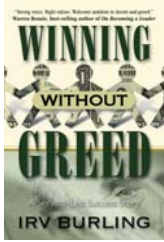


Winning Without Greed—STUDY GUIDE

by Irv Burling



Winning Without Greed by Irv Burling

Enron: A wake up call for corporate America! This book shows that you don't need greed to succeed. Irv Burling provided direction to a company in crisis and turned it around through servant leadership, proving that when leaders put others first, everyone wins! Irv provides principles to help you become a more effective leader of team member.

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INTRODUCTION

This study guide is designed to be used with the book *Winning Without Greed* by Irv Burling. It can be used for individual study, in business leadership groups or Sunday School classes. It teaches the principles of servant leadership and is useful for both leaders and teams. (Think of the classic management organizational pyramid. Now, invert the pyramid so the leader of the organization—serving the needs of the total organization—is at the bottom. As you move up the inverted pyramid, there are individuals who lead pieces of the organization. Therefore, more than the top leader of the organization has an interest in servant leadership. In addition, even if you have no responsibilities as a leader, you have legitimate expectations of the leadership. This study will enable you to have realistic expectations.)

This study guide is designed to be completed in either 6 weeks (by doing two sessions per week) or twelve weeks. Each weekly study should take no more than 45 minutes in a group setting (if a 12 week study is adopted) or 30 minutes of personal study, unless you choose to take more time. The study guide contains leader's notes to provide tips on leading a group discussion.

SUGGESTIONS FOR GROUP USE

Pray that God will reveal Himself to you through the reading of His word, the study of this book, and the interaction of the group. Come prepared. Complete the scripture readings and specific chapters of the book prior to the group session. Answer the questions allowing the Lord to direct you in your answers. Be willing to participate by sharing what you have learned with the group. Remember, the leader's role is to facilitate the discussion and he or she will be counting on all members of the group to participate.

Stay focused on the material being studied. Listen carefully to the others as they share. Try not to monopolize the discussion, recognizing that you may gain additional insight from others in the group. Study with the expectancy. Come expecting God to teach you new things about Him and about yourself.

TIPS FOR LEADING A SMALL GROUP

Ask God to help you to understand what He is teaching in this material. Complete the study yourself, prior to meeting with your group, giving yourself plenty of time to pray and meditate on God's Word. Pray for each member of the study weekly. Always begin the study on time and end the study on time.

Be sure that all group members have a copy of the study guide and the companion book that the study is based upon. Encourage the study group to complete their answers and the book chapters prior to the study group's meeting. At your first meeting, make sure that everyone understands that the study will be a discussion, not a lecture. Encourage all of them to participate.

Read the introductory material and scripture passage at the beginning of each lesson to orient the group to the material being studied. Avoid answering all the questions yourself. Even if the group is quiet, allow them time to reflect. If necessary, repeat or rephrase the question until it is clearly understood. If you do most of the talking, it may discourage others from participating.

Don't settle for one answer. Encourage additional participation by asking, "What do the rest of you think?" or "Did anyone learn something else?" Recognize all contributions. Never reject an answer. However, if the answer clearly appears wrong you may ask, "What do the rest of you think?" or "What led you to that conclusion?" Stay focused on the material being studied. Avoid getting off on tangents.

Have a great time as you learn how to become a servant leader.

Winning Without Greed—SESSION ONE

The First Shall Be Last

Read: Chapter One

Read: Mark 4:19; Luke 12:15-21

Key points from Irv's Corporate Notebook:

- **TRANSPARENCY:** “What I did was as important as what I said. Standing at the end of the line created an image that the organization would not forget. The disruption actually turned into a positive statement.”
- **INTEGRITY:** “Open, honest, and timely communications was important. Dealing with an awkward situation promptly kept issues on the table and minimized the potential negative impact on productivity.”

Questions to consider if you want to become an effective leader or team member:

1. Are you interested in becoming a servant leader in your family, in your volunteer work, or in the business where you work? Why?

2. If you're not interested in leadership but would like to work for a servant leader, what are your expectations?

3. If you're a leader in a business or organization, what image does your team project?

4. What image do you want them to project?

5. What steps need to be taken to make the change?

Winning Without Greed—SESSION TWO

Trading Spaces

Read: Chapter Two

Read: Luke 16:13-14

Key points from Irv's Corporate Notebook:

- **INTEGRITY:** “What you do should be consistent with what you say. Setting an example of what you expect is important. If you're asking your staff to focus on productivity and a control of expenses it should be obvious that you're doing it too.”
- **TRANSPARENCY:** “It is important that your physical surroundings represent an image of what you say. It made a huge statement when the long board's table was replaced with a round one. Glass walls, including my own office, projected an open image.”

Questions to consider if you want to become an effective leader or team member:

1. What kind of image do you create as a leader?

2. What image do you want to create?

3. How can you change it?

4. Do you want to change? Why?

5. What could you do to send a clear message to those you're leading that you believe in the merit of being very open and honest?

Winning Without Greed—SESSION THREE

Building on Our Strengths

Read: Chapter Three

Read: Acts 5:1-11; Rom. 7:7-8

Key points from Irv's Corporate Notebook:

- **DEVELOPMENT:** “Always allocate plenty of time to agree on a development plan for each staff member. Audit the plan every year. Do a new assessment every three years. Keep the member challenged by periodically assigning increased responsibility. Beware of assigning responsibilities beyond the member's capacity to manage.”

Questions to consider if you want to become an effective leader or team member:

1. The most important asset you have, if you are leading, is the people you lead. How can you improve the plan to develop those you lead?

2. What issues are there with those you lead that you've been reluctant to deal with?

3. Could another resource person help you make the most of the potential of those you lead?

4. How do you know if you're doing the best you can do with the people you lead?

***Winning Without Greed*—SESSION FOUR**

Believing in the Creativity of Our Associates

Read: Chapter Four

Read: 1 Cor. 5:9-11

Key points from Irv's Corporate Notebook:

- **TEAM:** "Assuming good intentions, making sure communications were heard, not worrying about who gets the credit and not having a back-up plan all helped in building a cohesive team effort."
- **TRUST:** "Letting the staff know I believed in them built trust."

Questions to consider if you want to become an effective leader or team member:

1. As a leader how do you show belief in those you lead?

2. Is the way you communicate with those you lead effective?

3. How could you do #1 and #2 better?

4. What examples demonstrate that you're getting the results you expect from your team?

Winning Without Greed—SESSION FIVE

An Education in Leadership

Read: Chapter Five

Read: 1 Cor. 6:9-11; Eph. 5:3-5

Key points from Irv's Corporate Notebook:

- LEADERSHIP: "Experiences on the job can be helpful. I also found that many experiences I had outside of work were extremely valuable when I had to make radical changes in the company in order for the company to have a viable future."

"How you create the future is leadership. How you adapt to the present is management."

Questions to consider if you want to become an effective leader or team member:

1. What experiences have you had that have added to your leadership education?

2. How could you apply your experiences to assume a leadership role today?

3. How could you turn the problems you face today into useful experiences for leadership roles?

4. What are some of the characteristics of servant leadership?

5. How does this understanding of leadership compare with Jesus' understanding and practice of leadership?

Winning Without Greed—SESSION SIX

Service Above Self

Read: Chapter Five

Read: Php. 3:18-19

Key points from Irv's Corporate Notebook:

- LEADERSHIP: "Community and business related opportunities are an excellent source for leadership training."

Questions to consider if you want to become an effective leader or team member:

1. What opportunities are there to devote 10% of your working time to charitable endeavors that would provide an education in leadership for you?

2. What experiences have you had that have added to your leadership education?

3. How could you apply your experiences to assume a leadership role today?

Winning Without Greed—SESSION SEVEN

Irving Can Do It

Read: Chapter Six

Read: Col. 3:1-6; 1 Tim. 3:3,8

Key points from Irv's Corporate Notebook:

- VISIONARY: "I think in terms of four simple considerations, a) Listen to input from those you're serving. b) Keep the plan simple. c) Be persuasive in selling the plan. d) Be tenacious in achieving the plan."

"One of the core lessons from the Enron travesty is that we need humble servant oriented leaders."

Questions to consider if you want to become an effective leader or team member:

1. Identify some of your friends who could form a life-giving (but not dominating) spiritual support group for you.

2. What lessons have you learned from the mentors in your life?

3. What lessons *could* you learn from a mentor?

4. Should you consider hiring a life coach to assure integrity in following your life plan?

***Winning Without Greed*—SESSION EIGHT**

Sit Loose

Read: Chapter Seven

Read: 1 Tim. 6:5-11; 2 Tim. 3:2

Key points from Irv's Corporate Notebook:

- SIT LOOSE: "I have a tendency to be too driven, too focused when I have a specific objective. Some techniques I've used to loosen up are:
 - I ask myself, 'Will it be important five years from now?'
 - I look for the humor in what we are doing.
 - I'm willing to laugh at myself.
 - I consider the possibility of non-offensive practical jokes.
 - I get involved in a hobby. In my case that was music."

Questions to consider if you want to become an effective leader or team member:

1. Would you say that you have a good sense of humor? Why?

2. What hobbies do you have?

3. In what other ways do you sit loose?

4. How can you do it more effectively?

Winning Without Greed—SESSION NINE

Integrity is the Issue

Read: Chapter Seven

Read: Tit. 1:7-11; Heb. 13:5

Key points from Irv's Corporate Notebook:

“Micah 6:8 has been a guiding principle for me for many years. I've paraphrased that verse and put it on my computer screen, using three words: INTEGRITY—EMPATHY—HUMILITY to represent the core of my authentic self.”

- INTEGRITY: “This strength is so important that you should do everything you can to make it transparent. Again to paraphrase Emerson, ‘What you do is so important I can't hear what you say.’ It should be obvious to your staff that you ‘walk the talk.’”

Questions to consider if you want to become an effective leader or team member:

1. What does the phrase “authentic self” mean?

2. How would you define *your* authentic self?

3. What do you need to do to achieve that?

Winning Without Greed—SESSION TEN

Building Life-Giving Relationships

Read: Chapter Eight

Read: Jas. 4:2; 1 Pet. 5:2

Key points from Irv's Corporate Notebook:

- **EMPATHY:** “Try to put yourself in the staff members’ shoes to understand their issues.”
- **HUMILITY:** “Listen, listen, listen. In a servant led organization, your needs are secondary to the needs of the staff.”

Questions to consider if you want to become an effective leader or team member:

1. What techniques could you use to build life-giving relationships?

2. How could you encourage open and honest dialogue with your team?

3. What could you do to show more empathy toward those you lead?

4. What could you do to show more humility?

***Winning Without Greed*—SESSION ELEVEN**

It Really Is a Wonderful Life!

Read: Chapter Nine

Read: 2 Pet. 2:3,14; 1 Jn. 2:15-17

Key points from Irv's Corporate Notebook:

“I often feel like the recipient of the last line of the movie, *It's a Wonderful Life*. Remember when Medal of Honor recipient Harry Bailey comes in and toasts his brother, saying ‘To my big brother George, the richest man in town.’ I am rich beyond words.”

Questions to consider if you want to become an effective leader or team member:

1. How have you had an influence on others?

2. Has it been positive? Why?

3. Has it been negative? Why?

4. What is it you can do to help people? What will make a difference for them?

Winning Without Greed—SESSION TWELVE

Now It's Your Turn

Read: Chapter Ten

Read: Mic. 6:8

Key points from Irv's Corporate Notebook:

“To become a servant leader is simply to strive to become your authentic self, accepting all your shortcomings and benefiting from the mistakes you make during the journey. I’ve made my share of mistakes, but in the end, the rewards of servant leadership are wonderful.”

“The previous chapters indicate the strengths or traits that I found to be helpful in my attempt to be a servant leader. There is nothing new in this list. I urge you to make your own list. Your list, like mine, will be impacted by your own willingness to be authentic and open to your own vulnerabilities. A summary of those strengths or traits is as follows.”

IRV'S LIST:

- 1. Transparency
- 2. Integrity
- 3. Development
- 4. Team
- 5. Trust
- 6. Leadership
- 7. Visionary
- 8. Sit loose
- 9. Empathy
- 10. Humility

YOUR LIST:

Questions to consider if you want to become an effective leader or team member:

- 1. What can you learn from this book that might be applicable in your family?

- 2. In your congregation?

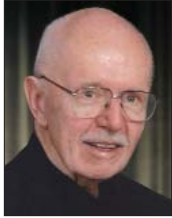
3. In your workplace?

4. In your social institutions?

5. What can you do right now to begin to apply what you've learned?

There is a statement in the Scriptures that goes something like this: "You will find yourself by losing yourself in service to others." The secret behind the success story Irv has shared is servant leadership. If you embark on the journey using the process he's described, remarkable results can be obtained. We urge you to try it. It can be very rewarding!

We hope you've enjoyed studying *Winning Without Greed*.



IRVING BURLING, FSA is a Fellow of the Society of Actuaries. Since retiring as president and chief executive officer of Century Companies of America, he has coached senior executives facing a transformation in their own companies. In addition, he has coached individuals regarding career changes.

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We hope your life has been enriched and you have been equipped for breakthrough living by this study. If you'd like to share a testimony write to: info@evergreenpress.com. To purchase copies of *Winning Without Greed* by Irv Burling, visit: www.evergreenpress.com, www.amazon.com, or your favorite local bookstore. (Irv, the vesion you send out would include **YOUR** contact information instead of this.)

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