

# DARE TO SERVE

## DISCUSSION GUIDE

### Welcome

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About fifteen years ago, I began to study leadership with a newfound intensity. At the time, I had been working for large public companies for twenty years. I had been promoted numerous times and had worked for a wide range of people. Some were great leaders, some were terrible.

I started looking at the traits of the leaders I had loved—the ones who had inspired my best performance. I discovered that the leaders I admired most were not only great to work for, they also led their teams to remarkable results.

During this leadership journey, I uncovered something that, in your heart of hearts, you already know. Our favorite leaders have motives that go beyond self-interest – they serve a purpose greater than themselves – and they serve us well. They challenge us to pursue daring, bold aspirations which grow our capability and our confidence. They shun the spotlight for themselves, and instead shine it on the results of others. They evidence firm principles in their daily lives that we can rely on. In doing so, they create an amazing work environment and we perform our very best for them.

So, here's the question: what kind of leader will you choose to be?

Will you dare to serve others as the path to superior performance?

This Dare to Serve discussion guide is an eight-week resource for small groups to talk about leadership. It brings together the ideas and principles from Dare to Serve with your own experiences and observations. I hope that, through this exploration, you will gain a richer understanding of servant leadership as a courageous path to accessing the best performance of your team.

Serve Well,



# How to Use this Discussion Guide

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This guide is designed to encourage great discussions about servant leadership among small groups. A typical two-hour group meeting might consist of the following elements:

- Social time (30 minutes)—you'll have better conversations if you give yourselves the time and space to connect on a personal level.
- Discussion (60 minutes)—this is the time you spend watching the Dare to Serve videos and discussing the questions provided in this guide.
- Accountability (30 minutes)—you'll get more out of this study if you take the time to share your next steps with the group, and ask them to hold you accountable to these actions in the weeks ahead.

These guidelines are just suggestions. Feel free to adjust your meetings based on when, where, and how long you meet.

## Before You Meet

- To enrich your discussions, we recommend everyone in the group reads *Dare to Serve: How to Drive Superior Results by Serving Others* in conjunction with this discussion material.
- Decide who will facilitate the group discussion. You can select one person in the group, or rotate facilitation meeting to meeting.
- Read the session's Introduction and look over the Discussion Questions.

## During the Meeting

- Have the facilitator read the Introduction aloud.
- Watch the session video together as a group.
- Use the icebreaker to get the conversation started.
- Use the Discussion Questions to talk about the session topic.
- Challenge the group to do the homework for next week's session.

## After the Meeting

- On your own, work through the week's homework. Being intentional about applying what you've discussed is an important part of changing your heart, mind, and behavior as a leader.
- A quote is provided for each session. Meditating on it and committing it to memory is another great way of internalizing what you learn.

# What is a Dare-to-Serve Leader?

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Conventional leadership puts the leader in the spotlight. Conventional leaders assume the power position and declare a new vision. They have all the answers. They're high achievers. Perhaps they're even a bit self-absorbed. We tolerate that because they're going places we want to go. If they succeed, so will we.

Or so we think.

Servant leaders shun the spotlight – preferring instead to shine the light on others. They listen carefully. They collaborate. They make decisions that serve the people they lead well. They give credit. We like servant leaders, but fear they won't succeed. We doubt they'll deliver superior performance results.

“Nice guys finish last,” right?

In this discussion guide, I want to challenge you to reconcile what you have observed in leaders in your lifetime – with what kind of leader you want to be.

The ideas shared in this guide are quite simple but unconventional.

There is a kind of leader with a rare combination of traits:

A leader who is courageous enough to take people to a daring destination, yet humble enough to selflessly serve others on the journey. This dynamic tension between daring and serving creates the conditions for the people to deliver superior performance.

This leader has crystal clear purpose and principles – for the benefit of the people, not themselves. Thus, inspiring others to grow and contribute their best.

These are the characteristics of the Dare-to-Serve leader.

You may not have met one yet . . .

Would you like to follow one?

Would you like to be one?

# Whom Will We Serve?

Bottom Line: Love those you lead.

## ▶ Introduction

We live in a culture that assumes leadership is all about the leader – their resume, their promotions, their wealth, and their fame. Leaders who leverage others' skills and talents for their own benefit are often on magazine covers, but seldom remembered fondly by their followers.

What are the characteristics of leaders who have accomplished remarkable things and are remembered fondly by their followers? Are they different characteristics than those of the “spotlight leader”?

This study is aimed at turning the cultural norms of leadership on their head – in favor of a new kind of leader – the Dare-to-Serve Leader.

The Dare-to-Serve leader is recognized as a steward of the people, resources, and organizations they lead. They see their position not as the ultimate authority, but as an opportunity they have been given to make a difference in the lives of others. They have high aspirations for the people – to grow them and access their best contributions – so that the organization will thrive for years to come. They have decided to love the people they lead.

In the foreword of the book *Lead with LUV: A Different Way to Create Real Success*, Herb Kelleher says this:

*“For those who might think that leading with love is simply ‘soft management,’ review the record of Southwest Airlines over the last forty years. In a business so fraught with economic peril that the entire domestic airline industry has compiled a net loss since its inception, Southwest’s people have produced an unprecedented and unparalleled record of job security, customer satisfaction, and shareholder return. From these results, it can factually and logically be concluded that if you seek long continued success for your business organization, treat your people as family and LEAD WITH LOVE.”*

## 🎬 Watch the Week 1 Video

## 💬 Ice-breaker

Use this icebreaker question to get the conversation started:

*Talk about one of your favorite bosses, coaches, or teachers.*

*How did their leadership serve you well? What do you remember most about them?*

## Discussion Questions

1. Think about a difficult leader you've worked for. Have you made a conscious decision to lead differently than that person? Explain.
2. What does it look like when the leader is self-absorbed? How does it look when a leader puts others' needs before their own?
3. Has your team or organization ever discussed "whom we serve"? How would that conversation change the focus of the work?
4. How would you respond to the question, "Do you love those you lead?" How do you think your answer has influenced your leadership style?

## Exercise

Before the next session, take some time to complete this exercise. It will help you choose who you want to serve well as a leader – and give you a first step in that process.

Step 1: On a piece of paper, list all of the people you lead.

Step 2: Review the list carefully and decide who you see as the most important people to serve well.

*NOTE: The more authority you have and the more complex your organization, the more thought this step will require. You may serve multiple groups of people – your team, your employees, or your customers, to name a few. Try to identify the people that, when served well, would have the greatest impact on the organization's results. This may take a while. Take your time.*

Step 3: Now that you've identified your focus for serving, what is one thing you can do right now, to begin leading them in a way that evidences your care and concern for them?

## Reflection Questions

How do you think about the people you lead? Are they a "pain in the neck" or essential to the future success of the organization?

## Quotation for the Week

*"It begins with the natural feeling that one wants to serve, to serve first."*

— Robert K. Greenleaf, *The Servant As Leader*



## Notes

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# What is the Daring Destination?

Bottom Line: Pursue a Daring Destination

## ▶ Introduction

Leaders cast vision. They are expected to paint bold and sometimes radical pictures of the future. They help those who follow them to see opportunities they otherwise couldn't see. They help others believe that the seemingly impossible may actually be possible.

This kind of leader is easier to see in the course of history than in our daily lives.

Nelson Mandela had a bold vision to end apartheid in South Africa.

Margaret Thatcher was determined to turn around the economy of England.

Ghandi was focused on independence for India through nonviolent means.

But in the workplace, we more often take an easy path that doesn't challenge, disrupt, or advance the organization. We busy ourselves with activities that, in our heart of hearts, we know will not change the trajectory of the business.

Too often, our leaders fail to declare a daring destination that inspires the followers to their best performance. Why is that?

Fear of failure? Lack of vision? Too few resources? Absence of courage?

Whatever the reason, the people are not well-served by the leader who lacks a brave plan.

The Dare-to-Serve Leader overcomes fear, finds resources, and focuses the team on a bold future state. Not because it serves the leader well, but because the destination is essential to providing a thriving place for the people and outstanding results for the enterprise.

Jim Collins, author of *Good to Great* said it this way: "The Level V Leader is ambitious, to be sure, but ambitious first and foremost for the company, not themselves."

## ▶ Watch the Week 2 Video

## ▶ Ice-breaker

Use this icebreaker question to get the conversation started:

*Talk about a time when a team you led, or a group you were a member of, pursued and achieved an audacious goal. What did that experience teach you about pursuing visionary outcomes? How did that experience change the people involved?*

## Discussion Questions

1. Is your leadership focusing your team on a clear bold goal, or is the team working busily on many projects?
2. Why is it difficult to act on the vital few things that need attention?
3. What is the effect on the people, if they do not envision a destination? How does it limit or hamper their contributions?
4. How have you seen fear of failure, absence of ideas, limitations of resources, lack of courage paralyze a team or organization?

## Exercise

Before the next session, take some time to complete this exercise.

In your role as a leader, what daring destination would unlock the performance of your team or organization? Use these five steps to think through what it would look like if you led your team to a bold new place:

1. **State the Daring Destination.** Where do you want to take your team? Choose just one goal. Be bold. Be specific. Write it down.
2. **Stop doing the things that don't get you there.** What are some of the things you must stop doing to focus your attention on reaching the daring destination? Make a list that is brief and precise.
3. **Commit the necessary resources.** What will it take to get where you want to go? Be specific. Commit. Getting to your destination may require sacrifice.
4. **Create an environment that brings out people's best.** What can you do to help the people you lead recognize their potential and contribute their best work on the way to the destination? Talk to them individually this week.
5. **Measure and report your progress.** How can you measure your progress? How will you know when you've arrived at your destination? Plan to celebrate your wins along the way
6. **Implement your plan!**

## Reflection Questions

What daring destination have you established for your team?

What strategies will ensure the team reaches the destination?

## Quotation for the Week

*"The bravest are the tenderest . . . the loving are the daring."*

— Bayard Joseph Taylor, Poet (1825-1878)



## Notes

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# Why Do We Work?

Bottom Line: Leaders help the team find meaning in the work.

## ▶ Introduction

Several years ago, I was talking with a successful leader in his mid-forties. I asked him, “Why do you work?” He responded immediately to my question, “I am working here to meet the financial needs of my family. When that is accomplished, I want to be a missionary like my father.”

The conversation reminded me of how we think about work. It’s a means to an end, a necessary evil. We count the days until we have enough money to quit. We focus on some day in the distant future when we will have the time and money to do something we actually love to do.

What if we don’t get to that place – where we have the freedom to do whatever we want to do? What if our current work – is our life’s work? And will be our legacy?

For most, this is a terrifying question. But it need not be.

What if we re-frame the way we think about work? What if it is actually an important and meaningful part of our life journey? How would we think about work then? How would we contribute?

And further still, what if we could convince our teams that their work was important and meaningful? How would that impact performance results?

As leaders, we have the opportunity to help people discover their personal purpose – to find deep meaning in their daily lives. And when we do, they bring the full weight of their gifts, talents, and passions to what they do.

Dare-to-Serve leaders tap into purpose – not just their own, not just a meaningless plaque on the office wall. They tap into the personal purpose of those they lead . . . and in doing so, bring new energy to the work ahead.

## 🎥 Watch the Week 3 Video

## 💬 Ice-breaker

Use this icebreaker question to get the conversation started:

*How well do you know your followers? In what ways do you think the answer to that question is benefiting your organization . . . or costing it?*

## Discussion Questions

1. Would you be able to write down the top two strengths of each of your followers? How could you use this knowledge to strengthen the performance of your team?
2. Do you and your team talk about your shared values? Think of one shared value among the team – how does it help you be more effective?
3. Are you aware of things, past or present, going on in the personal lives of your team? If you knew more about their life experiences, how could that shape the way you coach and develop the person?
4. How many of your team have a clear sense of purpose for their work? If you helped them explore a personal purpose, would they contribute differently to the work?

## Exercise

Before the next session, take some time to complete this exercise.

Begin the process of getting to know your team better. Choose two people, and ask one or two of these questions below. Listen carefully for insight that would help the team perform better in the future.

1. What is one of your greatest strengths that you do not see a way to contribute to the team?
2. What value is so important to you that you would not work here if it were violated?
3. Tell me about a life experience that has shaped who you are today.

## Reflection Questions

If you knew your people better, how would you lead more effectively?

How would your team contribute differently, if they knew their personal purpose?

## Quotation for the Week

*“Most of us . . . have jobs that are too small for our spirits.”*

— Studs Terkel, *Working*



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# How Will We Work Together?

Bottom Line: Decide on the principles that will guide your work with one another.

## ▶ Introduction

The way we work with one another determines our effectiveness together. Will we argue and whine, or will we be candid and constructive? Will we tell each other the truth or hide behind the obvious? Will we bring our best energy to the task, or give the minimum effort? What principles will govern our daily work?

I've often been curious about the words "office politics." Frequently we mention this as the source of our frustration or as an excuse for why something didn't happen. What if it's not really politics, but instead a lack of shared values among the team?

Principles are foundational truths which guide our behaviors and decisions. They are meaningless on a poster or a plaque. They only matter when they come alive in our actions.

When the leaders define the principles of the culture and hold the team accountable to those principles, they are setting the conditions for the team to perform well. Some call this the culture of the organization – which is a good word; it means the way we think, behave, and work together to accomplish goals.

While a compelling business strategy is essential, the principles that guide how leaders accomplish that plan will determine the results of the team.

Principles perform.

The question for today is – does your team have shared principles that accelerate your performance results?

## ▶ Watch the Week 4 Video

## ▶ Ice-breaker

Use this icebreaker question to get the conversation started:

*Think of one principle that you believe is shared between you and the people you lead.  
How does this shared principle help the team perform its best work?*

## Discussion Questions

Here are some principles that could improve the performance of your team. Talk about situations when you have seen one of these principles in action. How did the principle impact performance results?

- We will be energetic and passionate about our goals.
- We will listen carefully to one another, before forming a conclusion.
- We will admit our mistakes and be willing to learn from them.
- We will build one another up, not knock one another down.
- We will be personally accountable for the promises we make.
- We will keep our egos in check.

Do other principles come to mind that enhance the performance of the team?

## Exercise

Before the next session, take some time to complete this exercise.

1. Divide a sheet of paper into two columns.
2. In the left column, write down the principles that you would like your team to demonstrate in their daily actions.
3. In the right column, think about your team's recent activities. Which of these principles would the organization say was demonstrated well? Which principles would the organization say need improvement?
4. Ask your team to do the same exercise and discuss over coffee.

## Reflection Questions

What are the principles of your organization?

Are they evident in the daily actions of the team members?

What would be the impact on performance if your team had shared principles?

## Quotation for the Week

*“Alone we can do so little; together we can do so much.”*

— Helen Keller



## Notes

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# Choose to Serve

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Bottom Line: Decide to be a leader who serves.

## Introduction

In the first four sessions, we have focused on the impact of Dare-to-Serve leadership on the team, your followers. We've contemplated the importance of loving those we serve. We've explored the importance of pursuing a daring destination that energizes and inspires the team's performance. We've talked about the role of the leader in bringing meaning to the work – helping people discover their personal purpose so that they can contribute their best work. And finally, we've considered the importance of shared principles that guide how we work together.

We now begin the second part of the journey – and it becomes more personal. If you have come to see the benefits of Dare-to-Serve leadership for your followers, now it is time to reflect on what steps you will take to become a Dare-to-Serve Leader.

Dare-to-Serve leadership is not the pursuit of perfection but, instead, a commitment to look in the mirror daily and ask ourselves this question: If we know these truths create the best environment for our followers – and for producing results – will we be honest with ourselves when we fail to evidence these truths in our leadership? There will always be a gap between the kind of leader we aspire to be and the leader we are today. Will we do the hard work to narrow that gap?

We are mere humans. We will fall into the same traps as other leaders. We will be attracted to the power of our position and be tempted to use it for personal gain. We will be driven to achieve personal goals that interfere with the achievement of our teams. We will get ambitious for promotions, recognition and wealth – and forget to serve others well. The only difference between us and the next leader will be our determination to serve – and our accountability when we fall short.

The question for this session is this: What are you willing to do to close the gap between who you are and who you wish to be? Will you choose to serve?

## Watch the Week 5 Video

## Icebreaker

Use this icebreaker question to get the conversation started:

*Share a story of when you chose to serve another person well and experienced the benefits of being a leader who serves.*

## Discussion Questions

1. Give an example of when you used the power of your leadership position, then later regretted doing so.
2. What was one of the most important achievements of your life? Was the win for you or for the team?
3. What is your personal ambition as a leader? Does it conflict with or support the ambition of the organization you serve?
4. What is one trait of a leader you admire – one that you aspire to make part of your leadership?

## Exercise

Before the next session, take some time to complete this exercise.

Think about your leadership style. Which statement best describes you?

1. I tend to chase after goals in order to feel better about myself.
2. I tend to leverage my positional authority over others for my own benefit.
3. I tend to seek recognition and attention for my contributions.

*If you selected number 1, you may struggle with the serving trap of achievement.*

*If you selected number 2, you may struggle with the serving trap of power.*

*If you selected number 3, you may struggle with the serving trap of ambition.*

Based on what you found, what is one thing you can do to avoid your serving trap in the future?

## Reflection Questions

How would your daily behaviors be different if you put them through a filter of serving others well?

Do you have big ambitions for yourself or big aspirations for the people on your team?

## Quotation for the Week

*“Everybody can be great, because anybody can serve. You don’t have to have a college degree to serve. You only need a heart full of grace. A soul generated by love.”*

— Martin Luther King, Jr.

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# Be Bold and Brave

Bottom Line: Leadership requires courage.

## Introduction

Great leaders have bold ideas. Their aspirations for the people they lead are big. They help their teams and organizations see a future state greater than their imaginations and worthy of their pursuit. And by pursuing those bold aspirations, team members grow in capability and experience. They're forced to stretch in order to accomplish things they never dreamed of.

Leaders are inventors of the future. And like inventors, they often have to take unconventional or unpopular paths to lead the organization to a bold new future.

Today we think of disposable diapers as essential to raising our children. Yet the woman that invented the idea in the early 1950's, Marion Donovan, took her finished product to every large manufacturer in the country and found no takers. Her idea was called superfluous and impractical. It was not until 1961 that Victor Mills drew upon this invention to create Pampers diapers.

Similarly, in business, bold leaders are often described as quirky, strange, and even a bit looney, just like the inventors. If you choose to be bold, people will say you lack practical knowledge or that you'll blow the budget. People always have handy the five reasons an idea will fail in the real world. They'll accuse you of fiscal irresponsibility. The road to bold thinking is paved with doubters and naysayers.

If you want to be a bold leader with big aspirations for your people and organization, bring your courage. You'll need it.

## Watch the Week 6 Video

## Ice-breaker

Use this icebreaker question to get the conversation started:

*What leader have you observed that had bold aspirations for the people and the organization?*

## Discussion Questions

1. What prevents you from pursuing a daring aspiration for your organization? Do you worry others might think you're crazy? Do you have anxiety about failure?
2. What is one daring aspiration that is currently beyond the ability of your team to accomplish? What would it take from you to help them get there?
3. How could your daring aspiration for your organization grow the capabilities and experience of the members of your team?
4. How can you maintain your courage in the face of doubters and naysayers?



## Exercise

Before the next session, take some time to complete this exercise.

Think about the daring destination you began to define in the exercise for Session 2.

What kind of boldness will be required to reach that destination? Be specific.

What fears might come up in your mind along the way?

Who might be naysayers that attempt to discourage your efforts?

What can you do to stay focused on the bold destination?



## Reflection Questions

How will your daring aspiration for the organization grow the capability of your team?

What prevents you from pursuing this daring destination?



## Quotation for the Week

*“I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear.”*

— Nelson Mandela



## Notes

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# Have Clarity of Purpose

Bottom Line: You can't lead others to purpose when you don't know your own.

## ▶ Introduction

I've come to believe that every life has a theme. Sometimes it takes a long time to discover the theme of our lives, but if we pause and look back over time, the pattern presents itself in the stories of our lives.

As our organization has guided our people on a personal journey to purpose, I have been so inspired to see the clarity of purpose arrive for our leaders – and to watch them put their purpose into action to advance Popeyes.

Here are just a few examples of personal purpose statements that now focus these leaders in their daily work:

“To build a sense of community in my team that makes work meaningful and fun.”

This person has built a sense of love and family in our organization – including fun traditions.

“To serve as a trusted advisor wherever I can add value.”

This person has negotiated large, complex deals that have served the company well.

“To give others a sense of dignity – to know that their life matters.”

This person has brought out the creative skills of a diverse group of people, yielding industry-leading innovations.

“To teach others to creatively solve problems that others run from.”

This person has led teams to save significant costs in our supply chain.

You could continue forward without a personal purpose. But chances are good that your people will assign you a purpose from watching your actions. The people know your motive, whether you know it or not.

## ▶ Watch the Week 7 Video

## ▶ Ice-breaker

Use this icebreaker question to get the conversation started:

*How do you want to be remembered as a leader? Why?*

## Discussion Questions

1. Why do you work? Do you have a purpose beyond paying bills?
2. Looking back over your life, what themes reoccur? How can you use those experiences for the benefit of your team?
3. How will your top priority values contribute to the performance of your team and organization?
4. What are your best talents you can offer to your organization? Are you using those talents in your current role?
5. Looking back over your life and work, for what purpose do you think God has prepared you? In what ways has that preparation been difficult?

## Exercise

Before the next session, take some time to complete this exercise. A guide is available at [www.cherylbachelder.com](http://www.cherylbachelder.com) in the Resources tab – Journey to Personal Purpose.

Finding your purpose requires honest self-evaluation, transparency, and vulnerability. It's not a task you can accomplish in one sitting, but this exercise will help you get started.

There are five steps to clarifying your purpose:

1. Examine your life.
  - How has your past influenced who you are today?
  - Toward what future are your past experiences leading you?
  - In what ways do you want to change the trajectory of your life and work?
2. Choose your values.
  - What excites you?
  - What breaks your heart?
  - What beliefs drive your behavior?
3. Know your gifts.
  - What are you good at doing?
  - What are you passionate about doing?
  - Around what activities do your talents and passions merge?
4. Write your purpose. Once you've completed the first three steps of your exercise, begin to put a purpose statement down on paper. This will take time and patience.
5. Test your purpose. Take action to test your purpose statement in real life. Take action. Be bold. Revise and refine your purpose statement as you uncover more about your talents, passions, and values.



# Avoid the Spotlight

Bottom Line: Your ego is the enemy.

## ▶ Introduction

Humility does not come naturally to anyone.

Our self-centered nature can be seen in a two-year old child in the checkout line at the grocery store, lying flat out on the floor, screaming at the top of her lungs, fists clenched because Mom wouldn't buy her a candy bar. The child did not get what she wanted. A temper tantrum followed.

As adults, we have an inner two-year-old. We know what we want, when we want it, and we are despondent, annoyed, and even angry when we don't get our way. It's not appropriate to lie on the floor and scream anymore – but often, in our minds, we are tempted.

We're not likely to achieve true humility in this lifetime. But great leaders aspire to be more humble. Humility isn't being a doormat. It's simply thinking less about your own needs and more about the needs of others. When we do this, we exit the spotlight, allowing us to serve others well.

The most ambitious thing you will do as a leader is taking yourself out of the spotlight.

Give someone else a pay raise, before asking for one for yourself.

Helping a team member overcome an obstacle, when it is inconvenient to your schedule.

Turning down a new job, because your team needs you to help them reach the goal.

Someone has set aside their own needs for you at some point – in your personal or professional life. What is the implication of that thought to your life as a leader?

## 🎬 Watch the Week 8 Video

## 💬 Ice-breaker

Use this icebreaker question to get the conversation started:

*What comes to mind when you think of the word "humble"? Be honest.*

## 💬 Discussion Questions

1. Think of a humble leader you admire. What qualities do you see in that person that you want to be evident to others in your leadership?
2. How can you hold yourself accountable for humility in your daily actions?
3. What are the situations that cause you to think about your self-interest before the interests of others?
4. When you act with self-interest and let your team down, what action can you take to restore relationship with your team?



## Exercise

Complete this exercise.

Identify three obstacles you face in striving toward humility:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

What is one thing you can do to overcome each obstacle?



## Reflection Questions

Think of a humble leader whom you deeply admire. What qualities do you see in this person that you want to be evident in your leadership?



## Quotation for the Week

*“Leaders are made by other leaders, and are made better by other leaders, and go on to make yet more leaders.”*

— Albert Mohler, *The Conviction to Lead*



## Notes

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# DARE TO SERVE

## DISCUSSION GUIDE

### Closing Message

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Thank you for taking this journey towards Dare-to-Serve Leadership.

Please continue by joining the 40 week challenge available at Serving Performs – [www.cherylbachelder.com](http://www.cherylbachelder.com).

I promise you this: If you take action on what you have learned in this study, your leadership will be blessed with superior results. And those who follow you will thank you for your impact on their lives.

God bless.



Cheryl A. Bachelder

Former CEO of Popeyes Louisiana Kitchen, Inc.