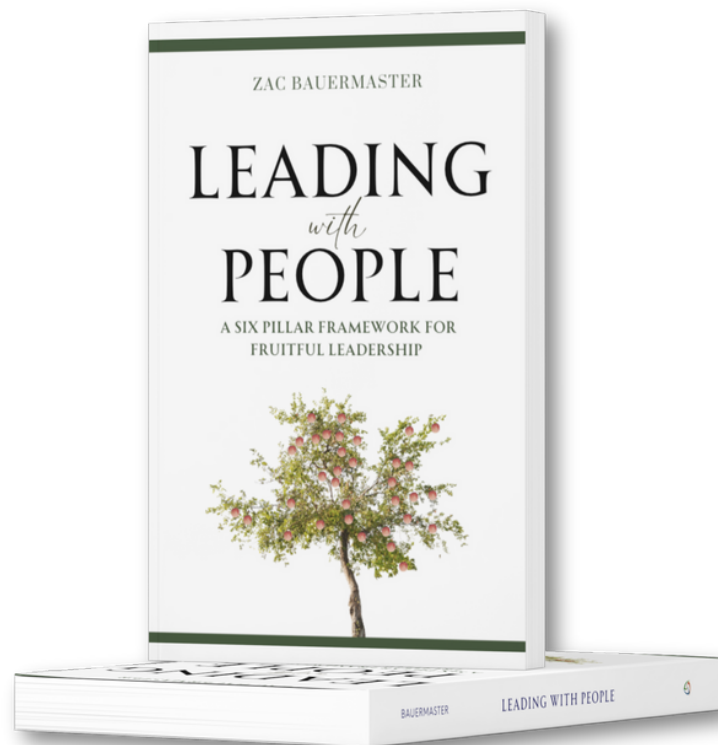


STUDY GUIDE

LEADING *with* PEOPLE

A SIX PILLAR FRAMEWORK FOR
FRUITFUL LEADERSHIP



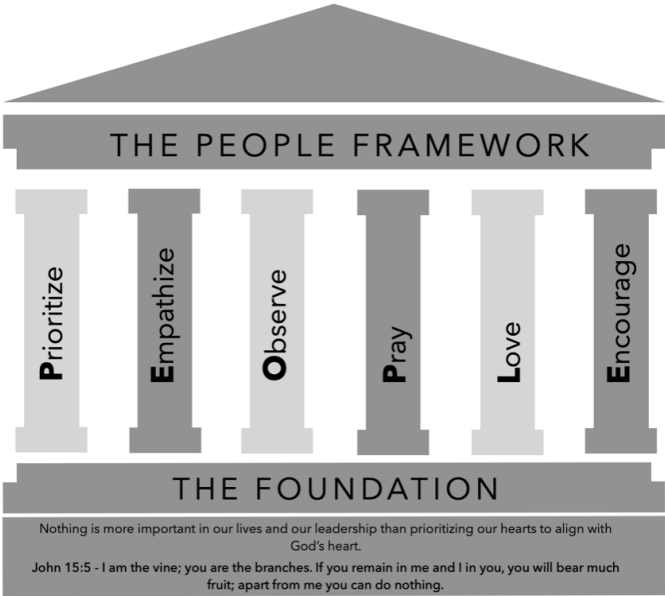
ZAC BAUERMASTER

Leading with People: A Six Pillar Framework for Fruitful Leadership

STUDY GUIDE

This study guide was created for you, the reader, the *leader*, to encourage you to never lose sight of PEOPLE in your leadership. This book study focuses on two main concepts regarding leading *with* people. We can't have one without the other, and these two concepts are interwoven through various stories throughout the book. All of the stories point back to the two main themes:

1. First, we will look at leading *with* people by seeing how much we need people in our lives as leaders. *We can't lead alone. As we lead others, we must lead with people in our lives.* To lead at our best, we must simultaneously be led while leading others.
2. Secondly, we will look at leading *with* people by breaking down the six pillars of the PEOPLE Framework. PEOPLE is an acronym with six components to guide your daily leadership - no matter where you're leading from or who you are leading. **PEOPLE** stands for: **P**rioritize, **E**mpathize, **O**bserve, **P**ray, **L**ove, and **E**ncourage. **As we lead others, we must lead with prioritizing, empathizing, observing, praying for and with, loving, and encouraging the people we lead.**



Prioritize	Leadership is <i>prioritizing</i> people. <i>John 10:14 - I am the Good Shepherd; I know my sheep and my sheep know me.</i>
Empathize	Leadership is <i>empathizing</i> with people. <i>Romans 12:15 - Rejoice with those who rejoice; mourn with those who mourn.</i>
Observe	Leadership is <i>observing</i> the needs of others and responding with compassion. <i>Philippians 2:4- Each of you should look not only to your own interests, but also to the interests of others.</i>
Pray	Leadership is <i>praying</i> for and with people. <i>1 Thessalonians 5:17- Pray continually.</i>
Love	Leadership is <i>loving</i> people. <i>1 Corinthians 16:14- Do everything in love.</i>
Encourage	Leadership is <i>encouraging</i> people. <i>1 Thessalonians 5:11- Therefore encourage one another and build each other up, just as in fact you are doing.</i>

Leading with People is for leaders from any walk of life with a heart for God and a heart for people. This book is about leading *with* people in ALL areas of life and involves our thoughts, words, and actions - every second of every day, no matter our leadership role. *Leading with People* is quiet, humble leadership in life's big moments and life's mundane moments. There's no more trying to lead ourselves - we must lead *with* people.

While there are plenty of distractions wanting to pull us from what matters most, let's allow our mission to drive the way we approach every day: *prioritizing* people, *empathizing* with people, *observing* and meeting the needs of people compassionately, *praying* for and with people, *loving* people, and *encouraging* people. **It's the people who make a place special.**

How can Individuals and Teams Utilize the Leading with People Study Guide?

Individuals, teams, schools, and organizations can leverage the insights from *Leading With People: A Six Pillar Framework for Fruitful Leadership* to foster growth in their leadership in several ways:

Individual Growth:

- Self-Reflection: Individuals can use the book study to guide self-reflection on their leadership style and practices. By internalizing the principles of the PEOPLE Framework, they can identify areas for personal growth and development.
- Daily Application: The book's actionable insights and practical applications provide individuals with tangible steps to incorporate into their daily leadership routines. This allows them to cultivate habits that prioritize people and foster meaningful relationships.

Team Development:

- Shared Understanding: Teams can use the book study as a shared resource to develop a common understanding of effective leadership practices. By studying the PEOPLE Framework together, team members can align their efforts and collaborate more effectively.
- Mutual Support: The emphasis on leading with people encourages teams to support one another in their leadership journey. By practicing empathy, encouragement, and love within the team, members can foster a culture of mutual respect and support.

Organizational Impact:

- Culture Transformation: Organizations can leverage the principles from the book to cultivate a leadership culture that values people and relationships. By integrating the PEOPLE Framework into organizational values and practices, leaders can inspire a culture of humility, collaboration, and servant leadership.
- Mission Alignment: The book's focus on prioritizing people and serving others aligns with many organizational missions and values. Leaders can use the teachings from the book to reinforce the organization's commitment to its stakeholders, whether they be employees, customers, or the community.

Overall, by embracing the principles of *Leading with People*, individuals, teams, schools, and organizations can foster growth in their leadership by prioritizing people, cultivating human connection, and nurturing meaningful relationships. This approach not only enhances individual effectiveness but also fosters a positive organizational culture and drives collective impact toward common goals.

Now, go and humbly lead with people!

INTRODUCTION

1. Bauernmaster begins the book by detailing a personal struggle with anxiety and depression that revealed “just how blind” he was to the people around him. Take a moment to reflect on the past weeks, months, or even years and how you may have become “blind” to the people around you.
2. Bauernmaster explains, “*To lead people effectively, we must be willing to be led ourselves.*” He further says, “*How we lead says a lot about us and the One for whom we work.*” What do those two quotes mean to you and your leadership?
3. The book is called Leading *with* People. Bauernmaster shares that before the day described in the opening story, he would have described leadership as “*leading people.*” He emphasizes the four-letter word “*with,*” which is defined as “accompanied by.” Take a moment to reflect on what type of impact adding the word “*with*” can have on your leadership.
4. Bauernmaster shares that while there are plenty of distractions wanting to pull us from what matters most, we should allow our mission to drive the way we approach every day. Take time to pause and reflect on the following: What is your mission? Personally and as an organization? What distractions are getting in the way of living out that mission?
5. On page 5, Bauernmaster says, “*It’s the people who make a place special.*” Spend time individually or collectively reflecting on what that quote means to you, your team, or your organization. How can it transform the way you approach each day?
6. On page 6, Bauernmaster introduces the “Pause and Take a Deep Breath” sections that are sprinkled throughout the book. How can pausing and taking a deep breath throughout your leadership journey help you grow as a leader?
7. To conclude the introduction, Bauernmaster explains that the Leading with PEOPLE Framework can be implemented in different areas of your life: family, work, simultaneously at work and home, in a struggling relationship, or with a spouse, child, or close friend. The framework is about being intentional in your relationships. Reflecting on your relationships today, where do you plan to implement the Leading with PEOPLE Framework?

CHAPTER 1: THE FOUNDATION

1. In the story of the school that was forced to evacuate, Bauernmaster shares the analogy of a leadership foundation and the importance of leaders caring for the “inside,” not just the “outside.” How do you build and maintain your leadership foundation? How are you ensuring that you maintain structural integrity in your leadership?
2. On page 11, Bauernmaster shares that “*leadership is challenging - a heavy lift and a tremendous responsibility.*” He continues on to say, “*If we take shortcuts in building our foundation, we won’t stand the weight of leadership.*” Pause, reflect, and discuss the importance of a firm foundation in your leadership. What are the implications if leaders cut corners when it comes to leading themselves?
3. On page 13, Bauernmaster says, “*Our hearts are the foundation of who we are. Much like our hearts, a foundation is not something we typically see, yet it is the load-bearing part of who we are and how we lead daily.*” Reflect on this quote individually and discuss it with your team.
4. Bauernmaster discusses the importance of Scripture reading, prayer, and making God our One and only treasure. Think about your relationship with God and the habits you have in place to nurture it. How can you deepen your connection with God and align your heart with His? What impact can these habits have on your leadership?
5. Bauernmaster reminds us not to fight our battles alone: “*God puts people along our path because we need them, and they need us.*” Reflect on who you can surround yourself with as part of your foundation. How can you create a culture of mentorship and walking alongside one another as a team?
6. Leaders must lead from a place of overflow. Review the definitions of overcommitment and overflow on page 27. Do you and your team lead from overcommitment or overflow? Complete the “Take Action” section on page 28. Reflect on when you are living and leading at your best. How can you commit to building your foundation from a place of overflow and recognize when you’re leading from a place of over-commitment?
7. Bauernmaster discusses the importance of being purposeful in “withdrawing” and “reentering” in leadership as he stresses the importance of rest. How can withdrawing and reentering refresh and strengthen you as a leader?

CHAPTER 2: PRIORITIZE

1. Bauermaster begins Chapter 2 by telling a story of an interaction with his wife on a Saturday morning, during which he realizes how much he was putting a to-do list before people—people he cared about. In what ways have you unintentionally prioritized tasks over relationships - either personally or professionally, making those people a *byproduct* of your life? What aspects of your life or work currently overshadow your ability to prioritize people, and how can you address them?
2. Bauermaster shares, *“It’s not what we have time for; it’s who we make time for.”* In what ways do you or your colleagues foster a culture of prioritizing people in your homes and workspaces? How can the story about Coach Chuck Noll and Coach Tony Dungy on page 37 impact how you lead? Think of a leader or mentor who prioritized you. How did their actions impact your growth and development? Reflect and share the qualities of that leader. How can you model prioritizing people and live it out daily as a leader?
3. Chapter 2 discusses “shepherd leadership” using the verse John 10:14, in which Jesus says, “I am the good shepherd; I know my sheep, and my sheep know me. Shepherds lead by relationship, and the relationship is where trust is built. Reflect on the characteristics of a shepherd leader described in the chapter and brainstorm ways you and your team can adopt a more relational approach to leadership. Discuss practical strategies for integrating the concept of prioritizing people into your team's mission, vision, and day-to-day operations.
4. How we greet others can have a significant impact no matter where or who we’re leading. How can you individually or collectively prioritize people by the way you greet them? *When greeting others - do you make people feel like an interruption or the most important person in the world?*
5. Bauermaster challenges readers to put their phones down and look up throughout the day. He shares that *“presence is a superpower that very few of us have”* and reminds readers to *“Be where your feet are.”* How can you be more intentional with putting your phone down ensuring you are not missing the precious people and moments around you?
6. Bauermaster says that you can’t live out the mission and vision of your home or organization if you and those you lead are stressed, burnt out, and operating at levels less than your best. On page 49, Bauermaster discusses prioritizing a culture of healthy

people. He asks, “*How often do we craft our mission statements and create our vision but exhaust ourselves and our people attempting to live out that mission?*” Brainstorm and implement ways you can create a culture of healthy people in your home or organization. How can you make “Healthy People” a part of your mission and vision?

7. Bauernmaster shares a powerful story about his grandfather’s passing on pages 52-54. He explains that leaders must prioritize the people inside their homes before leading anyone else. Reflect individually or as a team - how can you ensure you prioritize your “*most precious crop*” and create a culture for others to do the same?

CHAPTER 3: EMPATHIZE

1. Bauernmaster opens Chapter 3 by sharing his personal *hidden* story of anxiety and depression. He encourages leaders to share their stories by saying, “*When we share our stories, our eyes and hearts are opened to the stories around us.*” Do you agree or disagree? How can sharing *your story* strengthen you as a leader and those you lead?
2. Reflect individually and/or discuss as a group the following quote found on page 61: “*Leading with empathy doesn’t begin when we know someone’s story; leading with empathy begins when we recognize that every person has a story.*” How can this quote impact the way you lead and interact with others daily? Think of a leader or mentor who demonstrated genuine empathy towards you. How did their actions impact your growth and development? Reflect and share the qualities of that leader.
3. On pages 65-67, Bauernmaster uses the analogy of the yellow light, encouraging leaders to purposefully slow down at “yellow lights,” not speed up. He shares that leaders can be so “busy” that they often forget to pause, slow down, and look around, missing opportunities to empathize and connect with others. Bauernmaster adds that when leaders slow down, people become clearer in their peripheral vision instead of a blur as they speed right by. Reflect and/or discuss implementing “Yellow Light Leadership” into your homes and workspaces.
4. Bauernmaster discusses the concept of “Hurry Sickness” on page 67. Many leaders live with a constant feeling of “hurry,” needing to get things done. He shares that we try to do too many things at one time, limiting our time in deep thought and deep relationships. Do you struggle with hurry sickness? How can you be more intentional about being an unhurried leader? What impact will unhurried leadership have on you and the people around you?
5. Bauernmaster shares, “*Questions are one of the most effective ways to connect with others.*” He shares that leaders should constantly look and listen to learn what others need, and this begins with asking the right questions. Reflect and/or discuss the following statement: “*Leaders often think we need to have the correct answers when we should focus on asking the right questions, listening, and learning to discern the needs of others.*” How can being more purposeful in the questions you ask help you diagnose the needs around you?

6. Reflect and/or discuss the following quote: *“Too often, leaders see through our lens, from our past, from our experiences, blinding us to the needs of the people we lead.”* Do you agree or disagree? What negative impact can that have on your relationships and leadership? How can you be more intentional about seeing through the lens of others?

7. Bauernmaster closes the chapter by stating: *“When we lead with empathy, we show people we care. A culture of empathy deepens relationships, builds trust, and strengthens families, businesses, schools, and communities. A lack of empathy weakens relationships.”* Reflecting on the principles discussed in this chapter, how can you individually and collectively cultivate a culture of empathy within your team or organization? Discuss practical strategies for integrating the concept of empathizing with people into your team's mission, vision, and day-to-day operations.

CHAPTER 4: OBSERVE

1. Bauermaster begins Chapter 4 with a story about riding his bike with his three kids and a leadership lesson he learned. Review the story on pages 77-79 and reflect individually or discuss as a group the following quote: *“Leadership is about coming alongside the people we lead, observing their needs, meeting them where they are, and helping them reach their full potential—often heights they didn’t think they could reach.”* How does the opening story relate to your leadership, and what impact can it have on the way you lead?
2. Bauermaster shares that leaders shouldn’t stop at empathy but allow empathy to move us toward compassion. He further explains that empathy should drive us to observe the needs of others and respond accordingly. How can the first two pillars of the PEOPLE Framework, Prioritizing People and Empathizing with People, help you as a leader to observe the needs of others, take action, and respond with compassion?
3. On page 81, Bauermaster shares the Parable of the Good Samaritan to exemplify compassionate leadership. Bauermaster shares that *“compassionate leadership is not simply empathizing with what someone is feeling or going through; compassion is recognizing the suffering and moving beyond empathy with a willingness to help.”* Spend time reflecting on Luke 10:25-37 and the story of the Good Samaritan. How can you deepen your understanding of compassion and apply it to your leadership approach?
4. Authentic leadership involves more than just empathy; it requires action. On page 90, Bauermaster shares a story about Jonathan Alsheimer and a challenging situation he faced with his daughter that put her in the hospital. That’s when Jonathan got an idea that moved him from empathy to compassion. Discuss the story on pages 90-92 and how you, your team, or your organization can choose to *“take a step of faith?”* Has there been something on your heart that you are ready to take action on for the good of others?
5. Think of a leader or mentor who demonstrated genuine compassion towards you. How did their actions impact your growth and development? Reflect and share the qualities of that leader. What steps can you take to become more observant and responsive to the needs of others in your personal and professional life?
6. How can you celebrate and recognize instances of compassionate leadership within your team, encouraging others to embody these values in their interactions and decision-making processes on a daily basis, ultimately creating a culture of compassion? Discuss practical strategies for integrating the concept of leading with compassion into your team's mission, vision, and day-to-day operations.

CHAPTER 5: PRAY

1. Bauernmaster opens Chapter 5 by sharing a story about his principal's "little black notebook." As his principal would navigate many conversations with teachers, support staff, students, and families, he would add those difficult situations to his "little black notebook." He would use the notebook to follow up, check in on how people were doing, and more importantly, use it as a prayer book for the people he led. Reflect individually or as a group on the story of the "little black notebook." How could you incorporate this concept into your leadership?
2. Bauernmaster shares this advice from his mentor: "They may never see me praying for them, their situations, or their families, *but it is the most powerful thing I can do for them and our school.*" Reflect on this quote.
3. Bauernmaster discusses King David and how he faced many challenging, even life-threatening situations as a leader. Still, David was faithful in prayer and poured out his heart to God for guidance, wisdom, and discernment. He knew God's thoughts were higher than his, and God could do so much more than he could on his own. How does prayer currently factor into your daily routine and leadership practices? How can you emulate David's example of faithful prayer and leadership in your life, no matter what you're going through?
4. Bauernmaster states on page 107, "*The combination of personal needs and daily stresses has the potential to debilitate leaders with anxiousness and worry.*" Instead, Bauernmaster encourages readers to hear Paul's words in Philippians 4:6: "Do not be anxious about anything, but in every situation, by prayer and petition, with thanksgiving, present your requests to God." How can you be intentional about shifting your focus from worry to prayer?
5. Bauernmaster urges readers to integrate prayer into every facet of life and leadership, trusting in God as the ultimate Waymaker. Reflect personally and professionally; in what areas of your life do you find it most challenging to trust God as the Waymaker? What steps can you take to intentionally integrate prayer into your everyday routine and decisions, putting your complete trust in God?

CHAPTER 6: LOVE

1. Bauermaster discusses Agape love to begin Chapter 6. He shares that *“Agape is not a feeling or emotion, not subjective to any conditions; it is unconditional, sacrificial love. Agape love is selfless, striving for the greatest good of others.”* Bauermaster adds that it’s love that can only come from God. Agape love transcends emotions and circumstances, focusing instead on selflessness and sacrifice. Reflect and discuss Agape love. In what ways have you experienced or witnessed Agape love in action, and how can it transform the way you lead?
2. Bauermaster shares a powerful comment from a friend when he was preparing to take a new job as a school principal: *“The moment I could stop trying to be the perfect principal and just focus on showing Christ’s love...it all came together.”* Reflect and discuss this quote.
3. Consider the characteristics of love outlined in 1 Corinthians 13:4-8. Which aspects do you find easy or challenging to embody in your relationships and leadership? Reflect on a time when you struggled to trust God's love during a difficult situation. What did you learn?
4. Bauermaster shares, *“Great leaders love people; it only takes one relationship to help someone feel like they belong and are loved.”* Reflect and discuss practical strategies for integrating the concept of leading with love into your leadership. Discuss practical strategies for integrating the concept of leading with love into your team's mission, vision, and day-to-day operations.
5. Bauermaster closes the chapter by sharing a quote from his wife about the challenges of parenting: *“We just need to keep showing up, keep loving them.”* God fills us with new mercies every day. How can you lead with a fresh lens each day to keep showing up and keep loving the people you lead?
6. Think of a leader or mentor who demonstrated genuine love towards you. How did their actions impact your growth and development? Reflect and share the qualities of that leader. What steps can you take to become a more loving leader in your personal and professional life?

CHAPTER 7: ENCOURAGE

1. Bauermaster opens Chapter 7 with: *“We all have those people in our lives who encourage us. They provide us with confidence, hope, and support. They are people we love to talk to or be around because they lift us up, fill us with confidence, cause us to think and reflect, and encourage us in our daily walk.”* How has encouragement influenced your personal and professional journey? Reflect on a mentor or peer who has been a source of encouragement in your life. What qualities or actions made their encouragement impactful?

2. On page 126, Bauermaster shares an encouraging activity a mentor challenged him to do:

Write two letters to yourself as if it's twenty years from now. Go ahead and write one letter as if you look back with regret. This letter will focus on poor decisions and the people impacted by those decisions. Next, write the other letter as if you made the right decisions. You look back over those twenty years on the solid decisions you made and the people impacted the most. Maybe even try this: write the letters from your kids' or another family member's perspective as if they were sharing their experiences and perspectives with you.

Read Bauermaster's example on pages 127 and 128 and try this activity. Reflect individually and share takeaways with your team. How do these letters offer insights into your current priorities and decision-making?

3. Inspired by Jesus' teachings in Matthew 5:13-16, Bauermaster shares that leaders are called to be *salt* and *light* wherever they lead, actively influencing others through their actions and words. Read Matthew 5:13-16. How can you embody the qualities of salt and light in your leadership approach, actively influencing others through encouragement?
4. Leadership is helping others *“navigate through complexity and chaos, providing them with a bright hope for the future.”* Reflect on times when you or your team faced adversity or setbacks. How did you encourage each other during these challenging periods, and what lessons can you draw from those experiences to strengthen your team?

5. The words we say have a tremendous impact on those we lead. The tongue is small but powerful. How have you seen words destroy individual relationships or an entire culture? How can you commit to only speaking words that build up and encourage others? What impact can both these situations have on others and an organization as a whole?

6. Bauernmaster says encouragement is *“letting others know you are in their corner with them.”* Discuss practical strategies for integrating the concept of leading with encouragement into your team's mission, vision, and day-to-day operations, recognizing that you see the hard work of others, that they are important to you, and that their efforts matter. How can you create an *“in your corner”* culture for those you lead?

CHAPTER 8: ACTION PLAN

The Leading with PEOPLE 7 x 7 Action Plan

Bauermaster concludes the book by providing readers with a 49-Day Leading with PEOPLE Action Plan. The Action Plan is designed to help leaders implement the pillars of the PEOPLE Framework into their lives. Why 49 days? The PEOPLE Framework begins with building the foundation and is followed by the six letters in the word PEOPLE for seven weeks. The foundation and each pillar walk you through seven days for a total of 49. The purpose is to lead *with people one day at a time*, focusing on your foundation and key pillars of the framework. The action plan combines bringing people alongside you in your leadership and fruitfully leading others.

Iron Sharpens Iron: Don't Do it Alone!

Readers should consider identifying an accountability partner or forming an accountability team to embark on the 49-day Leading *with People* Action Plan together. Proverbs 27:17 says, "As iron sharpens iron, so one person sharpens another." Having a support system can significantly enhance your growth as a leader. By working through the framework collectively, you can offer encouragement, share insights, and hold each other accountable for the daily actions and reflections. Whether focusing on family, work relationships, or personal growth, this collaborative approach ensures a deeper commitment and understanding of the principles outlined in the plan. Together, you can strengthen your foundations, prioritize relationships, empathize with others, and ultimately grow as leaders who lead with humility and intentionality in alignment with God's heart. Consider the ten questions below to guide your collaborative reflections.

10 Questions to Consider As You Work Through the Action Plan

1. Reflecting on your interactions and experiences this week, what insights or lessons did you gain about yourself and your relationships?
2. How have you found incorporating prayer and scripture memorization into your daily routine beneficial in aligning your heart with God's heart and impacting your daily leadership? Was there any verse or prayer on your heart this week?
3. Reflecting on the past week, what successes or challenges did you encounter in carrying out the action plan?
4. Are there any specific action items from the plan that you found particularly impactful or difficult to implement? How can we support each other in overcoming these challenges?
5. How do you feel your foundation is developing? Have you noticed any changes in your approach to leadership or interactions with others?
6. As you reflect on the week, what adjustments or refinements must you make to ensure continued growth and progress in yourself and your relationships?
7. How effectively did you prioritize rest and rejuvenation during the week, particularly on the designated rest days? What worked well for you? What did you find challenging?
8. In what ways have you seen God working in your life and the lives of those around you this past week?
9. Looking ahead to the upcoming week, what specific goals or intentions do you have for continuing your journey through the action plan? How can I assist you in achieving these goals?
10. How can we hold each other accountable for maintaining consistency and commitment to the action plan as we move forward?