

The **ENTRUSTED Leader's Workbook**
“Barnabas” Edition

Seven Core Values that Impact Every Leader-to-Follower Relationship:
HEART-MISSION-APPROACH-STABILITY-LIFESTYLE-FORTITUDE-WORLDVIEW

Lesson Three: How God Selects a Leader

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CORE VALUE: A HEART willing to do all God asks.

BIBLE VERSE(S): 1 Samuel 10:1 - 16:7

ONE SIMPLE TRUTH: When selecting a leader, God looks at the heart!

APPLICATION: Becoming "*the Type of Leader God Desires YOU to Be!*"
Requires development of one's inner nature or Heart!

God selects a leader based on the inner orientation of his or her heart, not the outward beauty of one's physical appearance. "But the LORD said to Samuel, 'Do not consider his appearance or his height, for I have rejected him. The LORD does not look at the things man looks at. Man looks at the outward appearance, but the LORD looks at the heart'" (1 Sam 16:7 NIV). In God's administration, the primary criterion for the selection of a leader consists of attributes of the heart. Becoming the type of leader God desires you to be requires the development of your inner nature or heart. God looks for leaders who in the core of their inner nature value a heart willing to do all God asks of them.

God examines the orientation of a person's heart when looking for a potential leader, not one's physical appearance, charisma, knowledge, or skill level. While necessary, the functional aspects of leading pale in comparison to the condition of the leader's heart. The development of one's HEART, a person's inner nature, unlocks the door to becoming the type of leader God desires and intends to use. The condition of the individual's heart ultimately determines what kind of leader a person will become.

Society places a premium on a person's physical appearance and discounts a person's core values when selecting a leader. Our culture reveres the outward or

functional aspects of a leader such as beauty, charisma, knowledge, and skills. The world often develops, selects, promotes, and rewards leaders based on these qualities. The world ignores the shortcomings of a leader in regard to heart issues as long as the job gets done. The world has the priority for developing leaders backward. Following the world's formula may lead to worldly success, but this approach will not qualify one to be selected and used by God in the administration of his will on earth.

God takes a different approach from the world when selecting a leader. God examines a person's heart. God looks for a heart willing to do all he asks. God properly values the functional aspects of leading. In fact, God reigns as the one who creates and entrusts a person's leadership skills, knowledge, and authority. What God understands and man fails to recognize is that regardless of the skill level, if a person's heart is not willing to obey all God asks, then that leader is of no use to God.

In First Samuel chapter sixteen, verse seven, God tells Samuel that he selects a leader differently than mankind does. To fully appreciate why God revealed this truth a leader must first go back and examine the leadership of Saul, the first king of Israel. Saul refused to obey all God asked of him. Saul displayed leadership behavior that originated from a prideful and rebellious heart. God ultimately rejects Saul as king of Israel and selects another based on a different set of criteria. The story of Saul starts in 1 Samuel chapter eight. Read chapters eight through sixteen, verse seven, and consider the following questions.

Questions of the Biblical Text¹ (1 Samuel 10:8)

Samuel, the priest, has just anointed Saul as the first king of Israel (1 Samuel 10:1).

What two things did Samuel instruct Saul to do in verse eight?

1. _____
2. _____

What two things did Samuel promise to do for Saul when he arrived?

1. _____
2. _____

Questions of the Biblical Text (1 Samuel 13:7-10)

Where is Saul? _____

What were the troops with him doing? _____

How long had Saul been in Gilgal? _____

Was Samuel in Gilgal yet? _____

What did Saul's men begin to do? _____

What two offerings did Saul instruct his men to bring him?

1. _____
2. _____

What did Saul do next? _____

What happened right after Saul finished making the offering? _____

Questions of Interpretation (1 Samuel 10:8 and 13:7-10)

Saul was the anointed king, but how should he have responded to Samuel the priest's instructions?

Saul was a political/military leader. Did this leadership role give him authority over all aspects of Israeli life? What leadership authority did God reserve for Samuel, the priest?

How might one describe Saul's decision not to wait on Samuel?

¹ Unless otherwise noted the questions listed in *The ENTRUSTED Leader's Workbook* are based on: *The Holy Bible: New International Version* (Grand Rapids: Zondervan, 1996, c1984)

Questions of the Biblical Text (1 Samuel 13:11-14)

In verse eleven, Samuel asked Saul what he had done. What were Saul's first three excuses for his actions?

1. _____
2. _____
3. _____

In verse twelve, what two factors influenced Saul's decision to make an offering?

1. _____
2. _____

What word did Samuel use to describe how Saul had acted? _____

What did Samuel accuse Saul of not keeping? _____

What would God have done for Saul if he had kept the Lord's commands?

What two judgments did Samuel pronounce on Saul as a result of his disobedience?

1. _____
2. _____

Questions of Interpretation

What emotions might Saul have felt when he saw his men scattering and the enemy about to attack?

What thoughts might have gone through Saul's head when Samuel did not arrive when Saul thought he should?

In what ways did Saul's and Israel's circumstances influence Saul's decision making?

How did God desire Saul to act even in the face of difficult circumstances?

In whom was Saul really trusting: God or himself?

Questions of the Biblical Text (15:1-3)

Who gave Samuel the message he announced to Saul? _____

What was God about to do to the Amalekites and why? _____

What did God tell Saul to destroy? _____

Whom and what did God tell Saul to put to death? _____

Was Saul to spare any living thing that belonged to the Amalekites for any reason?

Questions of the Biblical Text (15:7-9)

Whom did Saul attack? _____

Whose life did Saul spare? _____

What else did Saul spare? _____

What was Saul unwilling to destroy? _____

What was Saul willing to destroy? _____

Questions of the Biblical Text (15:10-29)

What did God say to Samuel in response to Saul's unwillingness to completely destroy the Amalekites? _____

What two reasons did God give for being grieved that he made Saul king?

1. _____

2. _____

When Samuel went to look for Saul where was Saul and what was he doing?

Whom did Saul blame for sparing the Amalekite livestock? (vs 13) _____

What excuse did Saul give for his men's actions? _____

Whom did Samuel say was responsible for making Saul king?

On what mission did God send Saul?

Whose mission was this, Saul's or the Lord's?

What two questions did Samuel ask Saul?

1.

2.

How did Saul answer these two questions from Saul?

1.

2.

What did Samuel say Saul had rejected?

How did God react to Saul's rejecting his Word?

What reason did Saul give for his disobedience?

What did Samuel tell Saul that God was going to do with the kingdom of Israel?

Questions of Interpretation (15:1-3, 15:7-9, 15:10-29)

Why did God pronounce judgment on the Amalekites? (See Exodus 7:8-16)

How should Saul have received and responded to the mission assigned to him by God?

What things can we learn about leading from Saul's actions and excuses?

Questions of the Biblical Text (16:1-7)

Where did the Lord send Samuel?

Why did the Lord send Samuel to Jesse?

What did Samuel think when he saw Jesse's eldest son Eliab?

What did God tell Samuel not to consider when looking for the next king?

What does the Lord NOT look for when selecting a leader?

What does the Lord look for when selecting a leader?

Questions of Interpretation (16:1-7)

What factors might have led God to reject Jesse's oldest son Eliab?

What functional aspects of leading might be included in a leader's outward appearance?

Why might a heart willing to do all he asks be important to God?

Commentary

The Rejection of King Saul

Most leaders who fail do so as a result of matters of the heart, not from a lack of skill or knowledge. Consider the collapse of Saul, the first king of Israel. Saul possessed all the outward qualities, knowledge, skills, and authority to lead God's people. Yet, Saul failed as a leader in God's administration. The Bible clearly reveals why God replaced Saul as King of Israel. Although he still held the office, God had rejected Saul as King of Israel. "But now your kingdom shall not endure. The LORD has sought out for Himself a man after His own heart, and the LORD has appointed him as ruler over His people, because you have not kept what the LORD commanded you." (1 Sam 13:14 NASB). God ultimately rejected Saul because of his unwillingness to obey God's commands. This violation on Saul's part originated in his heart, not from a lack of knowledge or leadership skills. Saul's development as a leader was exposed as incomplete because he was unwilling to align his heart with God's will and relinquish his own selfish will.

Saul publicly displayed his rebellious heart when he felt compelled to make an offering to the Lord in Gilgal. Samuel's responsibilities entailed representing God to the people of Israel, including the king. Saul knew this limitation of his power and authority as king. Saul chose in his heart to ignore God's restriction in this regard. Saul allowed the

difficult circumstances of Samuel's delay, scattering men, and the enemies pending attack to cloud his judgment. Saul's willful disobedience formed the basis for his rejection as a leader fit for God's purposes. This willful disobedience was born in Saul's heart, not from a void of leadership skills.

God sent Saul on a mission to destroy the Amalekites. God explained to Saul the reason for this judgment. The Lord told Saul exactly how he wanted the mission executed. Saul went on the assigned mission. Unfortunately, Saul decided that partial obedience to how God wanted the mission executed would suffice. Saul tried to blame his men. Samuel laid the responsibility at the feet of Saul and informed him that God had rejected him as king. Saul collapsed as a leader because he decided to follow his own selfish desires instead of obeying God's Word. This decision reflected a heart that was NOT willing to do all God asked of him.

Saul failed as King of Israel, a leader in God's administration because of matters of his heart. Outwardly, Saul possessed a physical appearance that had no rival among his fellow Israelites. Saul possessed the outward image of a leader, yet he failed. God rejected Saul because of his willful disobedience. Saul knew what God had commanded; however, Saul chose in his heart to disobey. Saul was unwilling to do what God asked of him.

The Selection of King David

God wanted a different man to lead Israel. Specifically, God wanted a different type of man to lead Israel. In the same breath that God spoke of the rejection of Saul, He characterized the type of man He desires as a leader. "But now your kingdom shall not endure. The LORD has sought out for Himself a man after His own heart, and the LORD

has appointed him as ruler over His people, because you have not kept what the LORD commanded you.” (1 Sam 13:14 NASB).

God dispatched Samuel to identify, select, and anoint the next king of Israel, a king that God had already said would be man after His own heart. The selection criterion for the second king would be the heart or inner nature. Following his own selfish heart instead of God’s will characterized Saul’s kingship. God rejected Saul and unveiled His plan for a different type of king to rule over the people of Israel. Back then and still today, God’s will for a leader in His administration of the world contemplated a person after God’s own heart. The selection criterion remained clear. God told Samuel the key attribute He desired in a king. In I Samuel 16, the Bible records the events that surrounded Samuel beginning with the process of implementing God’s instructions for identifying and anointing the next king. Unfortunately, Samuel did not seem to fully understand the heart criterion God described to him for selecting a leader.

God directed Samuel to go to Bethlehem, in particular to the house of Jesse. God had not revealed to Samuel the exact identity of the man after His own heart. God told Samuel that upon arrival in Bethlehem he would be shown whom God had chosen as king. God had, however, made the decision clear to Samuel that the criterion used to select Saul would not be used again. The new standard for a leader would focus on a person’s heart not one’s outward appearance.

Unfortunately, even Samuel failed to comprehend the full implication of God’s selection criterion. Samuel obediently went to the house of Jesse. The first son of Jesse whom he considered was Eliab. When Samuel first saw Eliab, he thought: “... ‘Surely the LORD’S anointed is before Him’” (1 Sam 16:6 NASB). Samuel fell into the trap of

selecting a leader based on human values. Eliab, the oldest of the sons, appeared physically impressive. Eliab's seniority and outward appearance led Samuel to incorrectly conclude that God had chosen Eliab. Samuel had applied the wrong standard for selecting a king. The error repeated at this time originated with the attributes used to select Saul, which concentrated on his physical superiority over other leaders.

God immediately rejected Eliab. God informed Samuel of His decision. God also reminded Samuel that His selection criterion had no relevance to a man's physical appearance. "But the LORD said to Samuel, 'Do not look at his appearance or at the height of his stature, because I have rejected him; for God *sees* not as man sees ...'" (1 Sam 16:7 NASB). Obediently, Samuel passed over Eliab and moved on to the next son of Jesse.

God also rejected Jesse's next son, Abinadab. This same process repeated itself seven times until God had rejected all of the sons of Jesse present that day. Samuel asked Jesse if there were other sons to consider. "Thus Jesse made seven of his sons pass before Samuel. But Samuel said to Jesse, 'The LORD has not chosen these.' And Samuel said to Jesse, 'Are these all the children?' And he said, 'There remains yet the youngest, and behold, he is tending the sheep.' Then Samuel said to Jesse, 'Send and bring him; for we will not sit down until he comes here'" (1 Sam 16:10-11 NASB).

Finally, in 1 Samuel 16:12, God revealed the man after His own heart and next king. God had selected David, Jesse's youngest son, King of Israel. God rejected Saul because of matters of his heart. God disqualified David's seven older brothers because they lacked the heart God desired in a leader. David was the man; the basis of his selection considered the heart. Consider 1 Samuel 16:7 again in its entirety. "But the

LORD said to Samuel, ‘Do not look at his appearance or at the height of his stature, because I have rejected him; for God *sees* not as man sees, for man looks at the outward appearance, but the LORD looks at the heart.’” (1 Sam 16:7 NASB). From the rejection of Saul to the selection of David, God announced that His selection criterion for a leader started with the heart.

Application

The next two lessons in The ENTRUSTED Leader’s Workbook will examine a Biblical definition of the human heart and reveal how this definition might apply to marketplace leaders. For now, the one truth to be mindful of is that when selecting a leader God looks at the heart! This stands true even for marketplace leaders. A leader’s inner nature takes priority over one’s outward appearances including all functional aspects of leading. Regardless of skill level, God will not use a leader with a heart unwilling to do all he asks. This applies to all walks of life including the marketplace.

Today’s culture remains steeped in dualism; the idea that the spiritual world and material world exist in two distinct realms that do not overlap or mix. Philosophically, most leaders who claim to be followers of Jesus Christ would reject dualism. Unfortunately, these same leaders often live compartmentalized lives characterized by an invisible wall of separation between the things of God (spiritual) and the things of men (material). Such leaders fail to realize any connection between God’s Word and Will and how they lead others in the compartment of the marketplace. Their Sunday world appears white-washed with what satisfies religious expectations; however, from Monday to Saturday they lead others from the decaying tomb of a heart unaware or unwilling to do all God asks.

What the Bible has to say applies directly to where and how you lead in the marketplace. Wise leaders keep this in mind as they go about their daily routine. Remember that Saul was not “a religious leader;” Samuel was. Saul reigned primarily as a political/military leader. Saul’s leadership impacted the marketplace of his day. God did, however, hold Saul, the marketplace leader of Israel, to the same standard of obedience that he did Samuel, the religious leader of Israel.

Conclusion

When selecting a leader, God looks at the heart! A leader must recognize the priority of allowing the development of one’s heart in the process of becoming the type of leader God desires to use. A HEART willing to do all God asks summarizes the goal of this process. Core values that result in Biblically sound leadership behavior will guide the leader who possesses a heart willing to do all God asks.