop

SESSION FOUR: HOW
How to lead a meeting

Meeting Essentials

Stuff to Get Started
Let’s start with some simple, miscellaneous stuff. You know, the stuff we never think about until something comes up. Things like, “Who said they were going to call the plumber?” “Didn’t we discuss this already?” or “Who took notes?”

The following list of miscellaneous stuff will help your group get off to a great start.

1. **Group Size**
   Each ministry team should not exceed 5 members. Let’s face it, five people is enough to get most things done. More than five can make it difficult to get things done. (If you’ve ever tried ordering pizza with everyone’s input then you know what I mean.)

2. **Frequency of Meetings**
   Each team’s needs are different. Most should meet monthly. But every group should meet at least quarterly (4 times a year). If you’re not meeting, you’re not communicating.

3. **Purpose**
   Each ministry team should be able to briefly state its purpose so it can easily explain what it does to the rest of the church (and world). Repetition is a great way to learn. So once you have a purpose, write it down each time you record your minutes. Remember, write it down repeatedly. Again and again. Repetition is good. Very good.

   **An Example of a Purpose Statement**
   The purpose of the Worship Team is “To usher in the presence of God by partnering with the pastor to create a worshipful environment through inspirational music and preaching while adorning the sanctuary with the appropriate decorations and planning for the seasons of the church.”

   Nice huh? One sentence. Every time the Worship Team plans something, they know it should fall within the parameters of their purpose statement.

4. **Goals**
   Establish goals for the year. What do you hope to accomplish? My mom always said, “Don’t go grocery shopping without a grocery list.” Know what you want and write it down. Otherwise everything looks good and you’ll end up coming home with a bag full of Twinkies but nothing of real substance.

What to Do at the First Meeting
The first meeting of the year is the most important. At this meeting the group will discuss the group’s purpose and goals for the year.
The group will also establish:
- Who will be the chair or group leader
- When the group will meet, and
- Who will take minutes (Clerk for the Session)

**Clerk or Secretary**
This person should record the following:
- Attendance
- Motions passed
- Action items (defined later)
- Information important to the meeting, and
- That the group opened and closed with prayer.

**BASIC MEETING AGENDA**
Agendas can be long and complicated or nice and simple. Simple is usually better. Following is a nice, simple agenda. Your group’s meeting agenda may have more than this example. **But each meeting should contain at least the following and in this order:**

*Open in Prayer*

*Approve Minutes from Previous Meeting*

*Ongoing Action Items*

*Ongoing Business*

*New Business*

*New Action Items*

*Close in Prayer*

**Your Friend: The Action Item**
An *Action Item* is something that a person (or persons) in the group has agreed to do or take action on. When somebody volunteers to do something, the secretary or clerk will record it as part of the minutes.

It’s your friend because the Action Item keeps things in order.
ORDER OF MEETING

Purpose of Order

Prayer
Every meeting opens and closes in prayer. This is a reminder that what we do is more than business, it is ministry. (Plus it’s required in our constitution)¹ But no one needs to make you pray right?

Approve Minutes
Our form of government requires that, before we begin a new meeting, we officially close the previous meeting by approving the minutes.² Not to mention that it feels good to get approval. 😊

Discuss Ongoing Action Items and Ongoing Business BEFORE Discussing New Actions Items and New Business
It’s like that old saying, “finish what you start.” Plus by beginning the meeting with ongoing items, we are starting where we left off from the last meeting and not continually putting something on the shelf.

Ongoing Action Items give people an opportunity to share how their projects are coming along. You’ve worked hard, now you get to share it!

Ending with New Action Items
Before closing your meeting, clarify who has offered to do what so that there is no confusion. Order good. Confusion bad.

For God is not a God of disorder but of peace.
- 1 Corinthians 14:33

¹ Book of Order, G-9.0301(b)
² Roberts Rules of Order and Book of Order, G-90302
COMMUNICATING

So your group has a purpose and goals for the year (or you’ve at least discussed it.)

You’ve had great meetings. Things are getting done. Things are getting recorded. What a wonderful thing this Presbyterian system is!

Who’s going to know about all the great things you are doing? How is the world going to hear of your great accomplishments? You are going to tell them!

There are two things each group needs to do to inform the world of your great deeds:

1. **Turn in a report to the session or Deacons BEFORE their monthly meeting**
   - **Session Ministry Teams**
     - Ministry team mins/reports are due on the Wednesday BEFORE the 2nd Monday of each month.
     - Reports can be handed in Pastor Eric’s box in the mail center or preferably emailed to him at ekeller@bethpc.org
   - **Deacons**
     - A Deacon report to the Session is due as stated above.

2. **Distribute meeting minutes as soon as possible**
   Within a week of your meeting, a draft of your meeting minutes should be completed and handed out to members of your team.

   The purpose of handing out the minutes so quickly is because those minutes are a recording of what our team plans to do before the next meeting. Pass out those minutes asap, while the information is fresh and people can follow through with what has been decided.

   At this point the minutes are a “draft” and will be officially recorded at the beginning of your next meeting when they are approved by vote.

3. **Submit your ministry team minutes online**
   One person from your ministry team, preferably the secretary or clerk, will need to have access to a computer with internet.

   Go to www.bethpc.org. On the front page is a link to “Ministry Team Minutes.” Clicking this link will take you to a page where you can submit your minutes online. Once submitted, the office staff will have access to your minutes so the staff can be kept informed of the activity taking place in the church. Isn’t technology cool?

   **For Deacons, and Session...**
   A monthly recap of your ministry is required for the Bethany Beacon. A short paragraph or two is usually all that is needed to keep the congregation informed. Articles are always due on the 15th of each month to Jen’s mailbox in the mail center or they can be emailed to her at keller_jen@yahoo.com

   If your group did not meet, please write a note to the Beacon that the group did not meet so we can plan the newsletter.
Be a Skeptic

Each year, before 1952, 50,000 people were paralyzed for life with polio—the same number as were killed in automobile accidents. It was believed at the time that a person had to experience a live virus to be immune. But Jonas Salk was skeptical of that theory. So he deactivated a live virus with ultraviolet light and injected it into humans. It worked, and a vaccine was developed that decreased the cases of paralytic polio to less than 10 a year. Salk received the Presidential Medal of Freedom for his achievement.

According to studies, there’s a difference in the way creative people like Salk learn. Those without a creative attitude absorb knowledge without question, but those like Salk digest knowledge with a questioning attitude. One of Salk’s mentors used to ask him, “D*** it, Salk, why do you always do things differently?”

Salk saw incongruities where others saw order. He learned expertise and questioned it at the same time—questioning not so strongly as to prevent learning but strongly enough to see opportunities to create new knowledge.

Leonardo da Vinci also was a healthy skeptic. The most frequent words in his journals are “I question.” He learned from the giants of the past, but he questioned them and himself as well. He accepted nothing blindly. Likewise, Galileo never took anything for granted. He once said, “In questions of science, the authority of a thousand is not worth the humble reasoning of a single individual.”

Challenge Assumptions and Rules

Many automobile-racing rules were rewritten over the years because the Penske Race Team challenged them. For example, because many auto races are won by differences of seconds, shaving time from pit stops is a valuable endeavor. On one occasion, the Penske team members were trying to shave time from the 13 seconds it took to refuel during a pit stop. They knew they could increase the flow rate by increasing the fueling pressure, but pumps were illegal under the rules of the racing association.

So, with the help of Sun Oil engineers, the Penske team members constructed a 20-foot tower with a large gas tank on top and a large fuel hose hanging from it. When a car drove in for refueling, they put the fuel hose in the tank, opened a valve on the fuel line, and filled the car’s tank in 3.5 seconds. It was so dramatic that the driver, Mark Donohue, said he felt the back of the car suddenly sink as the fuel poured in.

But within two races, the powers that be had rewritten the rules to outlaw the Penske invention. To Penske’s opponents, the rules were the rules; the Penske team saw them as boundaries to be pushed. They asked, “What don’t the rules say?” The Penske team followed the first rule of innovation: There are no absolute rules. They won the Indianapolis 500 a total of 12 times—a record.

Don’t Be a Victim of Your Own Expertise

Throughout life, you have experiences that shape your attitudes, opinions, beliefs, and standards. You learn architectures, patterns, processes, and representations and store them in your brain. On the plus side, these help you to automatically drive to work, organize plans, and disassemble engines. They allow
you to make many simple decisions and judgments without lengthy study. These patterns and principles are the sources of your creativity.

On the negative side, these fixed ways of thinking can imprison your creativity and close your windows to opportunity. You may limit the options you see, filtering anything that doesn’t “fit.” Even the great achievers sometimes closed their minds to opportunity. Thomas Edison and Bill Gates provide examples of this. While the rest of the world converted to alternating current, because it could be generated at low cost in large power stations and transmitted long distances efficiently, Edison opposed it. Later, after the world had passed him by, he admitted that he was wrong.

Initially, Gates wouldn’t invest in Internet software because he couldn’t see how he’d ever get the money back from a free network. However, when he saw that the Internet was bearing down on Microsoft like a freight train, he admitted that he was wrong and began a major effort to build Internet support into the company’s software and to establish Microsoft on the Internet.

When the world changes and you continue to use models that are slow, error prone, costly and inflexible, you become a victim of your own expertise.

**Change the Limits of Your Thoughts**

Have you ever had what you thought was a great idea but then immediately put it aside, thinking “Somebody has probably already thought of that” or “It’s too big for me to pull off” or “Nobody will listen to such a crazy idea”?

About 20 years ago, Judy Anderson had a great idea for starting her own business. She believed that name badges could be powerful marketing tools if they projected the right images in people’s minds. She decided to quit her job and focus on her goal. She identified retail businesses for which she thought creative name badges would have a large impact. Then she designed and sent samples of name badges that would enhance their images with customers to these businesses.

Months went by with no responses. Finally, when Anderson was out of money and her credit cards were at their limits, she received a call. “How are you?” a deep voice asked. “This is Sam Walton. I have your samples on my desk, and I like your work. But it’s not what I’m looking for.” Anderson swallowed and said, “Mr. Walton, what do you want to say to your customers when they walk through the door?” Walton replied. “I want our customers to know that our people make the difference and that you can trust us on a handshake, and I want to have Wal-Mart on the badge.”

“I’ll make some new samples and send them to you in a few days,” she said.

Anderson spend the rest of the day producing a variety of drawings with “Our people make the difference” and the Wal-Mart logo. She shipped the samples overnight to Walton. He loved the samples and ordered 280,000 badges. From that beginning, Anderson’s company, Identification Systems, has grown into the largest custom-badge manufacturer in the world.

What if Anderson had allowed limiting thoughts, such as “Wal-Mart is too bit; it won’t even look at an idea from someone who isn’t in the name badge business” or “If I quit my job and I fail, I won’t be able to get another job as good as the one I have”?

How do we know when we have thoughts that limit us? The answer is “not easily.” Most of the time, we’re not aware of our limiting thoughts and beliefs. An expert in behavioral change, who helps a person or an organization find and change limiting beliefs, will begin with an analysis of recent unsatisfactory performance, lack of success and/or unhappiness. The expert will try to determine if limiting belief was the cause. When a limiting belief is identified, the expert helps the client to recognize situations in which that belief comes into play. Then the client is asked to rethink the reactions that led to failure and to create new positive responses.
Sometimes our beliefs limit our ability to see future threats as well as opportunities. Unless we can identify and change our reactions, we’ll be limited.

**How Can We See Into the Future?**

In February 1979, the aging honorary chairman of Sony Corporation, Masaru Ibuka, asked the product development department to build a small tape player so that he could listen to stereo recordings on long plane flights. The engineers modified a small tape recorder, adding stereo circuitry. When they connected it to earphones, they were surprised. Instead of a small narrow-band sound, the sound was full and wrapped itself around the listener.

Two weeks later, Ibuka carried it on a flight and was delighted with the sound. When he returned, he gave it to the acting Sony Chairman, Akio Morita, who took it home for the weekend. That Saturday evening, as Morita entertained guests for dinner, he passed the player around and invited everyone to try it. Morita laughed as each guest showed amazement.

Morita presented the player at the next executive meeting. The executives considered it a toy, so it shocked them when Morita proposed that they have it ready for sale in four months, at a time when students went on vacation. He set the price at $125. Morita was so enthusiastic and certain about it that the other executives reluctantly went along with his “crazy idea.”

Sony’s engineers said that they would have to manufacture 30,000 units a month to make a profit at a price of $125. The salespeople argued that they sold only 15,000 units per month of Sony’s most popular tape recorder and that they could never sell a tape player that didn’t record. Morita persisted and said that he would resign as chairman if the 30,000 units didn’t sell. He believed that many people would buy something they could listen to privately and while running or exercising.

Sony named the new tape player the Walkman. For a month after it hit the market, there were no sales, which confirmed the predictions of the sales department. Then the sales began; there were 30,000 in the next 30 days. The Walkman made Sony a world leader.

People who see into the future
- base their thinking outside the box based on their expertise inside the box
- analyze trends, create future needs, and set high goals
- never say it can’t be done.

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