

08. The Motivational Gift of Administration / Organizing

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Spiritual Gifts—God's Way

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All right, we want to look at the spiritual gifts this morning of administrative organizing. You'll hear me use those terms interchangeably. Donald, please tell me that... there you go, good. Working. Good.

This is best illustrated in the life of Nehemiah. It's interesting how all the other Scripture gives you kind of really good examples of in the New Testament... I haven't really seen anybody in the New Testament that just comes out as an organizer, but Nehemiah just kind of glares at you from the pages of Scripture. So we want to look at that.

And the motivational gift of organizing... the major irritation for a person that has this gift is that they say, "You know, hey, other Christians are not accomplishing any goals. We're not getting stuff done." Organizers get really irritated when things aren't getting done. It's just the... that's their big thing.

So let's... we're going to kind of look at an overview of that gift, and every gift has something they need to understand. And for organizers, they need to understand suffering. I almost feel sorry for some of you with this gift, because they really have to learn life's lessons sometimes through suffering. And one of the things they do is that they learn to be sensitive to others through their own suffering. Organizers are not naturally sensitive. They tend to be project oriented and goal oriented, and sometimes they're not really sensitive to what's going on in other lives.

So God allows them to experience some pressures and some difficulties and some trials, and then through all their trials they learn to be sensitive to others. I'm not an organizer by any stretch of the imagination, but I remember when I was going through all the pain that I had for about eight and a half years—walking on a cane, and going to this medical test and that medical test and other medical test, I learned to be a lot more sensitive to people who are in the hospital going through medical tests, you know? So I think organizers are kind of the same way.

And in Romans 12:14 we have a guideline that's given to the person with this gift. It says, "Bless them which persecute you; bless, and curse not."¹ So basically they're being told, "You need to... you're going to get some persecution. Just... that's part of what you need in life, and learn to bless people who persecute you."

So let's look at the... what the organizer might do at dinner, just by way of illustration. Again, kind of our little funny cartoons. So, somebody spills some dessert on the floor and the organizer's the one that will say, you know, "Jeanne, would you get the mop? Sue, please help pick it up. Mary, help me fix another dessert." And what they're trying to do is meet the immediate goal, which is to finish... you know, clean up the mess and finish dinner appropriately.

And then, if you had an organizer come visit you at the hospital, they might be the person who tells you, "Hey, don't worry about anything. I have assigned your job to four others in the office and they're trying to relieve pressure on you." I think this is one of the coolest things about organizers. They sense when other people are under pressure and they try to relieve the pressure from that person. In fact, if you look at the seven sense perceptrors again, and you may remember that each spiritual gift corresponds to one of the seven sense perceptrors. We are the body of Christ and so there are seven perceptrors.

And on the list of seven sense perceptrors, the pressure sensor is the organizer. Now when you put a certain amount of pressure on any part of your body, you can feel pain. In fact, there are pressure points. One of the things you learn if you take self defense classes is, where do you strike to inflict pain, based on where there's a pressure point.

And this is why you can go to the Keller Science Museum in Fort Worth and they have a bed of nails there, and you can lie on that bed of nails. And it's actually pretty comfortable. And what they did is, they figured out how much pressure the body took before it sensed pain, and they spread the nails out close enough together so that no one part of your body would put enough weight on a nail for the nail to inflict pain.

So you lay on the thing, you think, "Hey, this is pretty comfortable." Now, when you get up, you might have a few new holes in your clothing, but it's actually fairly, you know, a fairly comfortable bed to lie on. Although I don't think they found a pillow to match yet, which would... that would be my problem, finding a pillow to match.

So this sense perceptror number six, the pressure one... the pressure in the body triggers this perceptror to say, "Hey. There's pain here." And when an organizer realizes that somebody's got too much on their plate, too much to do, they're under too much pressure, they're usually one of the first people to come and say, "Is there anything I can do to, you know, take some of the load off of you? Is there anything I can do to help?" And that's a wonderful thing. I was doing many tasks this morning and I had two of my girls pop in my office at different times and say, "Daddy, is there anything I can do to help you?" You don't know how cool that is. That is just a cool thing to have.

¹ Romans 12:14.

So let's look at some characteristics of organizers. And the first characteristic of an organizer is that they can visualize final results. So one of the things that an organizer can do is, they can see the end game. They can see where you're trying to go. They can see what things are supposed to look like when it's done.

Now, Nehemiah was given the task of removing the great affliction and reproach, as it says in Nehemiah chapter one, and he immediately knew... "Hey, the first thing we need to do to get the affliction and reproach off God's people, we need to build the walls." So it's kind of like God passed him, says, "Get rid of the affliction and reproach," and the first thing he sees is, "Hey, you know what? That city needs walls again. Jerusalem needs walls again. Let's go build the walls, because after all you can't have a strong city if you don't have protection for the city. And if people are going to go back to Jerusalem and repopulate it and if they're ever going to worship there again someday, first thing we got to do is rebuild the walls."

So he knew specifically what needed to be done in order to accomplish that vision. Another thing that organizers do is that they require loyalty in their associates. An organizer would rather have someone that he could depend upon all the time and he needs to know what his resources are, you know? Has anybody ever given you a job, and then right before you get ready to do the job they take away something you needed to do to do the job with? It's kind of like, you know you needed to...

I went out yesterday to fix the slats in our backyard fence. We had a bunch of holes in our fence and we had propped stuff up, and the neighbors on the other side had propped stuff up to keep their dogs from getting in our yard and our dogs from getting in their yard and it wasn't on my.... You know, I was... as long as it was propped there, we were okay, but it finally, you know, annoyed me and I, like, two months ago had bought these slats in the fence. And I was, "Okay, I've got to get out there today."

So I go out there and I had asked for a certain set of tools to be brought out there. So I get out at the fence and instead of all ten fence slats being there, I only had one with me. I thought, "Well, where are the other nine? I've got a lot of work to do here." And then, you know, I got out there and quickly ran out of screws and had to get some more screws. I got frustrated when I'm working out stuff and everything I need isn't there.

Or if somebody takes away something I had there a minute ago, and I was trying to use it and they take it away, and I'm like, "Well, where's that screwdriver now?", you know? Who borrowed that, you know? And so it's... organizers like to know that... what the resources are and what they can depend on. And their efficiency to their operation depends on faithful workers. And so they would rather have a few people they can depend on than a lot of people they can't depend on. And an organizer would rather have three people they can count on than 60 people who will say, "I'll be there," and then never show up. Okay?

Another thing that organizers... you know, Nehemiah required this oath of cooperation and he says, "Then I called the priests and took an oath of them, that they should do

according to this promise.”² He not only wanted them to know what the job is, he says, “You’ve got to promise me you’ll be here. You’ve got to commit. I’m going to make you bow down to God. You’re going to show up or God’s going to zap you, okay? You’re going to be here for this task.”

So let’s look at Nehemiah chapter five, if you want to read it in your Bibles, or it will be on the screen. And let’s read these first 13 verses, and I’ll just show you some examples here.

It says:

And there was a great cry of the people and of their wives against their brethren the Jews. For there were that said, We, our sons, and our daughters, are many: therefore we take up corn for them, that we may eat, and live. Some also there were that said, We have mortgaged our lands, vineyards, and houses, that we might buy corn, because of the dearth. There were also that said, We have borrowed money for the king’s tribute, and that upon our lands and vineyards.³

So first of all, just kind of look at the situation. They’ve come back to the Promised Land, but... you know, back to rebuild the city, but everybody’s in debt. They’re in debt up to their eyeballs, and they’ve mortgaged their land in order just to buy food to eat and they’ve mortgaged their land just to meet basic needs. Verse five says, “Yet now our flesh is as the flesh of our brethren, our children as their children: and, lo, we bring into bondage our sons and our daughters to be servants, and some of our daughters are brought unto bondage already: neither is it in our power to redeem them; for other men have our lands and vineyards.”⁴

So not only was there a problem with the fact that they were in debt, but Jews were in debt to other Jews. And so some of the wealthier Jews had... when people needed money, they said, “Well, mortgage your land to us,” you know? “Let us have your... we’ll take the mortgage on your property, and if you can’t pay it, we’re in charge of your property. And by the way, while we have the mortgage, anything you produce really is ours.” So they don’t have the income. They have a high interest rate to pay back, and basically some of the Jews are getting wealthy at the expense of the other Jews, and some of them couldn’t pay their debts, so they became bond slaves. And so suddenly you find Jews being slaved to other Jews. How ridiculous is that?

Obviously they forgot the instruction in the Old Testament that said that you weren’t to charge usury to one of your brethren. So if you lent to someone else who was a Jew, you weren’t supposed to charge them interest. You weren’t supposed to charge them usury.

² Nehemiah 5:12.

³ Nehemiah 5:1-4.

⁴ Nehemiah 5:5.

Verse six, “And I was very angry when I heard their cry and these words. Then I consulted with myself,”⁵ and then he starts in action. The first thing he does, he says, “I rebuked the nobles.” So he let them know, “Hey, this is counterproductive. This is a bad thing. This is hard on everybody.”

“And the rulers, and said unto them, Ye exact usury, every one of his brother. And I set a great assembly against them.”⁶ So not only did he rebuke them, he organized opposition to them. He let them know that not only was their position unpopular with him, their position wasn’t good for the whole nation.

“And I said unto them, We after our ability have redeemed our brethren the Jews, which were sold unto the heathen; and will ye even sell your brethren? or shall they be sold unto us? Then held they their peace, and found nothing to answer.”⁷ He says, “You know, we’ve redeemed some people. We’ve brought them out. Would you have them sold again?” He says, “Listen. We’re trying to free the Jews and you’re trying to enslave them. What do you want to choose?”

Verse nine, “Also I said, It is not good that ye do: ought ye not to walk in the fear of our God because of the reproach of the heathen our enemies? I likewise, and my brethren, and my servants, might exact of them money and corn: I pray you, let us leave off this usury.”⁸ Nehemiah says, “Listen. I could be doing what you’re doing. I could be making usury. I’m not doing that. We need to just leave this off. It’s not good for the whole country.”

In verse 11, “Restore, I pray you, to them, even this day, their lands, their vineyards, their olive yards, and their houses, also the hundredth part of the money, and of the corn, the wine, and the oil, that ye exact of them. Then said they, We will restore them, and will require nothing of them; so will we do as thou sayest. Then I called the priests, and took an oath of them, that they should do according to this promise.”⁹ So he... notice how he takes an oath? Just like we were talking about? They wanted a promise, so he exacted a promise.

And verse 13, he says, “I shook my lap, and said, So God shake out every man from his house, and from his labour, that performeth not this promise, even thus be he shaken out, and emptied. And all the congregation said, Amen, and praised the LORD. And the people did according to this promise.”¹⁰ So not only did he exact a promise, he offered them a curse if they didn’t follow through, okay?

So let’s look at another characteristic of organizers. That is, they do have a great ability to delegate. They have an ability to assign tasks to others. And an organizer knows

⁵ Nehemiah 5:6-7.

⁶ Nehemiah 5:7.

⁷ Nehemiah 5:8.

⁸ Nehemiah 5:9-10.

⁹ Nehemiah 5:11-12.

¹⁰ Nehemiah 5:13.

which things he's got to do himself and which things can be assigned to other people. And they also know when a worker needs more assistance. They don't want to put too much pressure on any one person. So they may be giving him a small task to do, they give him tasks that are appropriate and if they sense that that person feels pressure, they'll kind of back off.

And then they maintain accountability. So these people will not only tell you you need to do something, they'll come back later to see if you did it. And they'll come back later to follow up. Or they'll say, "You know, I told you that I needed such and such by Thursday. It's Thursday, do you have it?" You know, they're going to check up on you. They're going to follow up on you. And that's a good thing. We need that.

Another thing organizers do is, they can withstand reaction to tasks. As I said, you know, it's interesting that the verse about... It's a caution to organizers is, you know, bless those who persecute you because you're going to get persecutors.

When you're in a position of leadership, it's always likely that you're going to have some opposition, especially if you're doing something for God. If you're doing something for God, you can count on the devil making sure that you've got opposition when you're trying to serve him. And the interesting thing is, is that when people are trying to get something done, they don't normally get opposition from the enemies. They get opposition from the friends. You know?

Have you ever noticed that when you're trying to get something done, and maybe it's... you know, maybe if you're at work, for example, it might be something you're doing to get a bid that may be a competitor's out against you for. And so you're putting together and you're trying to get everything together. Well, guess what? The competitor is, you know, kind of the enemy, and they're out there trying to get you. But you'll meet people inside your organization who just, you know, they just... as long as they're getting their paycheck, they don't feel like they have to help earn another business. It's like, "Hey, listen, I've already got my cash. That's not part of my job."

When I went to work for Micronews ten years ago, one of the things I liked about the company, is everybody in it had a "whatever it takes" attitude. I love that attitude. I like it when somebody says, "I'll do whatever it takes to get the job done." And I love people like that. And that's important, that we have that "whatever it takes" attitude. And so, one of the things that organizers, you know, they like to have that "whatever it takes" attitude. They are going to get some pressure from things, but they try to... they have to learn to withstand that.

Now, Nehemiah had opposition all the time, from both outside enemies and from fellow workers. So let's look at Nehemiah chapter four verses seven eight. "But it came to pass, that when Sanballat, and Tobiah, and the Arabians, and the Ammonites, and the Ashdodites, heard that the walls of Jerusalem were made up, and that the breaches began

to be stopped, then they were very wroth, and conspired all of them together to come and to fight against Jerusalem, and to hinder it.”¹¹

So here comes his problems. Here comes his opposition from outside. He says, “Nevertheless we made our prayer unto our God, [and by the way, that’s one of the first things an organizer needs to do when they sense opposition, they just need to pray] and set a watch against them day and night, because of them.”¹²

So not only did he pray, he set up some monitoring to see what was going on. “And Judah said, The strength of the bearers of burdens is decayed, and there is much rubbish; so that we are not able to build the wall.”¹³

So now he’s got opposition from inside. At first it was the people coming from outside to war against him so he can’t finish rebuilding the wall, and then there’s some people in Judah itself that are saying, “Hey, you know, we’ve got so much rubbish and nobody can carry it away. And you know, here we are trying to build the wall but there’s all this junk in our way and nobody’s carried out the trash. And you know, people are just making excuses for their problems.”

“And our adversaries said, They shall not know, neither see, till we come in the midst among them, and slay them, and cause the work to cease.”¹⁴

So they also were scared.

Verse 13, “Therefore set I in the lower places behind the wall, and on the higher places, I even set the people after their families with their swords, their spears, and their bows.”¹⁵

So they develop a national defense plan. And he says, “Okay, I want some people from each family to have... you know, have their flintlocks loaded and you know, have their swords drawn, and I want them to be ready for the opposition to come at any moment.”

He says, “And I looked, and rose up, and said unto the nobles, and to the rulers, and to the rest of the people, Be not ye afraid of them: remember the Lord.”¹⁶

Now here’s another good tip for organizers is, people need encouragement. Sometimes we think everybody’s as excited about the task as we are, but if you give a task to someone, you have to give them some encouragement. And that’s what he did. He was a wise organizer.

¹¹ Nehemiah 4:7-8.

¹² Nehemiah 4:9.

¹³ Nehemiah 4:10.

¹⁴ Nehemiah 4:11.

¹⁵ Nehemiah 4:13.

¹⁶ Nehemiah 4:14.

He says, “Remember the Lord, which is great and terrible, and fight for your brethren, your sons, and your daughters, your wives, and your houses.”¹⁷

By the way, you’ll notice that this isn’t what you would call a typical pacifist point of view here. He says, “You have your weapons, you defend your families.” And that’s the viewpoint he takes.

Verse 15.

“And it came to pass, when our enemies heard that it was known unto us, and God had brought their counsel to nought, that we returned all of us to the wall, every one unto his work.¹⁸ ... They which builded on the wall, and they that bare burdens, with those that laded, every one with one of his hands wrought in the work, and with the other hand held a weapon. For the builders, every one had his sword girded by his side, and so builded. And he that sounded the trumpet was by me.¹⁹”

See now, if they were building today, you know, they’d have their drill in one hand and their .38 revolver in the other. And that’s kind of the way he did. He says, “You be prepared for the attacker to come, all right?”

Let’s look at another characteristic of an organizer. That is, they have the uncanny ability to make jobs look easy. It’s kind of funny. You know, sometimes I can ask Faith to do something that looks hard to me and you know, I’ll give you the perfect example. Every now and then, the second law of thermodynamics gets to my office closet. The closet totally breaks down, you know? Things that used to be in the right place are no longer in the right place, and bins that had one kind of thing in them now have several other kind of things in them too that wasn’t designed to hold, and things aren’t labeled properly. And I can’t even get into the closet because stuff is falling on the floor.

And if I were to try to organize that myself, what I would have to do is you know, I would have to take every single thing out of the closet and throw stuff away and I would put stuff back in one at a time, so I would have it neat and organized. I could do it, but it would take me a week. And so one time Faith needed some money for something, and I said, “Listen, I’ll pay you to organize my closet.” And it was a total disaster, it had no hope, you know.

And I told her... I even told her how to do it. As a teacher, I wanted to tell her the right way to do stuff, so I said, “Take it all out and put it out here and we’ll, you know, sort through it and I want this in this bin, this in this bin,” and I gave her lengthy instructions. And then I left and discovered that she completely ignored my instructions. She did not empty out the closet.

¹⁷ Ibid.

¹⁸ Nehemiah 4:15.

¹⁹ Nehemiah 4:17-18.

But she stood in there like this just amazing robot. And she would grab something here and put it here and grab this here and put it there. And it was fascinating to watch because I didn't need to tell her how to do it. God had gifted her how to do it. And she didn't have to take everything out and clean it and put it back in. She just had this ability. She made an impossible task look easy. And that's a great thing that organizers have the ability to... I still can't understand what has to be going on in your brain for that to work.

Well, Nehemiah had this huge task: rebuild the walls of Jerusalem. Problem is, that's a pretty big task. "Okay, you guys, let's go rebuild the walls," and everybody looks around like, "What do we do?" So he told which people to do which things and he even told the families, "Hey, listen, you rebuild the part of the wall that's by your own house," because he was smart about that. He knew that if people were rebuilding the part of the wall by their own house, how... what quality kind of work, if you knew the wall protected you and your family from getting killed, what kind of quality work would you do by the section that was by your own house? You did the very best you could.

And Nehemiah understood that. He knew about human motivation. So he wisely did all that and he made a terrific task look easy. Well, here's another character quality, or characteristic. Organizers are alert to details. They see the small details. They might see details that other people miss. They think about all the little steps of a task, and we might omit those.

And that's why, you know, if I go work on a hardware project, you can usually count on me making at least two or three trips to Lowe's to get the other stuff I needed. You know, and you're back and forth, back and forth. You know, a good organizer, though, can think about it, write it all down, get everything taken care of at one time because they notice details that others miss that are essential to completing the task.

And then the organizer kind of tends to remove themselves from any distractions that keep them from completing the goal. Now, Nehemiah, for example... he did not, as far as we know, as far as Scripture records... it doesn't record that he ever laid a single brick, you know? He was focused on his task and primarily he focused on removing the distractions from other people. So when they were worried about the safety of their own home because they heard enemies were there, he told everybody, "Well, you'll build the part that's by your own home."

And then when he heard that some of them couldn't concentrate because they didn't even know where their next meal was coming from, he went and helped deal with their financial responsibilities so that they wouldn't be any excess pressure. So they were alert to details.

Another characteristic of organizers is that they complete tasks quickly. One of the reasons they do this is, they sit down and actually plan. How many of you remember that your English teacher, when you were growing up in school, they told you that before you wrote the paper you were supposed to first of all write a what? An outline, that's right.

And I must confess I was one of the students that wrote the paper and did the outline after the fact, okay?

Now as I've gotten older, I now actually sit down and I make maps of what I'm going to do before I do it. And then I check off the things. It actually makes sense to write the outline first. I wish I had figured that out back in school, okay? Same thing, it's true here. You want to make sure that you do the planning. And so before an organizer starts a project, they'll figure out what is needed that gets the project done. And then they'll get the resources. They'll have them there, they'll have them laid out. They have them organized.

And so before Nehemiah even went to Jerusalem, he got a promise from the king. He says, "Well, listen. I'm going to get that city back up and running. I'm going to need some stuff. We're going to need timber, we're going to need, you know, masonry supplies. We're going to need this and that." And so the king actually gave Nehemiah letters that said, "You use these letters. These are kind of... this is my financing. You buy stuff close to where you are so you don't have to carry it, and you... this is my authority that you have my authority to rebuild the city, and you have my authority to pay for this."

And so he actually got timber that... from the king's forest before he even began rebuilding the city. And then he placed workers according to their strengths and weaknesses. So there were some people that really couldn't build brick walls. But maybe they could provide food. There were other people that were maybe more skilled at arms and they needed to be the ones that watch from the wall. So they were organized for their maximum productivity.

So let's look at some examples of what Nehemiah did. Excuse me. First thing he did is, he assessed the needs. Now there's an interesting story in Nehemiah chapter two where Nehemiah goes and gets on a donkey at midnight and takes a midnight ride. You've heard about the, you know, the ride of Paul Revere. Well, there was the midnight ride of Nehemiah.

And he was the only one that had a donkey. I think everybody else walked with him. He only took a few people with him. And he went out at midnight and he rode around the walls—what used to be the walls of Jerusalem—by the way, if you ever want to know who it was that rebuilt the walls of Jerusalem and you can't remember the guy's name, just remember that the guy came and the walls were only knee high. So it was Knee-high-miah that came to rebuild the walls, you know? That's how I help kids remember that.

And so he said, "Let's go look at the needs." Now there's several things you notice when he takes this ride and we'll read about it in just a second. First of all, he wanted to make sure he knew what the needs were. Secondly, he didn't want everybody's opinion. If he had just gotten a meeting together and said, "What do you guys think about rebuilding the walls?" a lot of people might have said, "Hey. I vote we just cut and run. Let's get out of

here, you know? While we've got some food, while we've got a little bit of the king's credit, let's just get out of dodge." You know? And everybody would have had a different opinion about it.

Not only that, everybody would have had a different opinion about how to build the walls. Some of them would say, "Hey, wood's easy to put up. Let's build a wood wall." And somebody would say, "No, that's... we need to build a stone wall." And somebody else would have said, you know, "I want to paint a mural on my section of the wall." You know, you'd have this many opinions on how to do it if you had people that probably would have been involved in this task.

And so, you need to be able to assess those needs. Thank you son, I appreciate that. You need to avoid raising false hopes. He didn't want to tell everybody, "We're going to rebuild the wall," until he even saw if it was possible. "Let's find out if it can even be done." Okay?

The other thing he wanted to do was, he wanted to formulate a plan. You know? In other words, he didn't want to just go out and say, "Okay, guys, here's the wood, here's the brick. Go for it." He needed some kind of plan for being able to do that. And so that's where he went with that.

All right, so then let's look at Nehemiah chapter two verses 12 through 13, read about this midnight ride. I've got a few little points here underlined, just to notice. He says, "I arose in the night, I and some few men with me; neither told I any man what my God had put in my heart to do at Jerusalem."²⁰ So he says, "I'm not going to tell anybody yet. It's not time to get people's hopes up. I need to get the facts first."

"Neither was there any beast with me, save the beast that I rode upon. And I went out by night by the gate of the valley, even before the dragon well, and to the dung port, and viewed the walls of Jerusalem, which were broken down."²¹ Now, you can tell how organized he is because he even remembers which gate he went out and which direction he went. And he can describe it blow by blow.

And he says, "And the gates thereof were consumed with fire."²² Verse 14, "Then I went on to the gate of the fountain, and to the king's pool: but there was no place for the beast that was under me to pass."²³ He says, you know, the donkey couldn't even get through that area. "Then went I up in the night by the brook, and viewed the wall, and turned back, and entered by the gate of the valley, and so returned. And the rulers knew not whither I went."²⁴

²⁰ Nehemiah 2:12.

²¹ Nehemiah 2:12-13.

²² Nehemiah 2:13.

²³ Nehemiah 2:14.

²⁴ Nehemiah 2:15-16.

He didn't want to even get the authorities involved in making a proposal until he had first of all figured out what the deal was, what the situation was. He says, "or what I did; neither had I as yet told it to the Jews, nor to the priests, nor to the nobles, nor to the rulers, nor to the rest that did the work."²⁵ You can almost always rest assured that if somebody has the gift of organizing or administration, they have been thinking for a while about what they have come to you to propose. It's been in their head for a while. They've thought through the process pretty before you do it.

There's another passage here in Nehemiah 2:7, verses seven and eight, how he secured resources. He says, Moreover I said unto the king, If it please the king, let letters be given me to the governors beyond the river, that they may convey me over till I come into Judah; and a letter unto Asaph the keeper of the king's forest, that he may give me timber to make beams for the gates of the palace which appertained to the house, and for the wall of the city, and for the house that I shall enter into. And the king granted me, according to the good hand of my God upon me."²⁶

So he secured the resources. Got his act together, assessed the needs, secured the resources before the job ever began.

All right, another characteristic of organizers is, they're decisive. These are not people that have problems making up their mind. And you know, my wife and I, neither one are gifted with this gift, and you know, we just decide to go out to dinner. It's like, "Where do you want to go?"

"I don't know. Where do you want to go?"

"Well, whatever's all right with you."

"Well, what intrigues you tonight?"

"Well, now, we ate there last week. Okay, well then what?" You know? And we can have a 20 minute discussion without making a decision, you know? You don't have that problem with an organizer.

"Where do you want to go?"

"Right over here."

You know? They can figure that out. They're decisive. They visualize the final goal, they're able to quickly evaluate requests and they can make firm decisions. Now it's interesting that Nehemiah's enemies four times requested, you know, a meeting with him. And he says, "Listen. I'm doing this great work. Why should I come down to you?" He gave them the same answer four times. He said, "Listen. I've already made a decision. I'm not talking to you. I'm still not talking to you."

²⁵ Nehemiah 2:16.

²⁶ Nehemiah 2:7-8.

You know? “What part of ‘no’ did you not understand?” Look at Nehemiah six verses two through four. Here’s an example. He says, “That Sanballat and Geshem sent unto me, saying, Come, let us meet together in some one of the villages in the plain of Ono.”²⁷ Ono—I think that’s a funny name. Why didn’t they get the idea that he was saying, “oh, no?” right there in Ono? Anyway.

“But they thought to do me mischief. And I sent messengers unto them, saying, I am doing...”²⁸ By the way, this is a great response if somebody tries to distract you from doing what God wants you to do. He said, “I am doing a great work, so that I cannot come down: why should the work cease, whilst I leave it, and come down to you?”²⁹

He says, “I’m doing what God wants me to. I’m not going to stop.” You know? And then he says, “Yet they sent unto me four times after this sort; and I answered them after the same manner.”³⁰ So I think that’s Hebrew for saying, “What part of ‘no’ did you not understand?” So he’s decisive. He made a decision and he stuck to it.

Here’s another thing about organizers that I love and I wish you could just, you know... maybe if I got a few drops of plasma from some organizer and put it into each of my kids, this would work. But organizers... the job’s not complete till it’s cleaned up. I like that. You know? The job is not complete until it’s cleaned up, everything is back in its place.

So yesterday, I won’t tell you which child, but you know, I had planned to put these fence posts up for quite a while. So when I got ready to do it, I don’t know, three or four weeks ago, whenever it was, I set the drill and the power cord and the box of screws by the back door. And that was... when I got ready I wanted to grab that, walk outside and start doing it. Problem is, I didn’t get around to it, around to it, around to it. I guess sooner or later somebody thought they didn’t need to be there by the back door for a whole month, waiting on me to go fix the fence. It wasn’t the most important thing I had to do.

And so I asked one of the kids. I said, “Would you please go find this?” And it wasn’t put back where it belonged. And so it ended up being found in a strange place, a strange part of our house that it never should have been in, you know? When if an organizer had taken care of it instead, it would have been back in the place where it belonged. It would have been on the right shelf in the right place. So it’s cleanup and getting it back.

Another thing about organizers is that they tend to encourage people to do the job. And they give them approval and praise and if they’re not getting to it, they may give them a little reprove. They may give them some reminders that may start out gentle and get increasingly less so, you know? To get to a point. And you know, it’s kind of funny, because servers... they really need someone to come put their arm around them and say, “Man, you did such a good job,” get such a big pat on the back.”

²⁷ Nehemiah 6:2.

²⁸ Nehemiah 6:2-3.

²⁹ Nehemiah 6:3.

³⁰ Nehemiah 6:4.

Everybody likes appreciation. But an organizer doesn't get their main appreciation from the pat on the back. They get their appreciation from seeing the job done. It's the reward of seeing it accomplished, the reward of seeing it done is the big thing.

Well, every gift has its misuses. So let's talk about the misuses of the gift of organizing, because if you don't... if you've got this gift and you don't know it, you're probably misusing it. So here's the first misuse. Organizers can look at people as resources rather than people. They can... and it's kind of funny, because last week I think we talked about how exhorters can look at people as projects. Well, organizers can look at them as resources. They see the goal as being important, and people are just steps to getting the goal done.

And it's frustrating when there's an organizer who's not given the authority to carry out the plan. That bugs them. And so if you have an organizer and they're not getting the authority to carry out the plan, they have to be patient and they have to win the right to be heard and they have to talk about their ideas gently.

And the fact is, I think organizers need to understand the principle of the slight edge. And I've mentioned this before, but it's... one of my seminary professors taught me that when you know a job needs to be done, mention it and then wait a little while, mention it casually again, wait a little while, mention it casually again, wait a little while, mention it casually again, wait a little while, mention it casually again. And then when you finally actually present the idea formally, a bunch of people think... are sitting there and thinking, "Hey, I've had that same thought myself." Well, it's because you took the slight edge. You kept mentioning it again and again and again.

Another misuse of this gift is that organizers can [?] loyalty with favoritism. They depend on loyalty to get their projects done and so sometimes they may show some favoritism to those who will help them get their goals accomplished, and they show favoritism or partiality to those that help get things done. And so you have to be careful, especially when you're feeling a little frustrated that this is your gift, you have to be careful that you don't express frustration about this person while you're talking to this person. We have to be careful that we let every word that goes forth out of our mouths be to the use of edifying.

Another thing is, organizers can use delegation to avoid work. Now, usually when an organizer's in charge, they're in there getting their hundred and ten percent and expecting everybody else to do the same. But if somebody has the gift of organization and they're not necessarily in charge, it's so frustrating to them, that what they'll usually do is take their little portion of the job and they'll try to delegate that and see that that gets done.

But they do that rather maybe than get involved, because it's kind of like, "Well, you know, I don't have any skin in the game. I don't have any say in how it's going to work," and so they can actually delegate away their responsibilities.

Another thing that organizers can do is that they can be unresponsive to appeals. A lot of times, because organizers already spent so much time thinking about things and investing mental power in getting... you know, assessing the needs and getting the resources done that when somebody comes up and makes this suggestion, it's like, "Hey. I've already thought through this. I already got all this figured out. Let's just do it my way. It's inefficient for me to now consider another point of view."

And that's... they have problems reacting to suggestions, so they may close their ears. Or somebody may have a legitimate problem with what they're doing and they don't necessarily want to listen. If they're not subject to their biblical authority and their authority rebukes them or corrects them, they may have a real reaction to that.

Just like exhorters, organizers can put projects ahead of people. So that's another thing they can do. They just put projects ahead of people. And they tend to react to people maybe that have different spiritual gifts because they say, "Well, you're kind of inefficient. You're kind of disorganized." Well, that's because they don't have the same gift you do. I'm sure any organizer who knows me well probably thinks that about me. But if an organizer reacts, they can overlook the real needs of others and damage the relationships that God has for them.

Another problem is that they overlook the serious faults of workers. An organizer's so concerned about getting the job done that sometimes if they see somebody over here that has the talents and skills to get the job done, they'll ask him to be part of that job. And the real problem might be that this person has a real spiritual problem.

And I've seen this in churches before. Somebody has maybe skill with, you know, a hammer and nail. And he's got good carpenter skills. You ask him to do something. Meanwhile, the guy's cheating on his wife. And you think, you know... and when the church says, "Hey, you've got good carpenter skills. Can you come help with this?" it kind of looks to other people like the church has put their stamp of approval on this person in spite of their moral disqualifications.

You need to be careful that you don't involve people in ministry when they've got other problems, when they've got problems. We're going to figure out what that is, Rachel. When they've got problems that they're not keeping their word and they're not taking care of their family responsibilities, when they're being immoral, things like that. You can't overlook those kinds of issues.

And you know, it's also hard when somebody has a skill, for an organizer to dismiss that person off that project when they can't see somebody else around that already has that same skill. I think organizers need prophets. So you need somebody with the gift of prophecy who will say, "Now wait a minute. I'm not so sure you should ask them because guess what? They've got some issues. Maybe you're not aware of these issues, but they've got some issues. And I'm not sure you want to do that."

Another thing organizers can do is, they can fail to explain everything thoroughly or they can fail to praise.

And, honey, if that is the [?] tell them we will be online just a few minutes, sweetheart.

So organizers often fail to explain or praise and organizers can be in charge of people they tend to give instructions without explanation for the purpose of saving time. So it tends to make people feel like pawns in a chess game. It's kind of like they don't have any input into the situation.

So you just need to make sure that you do explain to everybody thoroughly what they're going to do. Don't just say, "Build the wall." Tell them what to do. Make sure you praise them. Give them encouragement.

Another misuse is that they tend to force their decisions on others. They're persuasive, they're very persuasive. And so they tend to use that gift of persuasion at times on others and so on legitimate jobs, organizers can be insensitive to the pressures people are already feeling. It's kind of like, "I've got a job to do, I need your help." And they don't know that right now that person that you're asking for help already has five other things on their plate and they're all crucial. It's kind of like, "I need you to do this for the church," and meanwhile, you know, they're behind on four months' worth of work at work, and you know, their employer's... but, yeah.

So we need to be sensitive that we don't add pressure to people just in terms of getting the job done. And one of the smartest things I ever heard a church do is, they built a calendar and they said, "We've got red weeks and green weeks. On red weeks, you can't have any meetings. You can't have any work days, you can't do anything else. The only thing you can do is have Sunday and Wednesday services. That's it. You know? And on green weeks, that's when you can schedule your conferences." And so I was looking at the church calendar today for April, and we've got something every Saturday. You know, pretty much, you know?

One Saturday we're going to have people here to help tear down the wall in the fellowship hall. And another Saturday we've got two different conferences going on the same day. And there's another Saturday that we've got something else going on at the church, you know, not as church related, but you know. We've got something going on every weekend.

And you've got to be careful not to do that because after a while, if you're involving people all the time, you'll burn them out. Church is not meant to burn out families. It's supposed to support and encourage families. And families need to be the main thing. So we've got to be careful that we take care of that.

Another thing is, organizers can lack personal contentment. One of the problems is, organizers not only want to see the job finished, they want to see it maintained. So it's not enough to get a job a finished, then they want somebody to take care of it. And very

often they feel frustrated because they feel like they needed to be taking care of it because it was kind of their job, their baby. They owned it, and now they feel like somebody needs to be taking care of it. And they can get to where they're not content with just using their scriptural gifts, seeing a job done and moving on to the next one.

So lastly here, every motivational gift has a special caution and a gift for... the caution or the word for organizers is found in Romans 12:14. And in Romans 12:14 it says, here's your special instruction. "Bless them which persecute you: bless, and curse not."³¹ Now the word "bless" here means to celebrate, to praise, to give praises.

In other words, he says, "Listen. When you're being persecuted, be thankful. Be joyful, and here's why." And you've got to understand because how many of you are just, by the way, naturally joyful when somebody's criticizing you? It's just not our thing. Why is this so important for organizers? Because one of two things is true.

Either that criticism is God's way of saying, "Hey, you really are doing my work and you're being criticized because you're doing the Lord's work, and this is satanic opposition." In which case, you can rejoice and say, "Hey. I know I'm in God's will, because God says 'all that will live godly in Christ Jesus shall suffer persecution.' I'm getting persecuted. That's a good thing."

Or it could also be that the criticism was legitimate and you need to deal with the character flaw or the thing that you've overlooked in your own life and when you do that, God will then look at you and say, you know, you'll... in other words, you get the thing out of your life that keeps you from being as effective as you should be. And when you do that, you become a more effective leader. So here's the two things. Either you're getting affirmation that you're doing God's work, or God's helping you to be a better leader. Either way, you can rejoice, and that's a great thing to do.

I thank God for people with this gift, because I personally don't think I could get along with them either at home or here without them. And there's... it's just a valuable gift to have. Let's go to the Lord in a word of prayer.

Father, thank you for this day and we pray that everything goes well during the service, especially for the Metters being able to join us over the Internet. We pray that you'll work out the details there. Father, thank you for organizers. Help us to not put too much pressure on them, as well while they're trying to relieve our pressure. Oh, Lord, we love you and we pray these things in Jesus' name, amen.

³¹ Romans 12:14.

1 2  **The Motivation Gift of Administration / Organizing**

Illustrated in the life of Nehemiah

3 **The Motivation Gift of Organizing**

- Illustrated in the Life of Nehemiah.
- Major Irritation: "Other Christians are not accomplishing any major goals."

4 **Overview**

- The most important basic principle to understand is suffering.
 - Through suffering the organizer learns to be sensitive to the needs of others.
- Guideline given in Romans 12:14 -- "*Bless them which persecute you: bless, and curse not.*"

5 **The Organizer at Dinner**6 **The Organizer at the Hospital**7 **The Seven Sense Perceptors**

- The church is the body of Christ. Each Christian has a spiritual gift that makes us "sensitive" to certain things.
- There are seven motivational gifts listed in Romans 12.
- There are seven sense perceptors within the human body.

8 **The Seven Sense Perceptors**

Heat – Prophet
 Touch – Server
 Balance – Teacher
 Stretch – Exhorter
 Cold – Giver
 Pressure – Organizer
 Pain -- Mercy

9 **Sense Perceptor #6****-- Pressure**

- Deep pressure in the body triggers these perceptors which in turn signal the brain to shift the weight of the body and thus avoid pain.
- When an ORGANIZER recognizes that too much pressure is building on too few people, he will delegate the load to others to avoid serious consequences.

10 **Characteristics of Organizers**11 **Organizers can****visualize final results**

- When a major project is given to an Organizer he is able to picture the completed task and what it will take to accomplish it.
- Nehemiah was given the task of removing the great "affliction and reproach" of God's people (Nehemiah 1:2-3) and immediately visualized the need to rebuild the walls of Jerusalem.

12 **Organizers require****loyalty in associates**

- An Organizer needs to know who and what his resources are.
 - Since the efficiency of his operation depends upon the faithfulness of the workers, he would rather have fewer people on whom he can depend than more people upon whom he cannot depend.
- Nehemiah required an oath of cooperation from the rulers, nobles, and people. "*Then I called the priests, and took an oath of them, that they should do according to this promise.*"

13 **Nehemiah 5:1-13**

- *And there was a great cry of the people and of their wives against their brethren the Jews.*
- *2 For there were that said, We, our sons, and our daughters, are many: therefore we take up corn for them, that we may eat, and live.*
- *3 Some also there were that said, We have mortgaged our lands, vineyards, and houses,*

that we might buy corn, because of the dearth.

- 4 *There were also that said, We have borrowed money for the king's tribute, and that upon our lands and vineyards.*

14 **Nehemiah 5:1-13**

- 5 *Yet now our flesh is as the flesh of our brethren, our children as their children: and, lo, we bring into bondage our sons and our daughters to be servants, and some of our daughters are brought unto bondage already: neither is it in our power to redeem them; for other men have our lands and vineyards.*

15 **Nehemiah 5:1-13**

- 6 ¶ *And I was very angry when I heard their cry and these words.*
- 7 *Then I consulted with myself, and I rebuked the nobles, and the rulers, and said unto them, Ye exact usury, every one of his brother. And I set a great assembly against them.*

16 **Nehemiah 5:1-13**

- 8 *And I said unto them, We after our ability have redeemed our brethren the Jews, which were sold unto the heathen; and will ye even sell your brethren? or shall they be sold unto us? Then held they their peace, and found nothing to answer.*
- 9 *Also I said, It is not good that ye do: ought ye not to walk in the fear of our God because of the reproach of the heathen our enemies?*
- 10 *I likewise, and my brethren, and my servants, might exact of them money and corn: I pray you, let us leave off this usury.*

17 **Nehemiah 5:1-13**

- 11 *Restore, I pray you, to them, even this day, their lands, their vineyards, their oliveyards, and their houses, also the hundredth part of the money, and of the corn, the wine, and the oil, that ye exact of them.*
- 12 *Then said they, We will restore them, and will require nothing of them; so will we do as thou sayest. Then I called the priests, and took an oath of them, that they should do according to this promise.*

18 **Nehemiah 5:1-13**

- 13 *Also I shook my lap, and said, So God shake out every man from his house, and from his labor, that performeth not this promise, even thus be he shaken out, and emptied. And all the congregation said, Amen, and praised the LORD. And the people did according to this promise.*

19 **Organizers have the ability to delegate**

- An Organizer knows which tasks he must delegate and which he must do himself.
- The Organizer knows which workers need more assistance than others.
- Organizers maintain accountability with their workers.
 - Nehemiah delegated the building of the walls but he retained responsibility for dealing with the enemies.

20 **Organizers Can Withstand Reaction to Tasks**

- A committed Organizer is willing to endure opposition to his leadership from people both inside and outside the task.
- The Organizer knows he must exert some pressure on others to see that tasks are accomplished.
 - Nehemiah had persistent opposition from outside enemies and fellow workers.

21 **Nehemiah 4:7-8**

- *But it came to pass, that when Sanballat, and Tobiah, and the Arabians, and the Ammonites, and the Ashdodites, heard that the walls of Jerusalem were made up, and that the breaches began to be stopped, then they were very wroth, and conspired all of them together to come and to fight against Jerusalem, and to hinder it.*

22 **Nehemiah 4:9-11**

- *Nevertheless we made our prayer unto our God, and set a watch against them day and*

night, because of them. And Judah said, *The strength of the bearers of burdens is decayed, and there is much rubbish; so that we are not able to build the wall. And our adversaries said, *They shall not know, neither see, till we come in the midst among them, and slay them, and cause the work to cease.**

23 **Nehemiah 4:13-14**

- *Therefore set I in the lower places behind the wall, and on the higher places, I even set the people after their families with their swords, their spears, and their bows. And I looked, and rose up, and said unto the nobles, and to the rulers, and to the rest of the people, Be not ye afraid of them: remember the Lord, which is great and terrible, and fight for your brethren, your sons, and your daughters, your wives, and your houses.*

24 **Nehemiah 4:15,17,18**

- *And it came to pass, when our enemies heard that it was known unto us, and God had brought their counsel to nought, that we returned all of us to the wall, every one unto his work. . . . They which builded on the wall, and they that bare burdens, with those that laded, every one with one of his hands wrought in the work, and with the other hand held a weapon. For the builders, every one had his sword girded by his side, and so builded. And he that sounded the trumpet was by me.*

25 **Organizers make jobs look easy**

- The Organizer knows how to break seemingly impossible tasks into smaller achievable goals.
- Nehemiah broke down the task of rebuilding Jerusalem's walls into smaller tasks assigned to families (Nehemiah 3:1-32).

26 **Organizers are alert to details**

- An Organizer notices details others might consider small but which are essential to the completion of a project.
- The Organizer tends to remove himself from distractions in order to focus on the ultimate goal.
 - Nehemiah did not do any actual building himself but worked to remove distracting financial pressures from the workers (Nehemiah 5:1-13).

27 **Organizers complete tasks quickly**

- Before starting a project Organizers do the following to save time:
 - Assess the needs of the situation
 - Secure needed resources
 - Nehemiah secured timber from the king's forest before rebuilding began.
- Organizers also place workers according to their strengths and weaknesses to obtain maximum productivity.

28 **Example: Assessing the Needs**

- Nehemiah took a secret "midnight ride" to determine the condition of the city firsthand.
 - He wished to avoid distracting opinions.
 - He wished to avoid raising false hopes.
 - He wished to formulate a plan before motivating others to serve.

29 **Assessing Needs: Nehemiah 2:12-13**

- *And I arose in the night, I and some few men with me; neither told I any man what my God had put in my heart to do at Jerusalem: neither was there any beast with me, save the beast that I rode upon. And I went out by night by the gate of the valley, even before the dragon well, and to the dung port, and viewed the walls of Jerusalem, which were broken down, and the gates thereof were consumed with fire.*

30 **Assessing Needs:**

Nehemiah 2:14-16

- *Then I went on to the gate of the fountain, and to the king's pool: but there was no place for the beast that was under me to pass. Then went I up in the night by the brook, and viewed the wall, and turned back, and entered by the gate of the valley, and so returned. And the rulers knew not whither I went, or what I did; neither had I as yet told it to the Jews, nor to the priests, nor to the nobles, nor to the rulers, nor to the rest that did the work.*

31  **Securing Resources****Nehemiah 2:7-8**


- *Moreover I said unto the king, If it please the king, let letters be given me to the governors beyond the river, that they may convey me over till I come into Judah; And a letter unto Asaph the keeper of the king's forest, that he may give me timber to make beams for the gates of the palace which appertained to the house, and for the wall of the city, and for the house that I shall enter into. And the king granted me, according to the good hand of my God upon me.*

32  **Organizers are decisive**

- Because Organizers clearly visualize the final goal, they are able to quickly evaluate requests and situations and make firm decisions.
 - Nehemiah had repeated requests for meetings from his enemies but refused them immediately and decisively because he knew they would be counter-productive.

33  **Nehemiah 6:2-4**


- *That Sanballat and Geshem sent unto me, saying, Come, let us meet together in some one of the villages in the plain of Ono. But they thought to do me mischief. And I sent messengers unto them, saying, I am doing a great work, so that I cannot come down: why should the work cease, whilst I leave it, and come down to you? Yet they sent unto me four times after this sort; and I answered them after the same manner.*

34  **For Organizers, completion includes cleanup**


- In an Organizer's mind the job is not finished until everything is back in its place.
- He inspires and encourages others to complete a job by approval, praise, reproof, and challenge.
- The Organizer's main joy is not from the praise or appreciation of others but from seeing the task accomplished according to plans.

35  **Misuses of the Gift of Organizing**36  **Organizers can view****people only as resources**








- Organizers see the goal as supremely important and can treat people only as needed resources.
- If an Organizer is not given the authority to carry out plans, he must earn the right to be heard and patiently explain what steps he sees as required to meet the goal.
- Organizers tend to react or become discouraged when suggestions are not followed (need "the slight edge").

37  **Organizers can build loyalty with favoritism**

- Organizers depend on the loyalty of those working on their goals and projects.
- To cultivate this loyalty, an Organizer may show favoritism or partiality to those important to his goals.
- If an Organizer is not in charge of a project, he may create disharmony by openly expressing frustration with others.

38  **Organizers may use delegation to avoid work**

- When an Organizer is in charge, he works diligently toward the completion of his goal.

- But when an Organizer is not in charge, he may use his gift to delegate his work to others.
 - He will usually make sure others complete his work but he misses out the character training and other objectives his authority had in mind for him.
 - Others may react to him and accuse him of laziness and irresponsibility.
- 39  **Organizers can be unresponsive to appeals**
 - Organizers can reject the suggestions of others or close their ears to legitimate grievances and complaints.
 - When he does so, pressures result with may make him to become harsh or resign.
 - Organizers who are not subject to their biblical authority may develop resentment and pride when they receive necessary discipline.
- 40  **Organizers can put projects ahead of people**
 - Organizers tend to react to people with different spiritual gifts because they view them as inefficient and disorganized.
 - By reacting, Organizers overlook the real needs of others and damage relationships and ministry potential that God intended for them.
- 41  **Organizers overlook the serious faults of workers**
 - Organizers appoint people to a job on the basis of their ability.
 - An Organizer is reluctant to dismiss a worker in whom a serious character flaw is found.
 - But if such a worker is not dismissed, it communicates approval and acceptance of the behavior and causes either reaction or imitation by others.
 - Organizers need Prophets.
- 42  **Organizers often fail to explain or praise**
 - When Organizers are in charge of several people, they tend to give instructions without explanation for the purpose of saving time.
 - This tends to make others feel like “pawns” in a chess game – workers with little or no input into the situation.
 - These feelings are intensified if the Organizer fails to give praise or appreciation for the efforts made by others.
- 43  **Organizers tend to force decisions on others**
 - Organizers can misuse their special gift of persuasion and decisiveness to coerce others to help them achieve personal goals.
 - On legitimate jobs Organizers can be insensitive to the schedules, weariness, or personal priorities of their workers.
- 44  **Organizers can lack personal contentment**
 - Organizers derive their fulfillment from seeing a job completed. But before they can move on to another job they feel they must make provision for maintenance of the completed job.
 - Organizers lack contentment in their personal lives because it is harder to “complete” projects at home and because they are personally responsible for the “maintenance” of those things.
- 45  **Each Motivation Gift has a Special Caution**
 - Prophecy – Romans 12:9
 - Server – Romans 12:10
 - Teacher – Romans 12:11
 - Exhorter – Romans 12:12
 - Giver – Romans 12:13
 - Organizer – Romans 12:14
 - Mercy – Romans 12:15

46  **Special instructions to the organizer**

- Romans 12:14 -- *Bless them which persecute you: bless, and curse not.*
- *"Bless"* -- "to praise, celebrate with praises"
 - Learn to be thankful for criticism and rebuke.
 - Criticism affirms that you are doing God's work and are experiencing satanic opposition or it reveals your weaknesses and gives you opportunity to correct them and become a more effective leader.