

**BEHIND
EVERY
GREAT
LEADER**

*BIBLICAL PRINCIPLES
FOR THE FOLLOWER*

©1998, 2019 North Valley Publications

All Scripture references are taken from the King James Version.

North Valley Publications, a ministry of North Valley Baptist Church in Santa Clara, California, is dedicated to providing resources to strengthen you, your family, and your ministry for the cause of Christ. We value your comments and suggestions.

All rights reserved. Except as permitted under the U.S. Copyright Act of 1976, no part of this publication may be reproduced, distributed, or transmitted in any form or by any means, or stored in a database or retrieval system, without the written permission of the publisher, except for brief quotations in printed reviews.

North Valley Publications
3530 De La Cruz Boulevard
Santa Clara, California 95054
408.988.8881
nvpublications.org

Editing Team

Melissa Lico, Hannah Joy Reimers, Andrew Reimers,
and Kristyn Romero

Cover Design by Hannah Joy Reimers

Layout by Kristyn Romero and Melissa Lico

ISBN: 978-1-60171-655-2

Printed in the United States of America

TABLE OF CONTENTS

1. Everything Rises on Fulfillment.....	7
2. Respect for the Man of God.....	17
3. Going in the Same Direction.....	31
4. Everybody's Different.....	43
5. Characteristics of Loyalty.....	53
6. It Could Happen to Anyone.....	61
7. Look, Listen, and Learn.....	73
8. Deal With It Now.....	83
9. Be a Team Player.....	95
10. The Difference Is Character.....	103
11. The Next Level of Character.....	111
12. Making Right Decisions.....	123
13. Production: The Bottom Line.....	131
14. Keeping Your Family.....	139
15. The Servant Is Greatest.....	151

DEDICATION

I am greatly indebted to many people in the writing of this book. Listed below are several of those people.

My precious wife, **Bonnie**, who has faithfully loved me, stood by me, and encouraged me in every endeavor.

My wonderful pastor, **Dr. Jack Trieber**, who has done more to influence my life in the ministry than any other human being.

My dear parents, **Bill and Norma Harrell**, who gave me life and provided a faithful example through the years.

My sweet grandmother, **Mildred Lassiter**, whose godly testimony and spiritual encouragement helped keep me on the right track. She also purchased the computer on which most of this manuscript was created.

FOREWORD

Friend, preacher, teacher, educator, husband, father, Sunday school teacher, tractor operator, landscaper, painter, builder, black belt karate expert, comedian, leader, organizer, author, counselor, advisor, follower, athlete, associate, businessman, evangelist, soul winner, motivator, executive, joke teller, musician, and singer are just a few of the titles that describe my dear friend, Brother Andy Harrell. For nearly twenty years we were blessed to serve alongside each other as co-laborers at North Valley Baptist Church and Golden State Baptist College.

This book, which deals with assisting the pastor, has been written by an authority on the subject—a proven associate who has practiced what this book preaches. I highly recommend the book for every pastor and every staff member. It is a book of supreme importance if you are to help your leader achieve the goals that God has placed on his heart. The work of Christ would be greatly advanced if every associate pastor, assistant pastor, and staff member would apply the principles outlined in this book to their work for the Lord. These principles have been tested and proven by Andy Harrell.

Dr. Jack Trieber
Santa Clara, California

INTRODUCTION

I count it the greatest honor and privilege of my life to have served under the ministry of Dr. Jack Trieber. I learned so much about leadership, and in the process, received tremendous instruction in how to follow and how to enjoy it thoroughly. I must confess that my pastor's love, patience, and wisdom made that task all but impossible not to relish.

This book was primarily intended as a tool for assistant pastors, church staff members, and Christian school teachers, but its principles apply to most anyone who is in a position of following another. Whether we be church members, church workers, or even employees in some business, we have certain responsibilities as followers to be a genuine help to our leaders. We must also realize that leaders are human, and that they need support, encouragement, and assurances from their followers, just as we appreciate that from our leaders. A loyal, dependable follower can help cause his leader to reach his fullest potential for God. Those that God has called to this noble task not only have the wonderful opportunity to fulfill this honorable calling, but also have a great duty as well.

My desire is that those who read this book will take another step forward in the development of the character, conviction, and love necessary to be exactly what their leader needs them to be. Leaders are not born. They are made by God's grace and power. However, they are also strengthened and solidified by those who follow them, those who are willing to faithfully stand *Behind Every Great Leader*.

CHAPTER ONE

EVERYTHING RISES ON FULFILLMENT

You have heard it said, and rightly so, that “Everything rises and falls on leadership.” That is, as goes the leader, so goes the follower. Perhaps you have also heard it said that, “Everything rises and falls on followship.” This also holds true, signifying that it is the follower’s willingness to follow that allows the leader to lead effectively. I certainly would not want to take away anything from these statements, but I would like to submit the following thoughts for consideration: What if you are the leader and your followers will not follow you? Or, what if you are the follower and your leader fails you? May I offer to both leader and follower a further thought along these lines? “Everything rises and falls on fulfillment.” By fulfillment, I mean each of

BEHIND EVERY GREAT LEADER

us concentrating on being what we were called to be and doing what we were called to do.

A person who seeks to be what he ought to be and strives to do what he ought to do will certainly lead as he ought to lead and follow as he ought to follow, and thereby fulfill his purpose in life. Granted, this is not a new idea, but the emphasis here is placed on the responsibility of the individual. In other words, I cannot blame my leader if I fail as a follower because I am responsible to fulfill my purpose in life whether or not he fulfills his. If he is a great leader, wonderful; if he is not, that is not the issue. I, as a follower, still have an obligation to complete my duties and to fulfill my responsibilities before God. My life must remain focused on and consumed with what God has for me to do. Too often we become overly concerned and entangled with the actions and motives of another and fail to recognize our own accountability to God.

I have heard people imply that they felt they were limited in what they could accomplish because of their position. What they really may have been saying was that their position was not prominent, and therefore it restricted their influence and recognition. The position or title we possess should bear little relevance to us, and that will be the case if we realize that true success

EVERYTHING RISES ON FULFILLMENT

is based on fulfillment and not position. The objective is to be used of God. If that means occupying a little-known position in God's work, let us be grateful; it is then that we are fulfilling the task to which God has called us. There is no substitute for the peace and satisfaction of knowing that we are being used of God. This is the ultimate blessing for the Christian, for this is true fulfillment.

The encouraging fact is that we can all experience fulfillment if we are willing to trust God and follow His purpose for our lives. Our only limits are those we impose upon ourselves. We can do what we ought to do and be what we ought to be, and we are the only ones who can prevent the achievement of that goal. It simply comes down to how badly we want God to use us and to what lengths we are willing to go to see that accomplished.

Here are a few observations regarding how we can achieve fulfillment:

- 1. Find God's purpose of fulfillment for your life.** God has a definite and distinct purpose for your life. If it is to serve as a follower, learn the satisfaction and contentment of being exactly where God wants you, and always give it your

BEHIND EVERY GREAT LEADER

best. It is never God's intent to hide His will from anyone who earnestly and sincerely seeks to know and to do it.

A young man recently came to me for advice regarding God's will for his life. I believe he possessed a genuine desire to do anything God wanted him to do, yet he was unsettled about the possibility of missing God's will because of not being able to recognize it. I told him that God was more concerned about his knowing and being in God's will than he was, and that God was eager to guide and direct him at the proper time if he had an earnest desire to follow God's leading. Find God's purpose for your life, and let it become your greatest ambition. Let nothing stand in your way as you pursue that for which God has placed you on this earth.

- 2. Do not let another's success or failure hinder your fulfillment.** The only person's actions and behavior you have the ability to control are your own. Another's conduct or performance should never be allowed to influence us except in a positive way. If another does well, do not become jealous or envious; instead, learn from what he did. Let his fulfillment of God's plan for his life

EVERYTHING RISES ON FULFILLMENT

motivate you to accomplish yours. If someone fails or performs poorly, do not let it discourage or hinder you. Determine all the more that you are going to do right and that you are going to complete the task God has called you to do.

- 3. Realize no one can fulfill your responsibility like you can.** If God has a task for you to do, no one but you can fully accomplish it as God intended. You are unique. You were created with a purpose. There is a task God has for you to complete. No one else can do it justice. No one else is fully suited to do it. It was custom-tailored for you; or perhaps I should say you were custom-tailored for that task. It may seem small, but it was big enough for God to create you to do it. It may appear that you are lost in obscurity in your work, but let me remind you that God knows exactly where you are. You are going to fail Him if you do not fulfill that duty to the best of your ability.
- 4. Recognize that the people you are prone to envy have positions with which they might not be content.** We have a tendency to gauge the happiness of others by whatever is outwardly apparent to us about their lives. A Christian

BEHIND EVERY GREAT LEADER

schoolteacher sees a pastoral assistant and thinks, “It must be nice to be on that church staff. They have more freedom, and their work seems more enjoyable and prestigious. It seems all I do is study and grade papers, and these kids do not really want to learn anyway.” In the meantime, the pastoral assistant looks at the pastor and imagines, “It sure would be great to be the pastor. Everybody looks up to him and goes to him for advice and direction. I am just hidden in the woodwork and stuck with all the dirty work.”

And what about the pastor? Though not always the case, he might have occasionally entertained a thought like, “It would be kind of nice not to have to worry about the finances for awhile, or about people who are mad at me for what I preached last Sunday. If I could just be a good, faithful church member and get out from under some of these pressures, life surely would be simpler.” The truth is, every job entails some duties that are not pleasant and would cause us to want to do something else. Believe me, if you are not content in your position, you will certainly not be content in anyone else’s!

5. Never let circumstances or conditions become the thermometer for your success or failure.

Have you ever found yourself working diligently on a project where everything was going smoothly, and you were excited about getting it completed when, all of a sudden, disaster struck without warning! Things went from wonderful to horrible overnight. All of a sudden, nothing turned out the way it was supposed to be. You wondered how such a thing could have happened, and you felt as though you had failed miserably. You consider yourself a failure.

Wait a minute! Just because the outcome was not what you planned, that does not mean you have failed. Certainly you want things to turn out right, and if you stay with it, eventually it will; but God blesses the effort, not just the result. God wants your motive to be right. He wants you to do things His way. If you go soul winning God's way and no one gets saved, you have still succeeded in fulfilling God's command to get out the gospel! Everyone wants to see measurable success, but let us also learn to recognize the success in being obedient to what God has called us to do.

- 6. Learn to see yourself as God sees you.** We are inclined to evaluate ourselves based on our own perception of what constitutes success. We have developed certain criteria in our minds about what it takes to be used of God. It is often true that we become content with our actions when we feel God must be pleased with us because other Christians are satisfied with our accomplishments. It is important, therefore, that we view ourselves from God's perspective and not our own or someone else's.

Exactly what does God see when He looks at His children? Obviously, He sees us as children He loves supremely, evidenced by His willingness to allow Christ to die for our sins. His infinite mercy and grace toward us should assure us of His immense desire to use us to accomplish His great work. Though God is complete in Himself, He still "needs" us to carry out His tasks here on earth. There is nothing that God desires that we should ever deem small or insignificant. And if it is important to God, it had better be important to us.

- 7. The satisfaction and completion of your own responsibilities is the only way to successfully**