



# JOURNAL

## Who is a Leader? Serving on the ISB

RICK WARREN  
USA

**A**FTER FINDING THE BOOK, ON A WAVE OF enthusiasm, I decided to try and place it in every public library in my state. Arrangements were made with Urantia Foundation to supply and ship the books. I located and called all the librarians for approval. Together we placed almost a thousand books in Texas public libraries, about one third in Spanish. Is that leading? I don't know, but I do remember it just felt right. About that same time I wanted to host a study group. That went on 6 years, for one read through. Is that leading? I'm not sure, but I can see the usefulness in the experience of hosting a study group. I also served a term or two in each of the offices of my local association.

Looking back on life, all the projects I have been involved in, inside and outside the *The Urantia Book* community, all the failures and successes, nothing could have prepared me for four years on UAI's ISB, the International Service Board (2003-2007). Back then we were known as IUA. Cathy Jones, Seppo Kanerva and many others were finalizing our charter and seeking members to fill out the 12 person Board of Directors.

Cathy asked if I would accept a nomination as "Outreach Chairperson." My job would be to contact people interested in IUA, to handle referrals from the Foundation, and to provide input/vote on issues that came before the Board. I had long ago learned one of the most crucial choices to be made in life is selecting the right kind of work. So, I thought about it, checked with my inner guides who recognize the right way when

**...nothing could have prepared me for four years on UAI's ISB, the International Service Board**

it's too complex for me to deduce. I chose to take on this service — in spite of being uncertain how well suited I was.

Even though I couldn't make it to the first meeting of the ISB, there was a telephone hookup. My outreach role was pretty well understood from the beginning so I mostly listened to the others discuss the beginnings of the strategies for reaching IUA's goals. I received ▶

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Doorway to service illustration

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Greetings fellow *UAI Journal* readers

**I**N THIS JUNE EDITION OF THE *UAI Journal*, we are continuing to focus on *leadership*, in synchrony with the UAI Leadership Symposium, July 13–17 2011. There are a myriad of definitions, emotions and actions associated with the word leadership. Our authors have touched upon many of these with enlightening results both personal and spiritual. Although the authors entreat us to ways and means they also inculcate personal queries into the extent of our own abilities to lead, to serve to instruct, to contribute and finally to the cornerstone of them all... To participate!!!

One of my favorite quotes retained from studies in Organizational Leadership came from Lance Secretan; “Leadership is not so much about technique and methods as it is about opening the heart. Leadership is about inspiration — of oneself and of others. Great leadership is about human experiences, not processes. Leadership is not a formula or a program, it is a human activity that comes from the heart and considers the hearts of others. It is an attitude, not a routine”. *Industry Week*, October 12, 1998

We begin this issue with an inspiring article by Rick Warren “Who is a Leader? Serving on the ISB.” His personal experience exemplifies Secretan’s definition of leadership. Rick begins our journey — and his, with his foray into service leadership and his discovery that the first step of participation was rewarded — with the next step of contribution, and his contribution became leadership. No formula just from his heart to the hearts of others. Succinctly put by Rick, “No one needs a title to lead, because leading is just acting in consonance with one’s inner creativity and outer need.”

Our second contributor Marc Belleau continues to build upon the cornerstone of *participation leadership* in his paper “Service, the expression of love.” Marc protracts the definition of **service** as leadership by living it in his daily life and by reflecting upon the life of our Creator Son Jesus. “Whether that service is expressed through our daily work, in the creation of innovations, in volunteer work or at the expansion of the Kingdom of God it is always and above all a question of attitude, a way of life, a high level of performing our tasks for the good of our community, our world, our universe.” His attitude is heartfelt and leads us by example.

Study groups are front and centre in our third and fourth articles by James Woodward, “Announcing the Study Group Portal” and “Study Guide to Nurture the Growth of Study Groups” which describe new resources available to the Urantia community and will be showcased at the UAI Leadership 2011 symposium.

In our final article by Rick Lyon, “What Does it Mean to be a Leader?” We will be shown an excellent *blueprint for leadership*; from vision to execution, from divinity to destiny, from the first example to those that are eventuating. Rick’s presentation examines various facets of this intangible yet obtainable aspect of every personality concluding that “We are all destined to someday join the Corp of Finality as surviving mortals of the material realms. If we read paper 31 The Corps of the Finality we see that as Finaliters we are then destined to be leaders... Just as spiritual beings come down to minister (teach and lead) us, we will someday do that for those who inhabit the now organizing and uninhabited worlds of the universe of universes.”

So have no fear of the processes or pangs of *leadership*, or the emotions

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the word itself brings to each of us as we project our decisions of life into daily situations and to the future. As one day always leads to another, each act of *participation* always leads to **some** result. The results of our wisest acts, those acts inspired by our Paradise Partner, working in concert with the Spirit of Truth, and in close association with the kindly ministrations of the seven adjutant spirits, by employing them in the inner life, we automatically lead others — purposefully and faithfully onward and upward — until we are all Finaliters feeling the embrace of the *Leader of Leaders* on Paradise.

Happy and enlightened reading  
**Suzanne Kelly** ■

*Spreading The Urantia Book cont. from page 1*

advice from some and offered help here and there — best I could.

At the second meeting I was present around that big old table in the front of the second floor at 533 Diversey in Chicago, where I was informed things were still in flux as regards the structure of the Board. I was told that the Outreach Committee had been eliminated — It had been replaced with an unprecedented committee: DISSEMINATION!

What! I signed on to greet others, and now I am a chairman of the committee that has the most important job on the planet?! I was stunned at first, then fear seized me. I had done many kinds of work but never administrative board work, or managing volunteer committees and projects in disseminating a celestially “indited” revelation of epochal proportions to a whole planet!! No one had!!!

But most of the other Board members had long experience in administration, and most had service time in the education field, and/or directing other boards. What had I gotten into?! I barely made it out of high school, I was a repairman who had almost no experience in administration. This is an entirely different thing for which I was not equipped! Was I??

I finally decided to see it through, at least for four years, no matter what the task of my assigned committee. Thinking the worst I could do is fail the planet and the revelators—I might as well give it my best shot. Besides, I liked and respected the Board members. They were supportive and thoughtful, but never indulgent, competitive or insincere. After that decision I began feeling like we were embarking on a great voyage, and no one had sailed these waters before.

Not knowing what to do exactly, I began fishing around for ideas, within and without. One of the first places I looked without was the opening line of our Charter, UAI’s mission statement. It spoke directly to my committee:

“To foster study of *The Urantia Book* and to disseminate its teachings.”

Thinking on that statement was followed by much searching, which became a multi-layered plan, one the Board required from each chairperson — as a point of beginning this long and unprecedented work. UAI might not fulfill its mission for hundreds of years, but that did not matter. The journey has to begin with a step, hopefully in the right direction. The fact was, we were all amateurs at spreading this epochal book revelation straight from Uversa. Knowing we would be working in concert with Urantia Foundation helped much.

I began pulling together and sifting all dissemination ideas and created a plan of about ten pages. It was presented to the full Board at a subsequent meeting. I was so nervous it was plainly obvious, I felt inadequate

to the task of presentation and as a sprout among giant trees. I felt a painful lack of humility and experience, but pressed on with each part of the plan, explaining the reasoning behind each. It covered everything from seeding the book globally, to prison placement, to recycling old books, to creating brochures, and a half dozen other projects in between. I thought it to be a comprehensive beginning to Dissemination Committee’s role in this gigantic, enduring project. After all objections and critiques were in, the Board approved the plans for the DC, and I relaxed a little.

Next I put out invitations for help. I talked to many a reader about various projects, all the while watching what was transpiring in the Urantia community dissemination-wise. But something essential was missing. Then I recalled that line (in Paper 19) about not fully grasping any situation without first understanding its, “origin history and destiny.” The best place to look for dissemination answers is in the book!

The original disseminator is of course the Eternal Son, the “Word-God.” We have been told the story of how the Word spread all the way from Paradise, even to remote Salvington in the form of Michael and the Divine Mother. For history I looked at the first four epochal revelations sanctioned by Salvington. All things considered, each epoch seemed to employ the same enlightened emissary method: Bring in amenable students, teach and release them. Obviously dissemination’s cosmic destiny is the Supreme Being, of this age at least.

Everything began falling into place after looking at origin, history and destiny. But a debate arose among ISB members about our mission statement’s core meaning. Was my committee supposed to disseminate the teachings only? Or just the text? I realized, it must be both! And that answered most of my lingering questions about the right direction for the DC. Was that leadership? Or just many decisions followed by activities? Is leadership just another word for service?

Next I published a two part essay in The UAI Journal about the plans and projects for the DC. I felt more certain and able as things went along — as thinking, advice and experience coalesced. Each day I spent a few hours handling communications, fleshing out the grand plan, making decisions about the growing list of details around DC’s projects and activities. Being semi-retired I had half a day free for this volunteer job — and a half day left to work for pay, attend to home and family responsibilities. But not all volunteer leaders have so much time available, especially parents. It is an important question for all volunteer servers to consider: just how much time do I have available?

Day by day the other Board members helped flesh out the Dissemination Committee’s various

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subcommittees, policies, funding devices, as the need came up. The DC retained the now defunct outreach committee's work of handling referrals. I tried to delegate as much as possible to free up time for other projects. Delegating worked well when I selected and trained the right people. And they are out there, I was surprised to find. But they do not always appear when, where or how you might expect.

There is an old axiom that declares — good leaders are good followers. It took a while for me to learn that when you work with any sized team, it is best not to make a move until you have informed the others! None the less, things gradually smoothed out and clarified as I more fully realized the purpose, range and potential of this committee.

The four years sped by. The ISB met every few months, here and there on the planet, sometimes by phone, often at a reader conference. I learned much, very much, and evolved different views about dissemination. None the less, my ideas and plans had to coincide, correlate and intertwine with the other ISB member's equally important committees. Not everything worked out. In fact some plans were simply dropped, or adapted to suit real need and raw practicality. Other ideas emerged as my term went on, important ideas for projects not previously considered.

One of the most unexpected and rewarding aspects of the job as chair of the DC was a feeling. I don't know exactly where it came from and can't explain it very well, but it felt like the wind was at our backs, and that my perspective had been vastly widened. The importance and priority of things were always shifting but the right answers to decisions came easier as things evolved. It seemed as though the right people and the right ideas were meshing. All I had to do was pay close attention to each decision, and not take things (especially myself!) too seriously.

*The Urantia Book* character who most appealed to me was David Zebedee. He saw something that needed doing and did it. But there are so very many ways to lead. Not everyone wants to pitch tents and send out runners. Or sit on a Board and oversee projects. To my amazement, it is very typical that readers have definite and well formed ideas about how best to disseminate the book or its teachings, if not both.

Most readers, sooner or later, take one *Urantia Book* theme and create something — a work of art, a poem, a song or some form of literature. But then another reader might collect aluminum cans to sell, use the money to buy and place \$10 library books. Some readers serve, and serve well, by simply living the teachings. I am convinced all readers are leaders, even if they do not think of themselves that way.

I think everyone who believes this book automatically becomes a leader of some sort. Several places in it there is a sentence about ascenders being both students and teachers — all the way to Paradise — and beyond. Teaching others is leading, but of course there is an art to it, and I am still a novice. Even so, reflecting on those four years, I did very much enjoy and feel compensated many fold for what I put in, because service is its own reward — even imperfect service.

Fully retired now and no longer serving on the ISB, I still spend about half my day on dissemination related projects. Not because I feel duty-bound, or want to do good, but because it is fun to be a part, no matter how small, of spreading Father's updated word on this double defaulted, truth hungry world! It's a unique and brief chance to serve on an evolutionary world, one we will never have again.

No one needs a title to lead, because leading is just acting in consonance with one's inner creativity and outer need. Indeed, titles accrue from leading. So, please serve on my fellow Agondonters. Whether or not you see yourself as a leader, you will look back on this service someday and smile. Leading might be seen as a way to have cosmic fun, albeit sometimes quite challenging. I try to be fearless and wise, always try to listen to that flawless, unified, three-fold ministry going on inside, yet still realizing I will make mistakes and fall short. Try it. That is my advice for anyone thinking about if, how, where and when to lead, but the best advisor is within. ■

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# Service, the expression of love

MARC BELLEAU  
Canada

**T**HE SEARCH FOR GOD AND SERVICE IN the spiritual brotherhood of man are concepts which go together. In fact, service results from the relationship of God and His children. The love received from our celestial father sooner or later leads us into service towards our brothers and sisters. This aspect of the fifth revelation is so important that it merits pondering on its nature and function in the universe. First, we will examine the definition and the function of service. Then, we will see that service is, above all, a matter of attitude. In a third step I will speak to you about our loveliest model, our greatest inspiration to serve and, fourth, we will ponder on the vision our modern society has in regard to service.

## The nature of service

How do we express the love we feel for someone? The simple fact of saying “I love you” does not suffice. Love is predisposed kindness in regard to our brothers and sisters and is expressed in every day gestures and actions. Being sensitive to the physical and spiritual needs in our entourage, sharing our inner life with our spiritual siblings and supporting them in the resolution of their daily tasks and multiple duties are different ways of serving and incarnating the love we have for our fellow man. And it is the same with God; if we truly love our Creator and Father, we will submit ourselves to the service of His spiritual kingdom and necessarily wish to participate in His divine plan which consists of growth and expression of divine values in our lives. Thus, service is the love expression we have for God as well as the spiritual brotherhood of man. In one of his speeches, Jesus emphasized on five characteristics of the kingdom of heaven; one of them was in regard to service:

*... The supreme satisfactions of the loving service of man. (170: 4, 1863)* [Paper 170:4, page 1863:10]

In his discourse on the earthly family, Jesus explained to his apostles that the second commandment



Stained glass window of the Saint — James The Apostle Church — photo: Marc Belleau

of mutual love among children — to love your brother as yourself — is invariably manifested through loving social service

*...the second commandment of mutual love among the children, to love your brother as yourself. And then he explained that such a quality of brotherly affection would invariably manifest itself in unselfish and loving social service.* [Paper 142:7, page 1603:5]

## The function of service

What is the function of service in the universal educational plan? While being the love expression we have toward God and men, it offers us a playground on which we can gain experience and growth. It will play this role for the duration of our ascent and even in paradise:

*Study and instruction are not the exclusive occupations of Paradise arrivals; service also plays its essential part in the prefinaliter educational experiences of Paradise (27:2, p.300)* [Paper 27:2, page 300:2]

But how does service favor our growth? It allows us to grow through the resolution of the challenges it engenders. By submitting ourselves to the service of God and the human fellowship, we can be sure to meet

***The love received from our celestial father sooner or later leads us into service towards our brothers and sisters.***

multiple problems to solve. These offer us the necessary opportunities to:

- **develop the control of our emotions:** for example, the need to adapt to competing ideas sometimes causes a healthy challenge, but it can also generate a certain stress that we must learn to control. Contact with people who think and act differently requires some adaptation. This can create emotional tensions that we must learn to resolve.
- **expand our mind:** In the service projects we choose, we must sometimes acquire new knowledge and this will broaden our skills and abilities. We must also organize and structure our service to make it effective. It could be through the analysis of the skills we already have and wish to assist others with, or those we desire to gain so as to better serve. It can also be in the manner we manage our time. For example, how many hours can I dedicate to the service of fifth revelation? How will I reconcile the necessities of everyday life and the required needs for the service in which I am committed?
- **develop our soul:** This part of us seeks improvement and expansion; the impulse to do better, searching closeness to God by tempting to resemble Him. Service, through the experience gained from it, evolves our soul; it is the required exercise for its growth.
- **increase our collaboration with the spirit:** Inasmuch as we submit ourselves to the service of the spiritual fellowship, we accomplish the will of the heavenly father; service effectively allows us to resemble Him more, because it is the generous gift of ourselves to others. Doesn't the father freely give himself to all His creation?

Thus, service implies every dimension of our being: mental health, mind and soul: And what of our body? Without it, it would be quite difficult to accomplish any of this here under. Service is the expression of love, because it allows us to give ourselves, in body and soul. Love, true love is the total gift of self to God and others.

### Service in daily life

How do celestial beings who inhabit the universe occupy their time? I would say that their main activity is focused on service, the equivalent of our daily work on Urantia. We have seen above that the paradise educational scheme incorporates service as part of our apprenticeship. We can also read about life on the spheres of Jerusem, seat of our local system:

*The activities of such a world are of three distinct varieties: work, progress and play. Stated otherwise, they are: service, study and relaxation.*

[Paper 46:5, page 526:4]

Although we speak here of paradise and Jerusem activities, it is plausible to think that the rest of our eternity will be occupied, among other things, with these three types of activities. Service is an essential part of universal management. But why talk about service instead of work. Work as seen by our modern society is at first hand a means to ensure our physical survival. As for service, it could be defined as a lifestyle, a fashion in which we accomplish our daily chores. It demonstrates concern for the people about us and for the environments in which we work. Service requires of us to perform the tasks we are assigned for the benefit of the community. When we labor for the sole purpose of obtaining a wage or a promotion, our motives are exclusively oriented on personal gratification; contemplating ourselves prevents us from understanding the true needs of our entourage and give assistance. Working, with the main purpose of helping, becomes service since it is focused on supporting others. Hear me well, the matter isn't about condemning those who follow a professional career; there are no contradictions tied with the pursuit of a career and doing service. It is more a matter of changing the incentives tied to the performance of our daily work by giving it an altruistic dimension. Jesus speaks of this daily service dimension when he addresses the owner of a Greek Inn establishment, in which he stopped on his return to Rome with his two Indian friends:

*...Minister your hospitality as one who entertains the children of the Most High. Elevate the drudgery of your daily toil to the high levels of a fine art through the increasing realization that you minister to God in the persons whom he indwells by his spirit which has descended to live within the hearts of men, thereby seeking to transform their minds and lead their souls to the knowledge of the Paradise Father of all these bestowed gifts of the divine spirit.*

[Paper 133:4, page 1,475:1]

The spirit of service, while ennobling our daily tasks, allows us to discover and understand the real needs people around us have as well as the organizations in which we are committed; it makes us more effective in carrying out our activities. Thus, the spirit of service, in contrast with the simple fulfillment of our individual needs, can become the source of our growth.

We find, in Jesus of Nazareth, a brilliant example of service. He evidenced an exemplary dedication when his earthly father was killed in an accident on one of the construction sites on which he worked. At age 15, the family management fell upon his shoulders. His dedication to his brothers and sisters was affecting; he was a brother and a true father for them. Let us also consider his relationship with Ganid, the young Indian he tutored. For 2 years, he patiently taught this boy in his hunger for truth. When this latter one fell seriously

ill, during one of their many travels, Jesus took care of him with much wisdom and tenderness.

The spirit of service may apply to many other activities in our lives. It can be innovative through the creation or improvement of tools or techniques for the enhancement of our quality of life. For example, Jesus, through his knowledge of cabinetmaking, improved techniques for the construction of boats of his time making sail navigation more secure. After five years, the majority of Capernaum vessels were constructed according to this superior model.

*...he created a new style of boat and established entirely new methods of boatmaking. By superior technique and greatly improved methods of steaming the boards, Jesus and Zebedee began to build boats of a very superior type, craft which were far more safe for sailing the lake than were the older types.* [Paper 129:1, page 1,419:6]

There are many examples of individuals who have placed their talents in the service of humanity. Think of those who invented the computer and who have facilitated the lives of a multitude.

Service can be of philanthropic nature - humanitarian assistance — as these volunteers who, by compassion, went off to rescue victims of the earthquake that occurred in Haiti in 2010. It could also be doing voluntary work in organizations that support social causes such as soup kitchens. Think also of Jesus who took time to help his compatriots as he went his way, just doing good as he went along. This type of service is done without remuneration, and this represents a further difficulty in its execution, a greater gift of self.

It can be assistance of the highest type, the expansion of the Kingdom of God on Urantia. This is by far the most important of all types of service. Getting involved in the divine plan consisting on making the heavenly father known to those who seek for him through the sharing of our points of view on spirituality, living an inspiring life and freely expressing our passion for God should be of first concern. This represents a real challenge in our prevailing materialistic society.

Service is not defined exclusively by selflessness. It is normal to receive salary for our daily work. Bills have to be paid for! Similarly, doing volunteer work does not systematically position us in the spirit of service. We can give time for the sole purpose of meeting people and avoid boredom; we can do volunteering to enhance our curriculum vitae. In these two latter cases, our primary motivation is self-centered.

Whether that service is expressed through our daily work, in the creation of innovations, in volunteer work or at the expansion of the Kingdom of God, it is always and above all a matter of attitude, a way of

life, a high level of performing our tasks for the good of our community, our world, our universe. What would happen in society if the spirit of service were to contaminate the souls of believers, if this spirit permeated all of our daily activities? Our world greatly needs to be inspired by those who will dare serve their kin as our master Michael has so well demonstrated through his disinterested service to mankind.

*...he who would be great in my father's kingdom must first become server of all.* [Paper 137:8, page 1,536:8]

### God in service of his creation

We've just seen how service is integrated in our daily lives. Let us now gaze at the loveliest model in existence, one which should comprise our first inspiration.

Although this idea may seem strange to some, I say that God the father is at the service of His creation. *The Urantia Book* mentions this idea several times and in different ways:

*Has the triumphant Adjuster won personality by the magnificent service to humanity, or has the valiant human acquired immortality through sincere efforts to achieve Adjusterlikeness?*

[Paper 117:7, page 1,238:4]

*God is love, the Son is mercy, the Spirit is ministry — the ministry of divine love and endless mercy to all intelligent creation. The Spirit is the personification of the Father's love and the Son's mercy; in him are they eternally united for universal service.* [Paper 8:4, page 94:4]

*The true parent is engaged in a continuous service-ministry which the wise child comes to recognize and appreciate.* [Paper 84:7, page 941:7]

The thought Adjuster is entirely subject to our free will in regard to our individual lives. He respects our pace and has no form of coercion. When we refuse to cooperate, he patiently waits for the circumstances of life and the consequences of our decisions that will oblige us to think, make decisions and act. He is always present when we choose to look upon him, always ready to work with us when we make the necessary efforts to move forward. He is always there, at the touch of our soul, when we need him. He is of unlimited love and with foolproof patience. His availability makes me believe that our heavenly father works in service for each of us.

Another example is given to us by Michael of Nebadon in the form of Jesus of Nazareth, when at the last supper, he knelt down to wash the feet of his disciples before going to table. On this occasion, he

**Service is not defined exclusively by selflessness. It is normal to receive salary for our daily work. Bills have to be paid for!**

gave us this striking image of the God of our universe crouching as a servant. There are no wiser or more daring lessons on humility and attitude for us to have among each other. Through this gesture, Jesus discards any doubts we could have on the importance and the need for service in our ascent toward our heavenly father. It is not a matter of being slaver bound by our entourage or then again to be exploited by dishonest people, but rather one about choosing to support those who need our help. Let us remember once again, this sentence extracted from the sermon of Jesus on the Kingdom to the synagogue of Capernaum at the beginning of his public career:

**...if we wish to be like him, we also should make ourselves available to support our fellowship and thus respond to His command: "be you perfect as I am perfect."**

**... he who would be great in my Father's kingdom must first become server of all.** [Paper 137:8, page 1536:8]

God the father is great, because He is at the service of His creation. Of course, the aid He administers to his creatures is consistent with his nature. He is the creator and supporter of the universes. He will therefore serve in these capacities. And as such will the Eternal Son and the Infinite Spirit act:

**In the administration of universes the Father, Son, and Spirit are perfectly and eternally interassociated. Though each is engaged in a personal ministry to all creation, all three are divinely and absolutely interlocked in a service of creation and control which forever makes them one.** [Paper 8:4, page 96:6]

The work performed by heavenly personalities is inherent to the service of the grand family of God. In the Kingdom of heaven, there is no room for idleness. God himself is a tireless worker. Over control and sustenance of this vast universe, with its myriad of creatures, is undeniable proof of it. The heavenly father is at the service of His creation and if we wish to be like him, we also should make ourselves available to support our fellowship and thus respond to His command: "be you perfect as I am perfect".

### **Modern society and its distorted view on service**

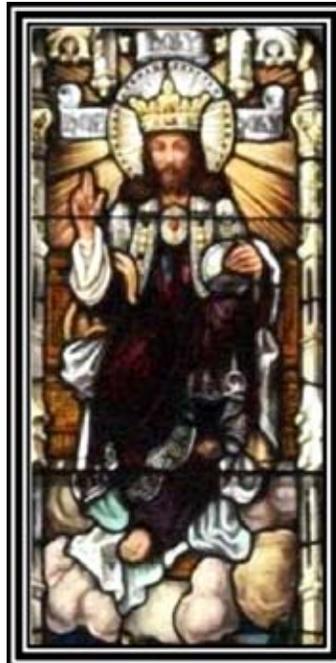
We have put forward the idea that our Heavenly Father is in service to the human soul through the presence of the thought Adjusters. This idea could be difficult to accept for some. Current ideologies in society partly explain these difficulties.

I believe that our view on service is affected by the concepts of modern religions and by the frankly

materialistic behavior of society. In our analysis, we must consider the Judeo-Christian vision that the institutionalized Church has bequeathed to us. We have been educated with the idea that the heavenly father is a king on a throne, giving out his orders through the universe to myriads of bowing celestial creatures. The father actually is the leader of the great universe, but in making such a comparison, some commit the error of associating his behavior to that of succeeding human kings on Urantia. However, these ones do not demean themselves in service to others; instead, they have an army of people at their service. Jesus presented his father using the image of a ruling king in a spiritual kingdom because the Jewish religion of that time fervently wished that a God would sit on the throne of David. Although he tried to avoid any association with the concept of kingship, it was too difficult for the people of his time to rid themselves of these ideas; always must revelation espouse the needs and necessities of the era it seeks to enlighten.

**The great effort embodied in this sermon was the attempt to translate the concept of the kingdom of heaven into the ideal of the idea of doing the will of God. Long had the Master taught his followers to pray: "Your kingdom come; your will be done"; and at this time he earnestly sought to induce them to abandon**

**the use of the term kingdom of God in favor of the more practical equivalent, the will of God. But he did not succeed. Jesus desired to substitute for the idea of the kingdom, king, and subjects, the concept of the heavenly family, the heavenly Father, and the liberated sons of God engaged in joyful and voluntary service for their fellow men and in the sublime and intelligent worship of God the Father.** [Paper 170:2, page 1,860:7]



Stained glass of the church Saint-James The Apostle — photograph: Marc Belleau

Today, we are the heirs of these concepts and as a result, it may be difficult to accept the idea that the heavenly father may serve His creation. But let's ask ourselves this question: what is so humiliating about service to think that God cannot indulge in it? There is absolutely nothing humiliating about serving! Only the distorted vision our modern society has can make us believe so. Effectively,

many people, nowadays, seem to consider service as being some form of humiliation. The vision our society has is diametrically opposed to that of the master who devoted his entire life to the service of humanity. In his speech on the Kingdom of heaven, Jesus says that to be great in the Kingdom of his father, we must become the server of all.

*...for I declare that he who would be great in my Father's kingdom must first become server of all.* [Paper 137:8, page 1,536:8]

Service allows us to be great. It is therefore up to us to change our point of view by reassessing the value of service in the light of the 5th revelation.

*In the spiritual world there is no such thing as menial work; all service is sacred and exhilarating; neither do the higher orders of beings look down upon the lower orders of existence.* [Paper 25:1, page 273:10]

Our epoch is characterized by material enrichment in profit over spiritual gains. In a society where one must constantly work to over-consume, less time is devoted to the service of the divine family. Understand me well; I have nothing against wealth, provided that it does not supplant the search for God and service in the spiritual fellowship. In some people, the passion of service is completely non-existent and the goals have become purely mercantile. They work harder to get rich than they do to improve things. Well, I think that service... is the opposite! First, we should work to improve things and then to suffice our needs. In fact, service is a state of mind in which we do things to improve our life conditions and perfect ourselves. For people vested with the spirit of service, money comes in second rank.

## Conclusion

We have just explored certain aspects of service. We have seen that it is the expression of the love we have for God and our peers. It is loving kindness within the scope of the tangible gestures of daily life. Above all, it is our attitude in regard to availability and openness to others that determines whether or not we are at the service of our siblings. Subsequently, we discussed on the idea that the heavenly father is at the service of His creation. If we wish to be like him, as he has requested, we need to be at each other's service. We have also pondered on the concept of service in our modern society. It is in obvious contradiction with the spirit of service such as Jesus lived and taught it while incarnated on our world. We must be aware of the importance of service in our ascent and recognize its value. Service at first hand is the expression of love, a love so great that one would give his life for his friends. Jesus even gave his to his enemies. The supreme service, as he lived it, is the total gift of self to something greater than self.

*On millions of inhabited worlds, tens of trillions of evolving creatures who may have been tempted to give up the moral struggle and abandon the good fight of faith, have taken one more look at Jesus on the cross and then have forged on ahead, inspired by the sight of God's laying down his incarnate life in devotion to the unselfish service of man.* [Paper 188:5, page 2,018:4]

Finally, I would like to share with you a text used for a worship activity, created on behalf of a group of readers of *The Urantia Book* in Quebec. It focuses on the beauty of service.

## The beauty of service

I want to thank you, heavenly father, for this inaugural speech on the Kingdom that Jesus has bequeathed us, two thousand years ago. Of this speech, I remember a particular phrase.

*In my Father's kingdom there shall be neither Jew nor gentile, only those who seek perfection through service, for I declare that he who would be great in my Father's kingdom must first become server of all.*

[Paper 137:8, page 1,536:8]

*...it is our attitude in regard to availability and openness to others that determines whether or not we are at the service of our siblings.*

You are great, father, because you are at the service of your creation. The Thought Adjusters are an example of this service, as they work to create our soul survival in collaboration with our human mind, as they lead our terrestrial path on the road to eternity, respecting our will as we live in this incarnated life. These majestic beings descend from your divine abode to inhabit the minds of material and imperfect creatures. In the case of Urantia, our planet, unfortunate sphere broken by rebellion, this service takes a dimension even more touching and remarkable.

You offer us an incredible number of personalities to help us on the way to your attainment or to rescue us in times of great distress. I think about the Melchizedeks and many other spiritual figures that were sent in this part of the universe to redress the perilous situation of our planet during rebellion. But to me, the most beautiful and striking image is your son incarnated in the form of Jesus of Nazareth, at the last supper, when crouching to wash the feet of his disciples, he gave us this beautiful and stunning lesson on the necessity and beauty of service. It was not only Jesus of Nazareth or Michael of Nebadon teaching us this lesson; it was you, also, our heavenly father. Isn't the son the expression of the father? Watching you act, I can no longer ignore the importance of service toward my incarnated siblings. It is also through service that we become perfect as you are. It is true that when we perform the high service of the Kingdom of heaven, we truly begin to resemble you. Yes, you are at the service of your creation; a striking example is the work of the Thought Adjusters with the human soul.

I am fascinated by the respect these entities bear in regard to our free will, despite the misuse we can do of them. You are bold; you are a God who loves challenges, because you chose to pilot us through the maze of our material life, limiting your action by the

very fact of giving us the choice to reject you. Despite our stubbornness and aberrations, you are always a loving presence for us. What humility it is for such a mighty God to submit his sovereign will to the human personality.

***...believe without seeing, persevere in isolation and overcome insurmountable difficulties, even when alone. Thus, from apparent disasters, you transform ugliness into beauty, and from our errors, you pour out truth.***

How majestic your plan is, father. What intelligence involved in your way of transforming the errors and mistakes of your creatures into opportunities. I think about the Agondonters, these beings that have remained faithful and loyal to you in the presence of rebellion which may occasionally occur in your universe. They can believe without seeing, persevere in isolation and overcome insurmountable difficulties, even when alone. Thus, from apparent disasters, you transform ugliness into beauty, and from our errors, you pour out truth.

I am inspired by the patience which is evidenced in the evolutionary process of creatures. I am convinced and happy at the thought that this patience, this love, these efforts, this service will bear its fruit and will be crowned by an eternal relationship between you and each of us, a relationship with unchanging and indestructible links, a complete fusion of our natures, so perfect that neither human nor the Adjuster will ever be discerned from one another. Like you, my heavenly father, I await this day with growing expectation.

Marc Belleau

[belleaumarc@Hotmail.com](mailto:belleaumarc@Hotmail.com) ■



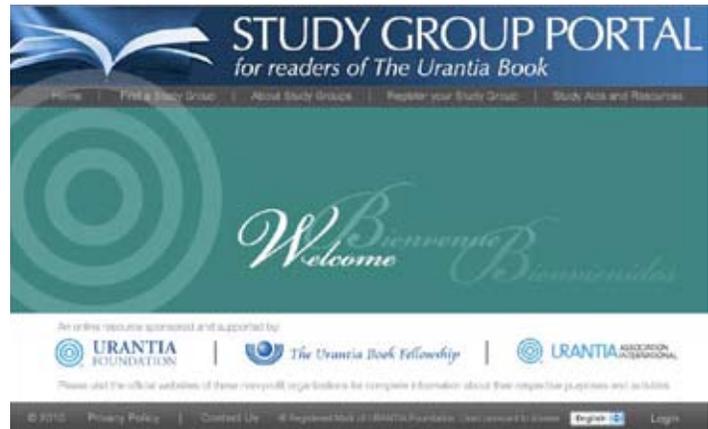
# Announcing the Study Group Portal

JAMES WOODWARD  
USA

**T**HE LEADERS OF URANTIA FOUNDATION, *The Urantia Book* Fellowship, and Urantia Association International are very pleased to announce an historic achievement in cooperative service to our community. After two years of design, testing, and enthusiastic support from teams representing our three organizations, the Study Group Portal is now operational. An unprecedented joint sponsorship has been forged as we affirm that nearly everything of real value to the Urantia community has taken origin within study groups, including *The Urantia Book* itself, born of the original study group: The Forum.

A comprehensive database of study groups supported by the major organizations has been a cherished ideal for many years, but the vision took hold during Urantia Foundation's Internet Strategic Meeting in the fall of 2008. This gathering drew more than a dozen tech savvy leaders, some who were affiliated with reader groups and some who were not. The model of an interactive study group website found unanimous appeal and Scott Brooks, representing UAI as its Webmaster, agreed to design and lead the project.

The Study Group Portal was built to foster the creation and growth of study groups. But as an Internet resource, the Portal is something new — a voluntary listing guide that's always accessible for hosts to update, and a referral service that's always available to readers searching for a study group. As hosts sign in and the database grows, those who want to study in a group setting will be able to search for one where they live or as they travel. With an interface and user protocol similar to social networking sites, the Portal is easy to navigate.



Study group portal home page

The Portal also houses an online library of study aids for *The Urantia Book*, including the new UAI Study Group Guide. These educational resources will tutor students in their comprehension of the teachings and help study groups flourish by sharing successful models and experiences. The site will soon feature multiple translations, making it truly a worldwide service.

If you currently host a study group that is focused on *The Urantia Book*, open to all readers and apolitical, please list it NOW by visiting:

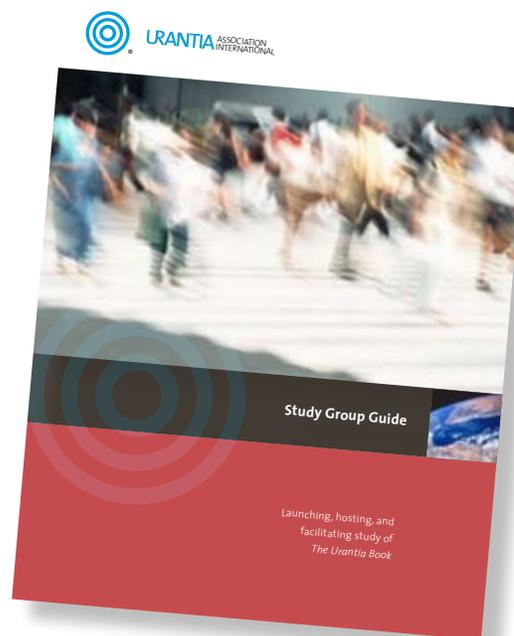
<http://UrantiaStudyGroup.org>

Beta testing has been completed so the Study Group Portal is now open to serve the Urantia community! However, it's still new and if you encounter technical problems or have other questions, please contact the administrator. Also, study aids with proven value are needed to expand the library so please submit them. ■

**An unprecedented joint sponsorship has been forged as we affirm that nearly everything of real value to the Urantia community has taken origin within study groups, including *The Urantia Book* itself...**

# Study Guide to nurture the growth of Study Groups

JAMES WOODWARD  
USA



The UAI Study Group Guide

**T**HIS GUIDE IS FOCUSED ON THE MISSION of Urantia Association International: in-depth study of *The Urantia Book*, and the work of fostering effective study groups worldwide. The hearty assistance of UAI in helping to create study groups is available to all students of *The Urantia Book*. Study groups are autonomous gatherings of Urantia Book readers, not licensed, sanctioned, or controlled by any organization, though they are fostered and supported by UAI, Urantia Foundation, and The Fellowship. Study groups are meant to be free from organizational business or politics, Urantia related or otherwise.

**There are no requirements for forming a study group other than the desire of a few people to share some quality time with other truth-seekers**

There are no requirements for forming a study group other than the desire of a few people to share some quality time with other truth-seekers, inspired by a vast treasury of revelatory teachings. This Study Group Guide has been designed as a tool to help you start one or to improve an existing group.

Study groups are where the Urantia community takes root. Sharing how the teachings affect our personal and collective spiritual journey is vital for increasing our capacity to comprehend deity (God-consciousness) and for a greater understanding of our relation to the Father and his universal family (cosmic citizenship). Study groups are also the nucleus of service and dissemination projects — those activities where joy is shared and teamwork is forged. Friendship building activities like picnics and potlucks are typically the outgrowth of study groups, along with seminars and conferences, where teachers and leaders hone their skills. Study groups have been the origin of every social affiliate of the fraternal groups. We know nearly everything of real value to the Urantia community springs from study groups, even *The Urantia Book* itself.

For these reasons and more, study groups are truly our sacred space; they were envisioned to be sanctuaries of study focused on *The Urantia Book*, nurturing growth in spirit and friendship. With a mandate transmitted through the Contact Commission, the revelators placed study groups at the heart of a wise strategy for spreading the truths of an epochal revelation. It is now our duty to foster many more groups and enliven the ones that may need to be freshened. Study groups are the incubators in which teachers and leaders find their formative experience and should be a welcoming place in which souls are nourished by fellowship, educated by revelation and transformed by Spirit.

Study groups can serve as both classroom *and* sanctuary when structured as a holistic ministry to all souls. New models are service oriented and integral: dynamic as to facts, intriguing as to meanings, and inspiring as to values. This approach fosters greater appreciation of revelatory details, encourages freedom of wonder, and promotes personal growth; sacred space is a learning and loving model that emphasizes spiritual enrichment. Certain factors foster the study group as sacred space: desire to serve, healthy leadership, focus on *The Urantia Book*, open door policy, no organizational politics, and an unwavering commitment to evolving maturity — mental, emotional, and spiritual. Study groups that integrate these dynamics thrive in the teachings and are attractive to new readers.

## Threefold Purpose of Study Group

1. To serve as a social connective for the in-depth study of *The Urantia Book* — to call forth and explore with others what has value for the mind, value for the heart, and value for the spirit. Group effort is essential for the exploration of a new framework of cosmic reality.
2. To serve as an introductory portal to the teachings of *The Urantia Book*. Meetings must be open so

experienced readers can welcome truth seekers from all traditions and levels of spiritual understanding; the members must also be skilled in the etiquette of inter-religious dialogue.

3. To serve as a venue where the personal experience of God-consciousness is honored and encouraged. *Urantia Book* readers have no formal church and yet there is deep value in group worship and the family dynamics of spiritual community.

If you choose to create a study group, you will join others who have enjoyed profound satisfaction from this worthy devotion. In addition, you will discover that group study enhances and illuminates the meaning of concepts in *The Urantia Book*. Such a service commitment today bodes well for an eternal journey that begins on our humble Urantia. May our Father bless you and those who join with you in this important endeavor.

In Good Spirit,  
James Woodward  
Chair, UAI Study Group Committee, 2008–2011

### Hosting Group Study: An Overview

Launching a *Urantia Book* study group can be easier than you may think. All that is needed is the desire to set a time and place to meet, a list of a few candidates, and the courage to invite them. While group participation is what a study group is all about, success usually comes down to one dedicated person—and that person could be you! This guidebook is written for those who hold such a vision in their heart.

At first, you may feel awkward sending out invitations to folks you may or may not know. But long experience has shown that most localities abound with potential or existing readers, and that the vast majority will be glad to be invited for study. Most will welcome your invitation even if they do not immediately become part of the group.

Each study group will inevitably evolve its own unique personality. The unfolding of the group identity is based on the host, those who attend, and on your methods of study and fellowship. And remember: There are a myriad of ways to study together and to enjoy the group experience.

We'll shortly explain the steps involved in putting together your first meeting—the most crucial one of all. Plus, we'll list what we consider to be the ideal conditions for running a successful group as well as facilitating the flow of study and socializing.

After the first few meetings, it will become clearer what study and socializing techniques will fit the emerging personality of the group, and you may want to adjust accordingly.

As you grow your group over the months and years that follow, we encourage you to provide variety by occasionally changing your format or study methods. Again, allow your group to evolve in ways that suit you

and your members. We provide a list of study approaches later in this guide.

We always suggest that you—as the host or organizer—make it consistently clear that your purpose is the study of *The Urantia Book*. This does not preclude the discussion of other valuable writings or ideas that may relate to the topic of discussion. However, keep your focus on the unique text of the revelation, a task that is sufficient to mightily challenge any group!

We further recommend that a group should not exceed more than ten persons on a regular basis. With more than that, it becomes difficult for everyone to get involved—and participation is the key to realizing the benefits. If the fortunate situation of over-attendance occurs, find a way for the group to split into two. Remember that one of the purposes of group study is to create more study groups and therefore more opportunities for training teachers and leaders.

In the most general sense, while it is crucial to keep your group focused on *The Urantia Book's* teachings, it is also important to provide a favorable setting for study, and to attend to the social and spiritual needs of the individuals in the group. Among the most important elements of a successful group, these stand out:

1. The commitment of one or more founders to the success of the group
2. Consistency in meeting times and places, and a suitable environment for study
3. A critical mass of readers (usually 3 to 10) and willingness to screen new members
4. A method of study and a technique of self-governance that suits the group
5. Skillful, gentle, purposeful, and effective facilitation
6. The spiritual growth that results from deep study, sincere sharing, and group prayer
7. The love that naturally arises from association with fellow *Urantia Book* students

### The Spiritual Dimension of Group Study

*Personality association and mutual affection is an efficient insurance against evil . . . There is positive strength in the knowledge that you live for the welfare of others, and that these others likewise live for your welfare and advancement. Man languishes in isolation.* [Paper 160:2, page 1776:3]

Individuals who have studied alone for many years often report to us a curious thing: They feel like they are reading an expanded version of the same book when they begin to read with others. Group consideration of the text illuminate meanings and concepts because the group setting offers the richness of multiple points of view. The result is a balancing and correcting influence on the formation of individual opinions—not to mention the emotional and spiritual reinforcing effect of group participation. ■

**...you will discover that group study enhances and illuminates the meaning of concepts in *The Urantia Book*. Such a service commitment today bodes well for an eternal journey that begins on our humble Urantia.**

## What Does it Mean to be a Leader?

RICK LYON  
USA



Leadership illustration

***During our daily life all of us lead in some things and we are led in others.***

**Y**OU ARE A LEADER. MOST OF US WILL react to this title by claiming, “I am not a leader,” but a leader is someone that makes decisions, takes action, and can motivate somebody to do something. Few of us make it through the first minute of the day without doing all that. You lead the most important person in your life — you. *The Urantia Book* calls this “self-mastery.” Then, you lead your family, co-workers, and all those around you by the things you say and do. During our daily life all of us lead in some things and we are led in others. I found this quote from Peter Drucker on the Internet about leadership: “No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings.”

The truth is that most people WANT to be led. We don’t like being told what to do but we like it when someone establishes clear goals and objectives, assigns tasks, and encourages us to succeed. When people are given a task and they accomplish that task, the sense of accomplishment builds their confidence, feelings of self-worth, and inspires them to do more. Everyone wants to feel important. Everyone wants to contribute. The best way to make someone feel important is give him or her the opportunity to contribute. People want to be led so don’t be afraid to lead.

Asking someone to do something says, “You have something we need. You are important to what we are doing”; you have value and worth. Wasn’t this Jesus’ attitude toward those he met? We often complain about “nobody doing anything” but the real problem is that most people don’t know what to do or they know what to do and how to do it but need to be asked. They may be perfectly willing and hope to be asked but they won’t step out of their comfort zone unless you ask

them directly. Send an email to the UAI list saying “We need someone to volunteer to help us with something” and all you hear are crickets chirping. But ask someone directly, who has the skills, and they will usually respond positively. I still remember the day 12 years ago that Dorothy Elder called and asked me to be a teacher for UBIS. Had she just put out the call for teachers I never would have responded but because she took the time to ask me directly I said yes. And, this led to one of the greatest experiences of my life as a teacher/facilitator for UBIS. People want to contribute so don’t be afraid to personally and directly ask them to.

Good leaders expect results. What good is someone who is just a warm body placeholder in any organization or on any team? A leader holds people accountable. That doesn’t mean that you have to be dictatorial or demanding. I think rather it means to communicate and be persistent. If someone says they will do something and will have it done by next Tuesday, a leader will call them on Wednesday and ask how the project is going. If there is a delay, ok, what can I do to help? Leaders look for ways to succeed rather than hope for reasons to fail. A leader expects results and finds ways to get them. A leader expects and gets results. A great leader can get results because people “want” to do good for them. What is it *The Urantia Book* says about wanting to do good for someone? Can you think of one major accomplishment that was achieved by a leader without a team? Name one leader who never accomplished anything.

Too often, and I am guilty here myself, we are so afraid of conflict that we let things slide. I don’t want to pressure anyone. I don’t want to cause a problem. But avoiding minor problems often festers into major conflicts. Speak up when things are small. Don’t ignore the little things. Little things are important too. Address the little problems while they are still little. And never try to solve a problem through email! Pick up the phone or go see the person. A good leader is

patient, supportive, and understanding but a leader also puts the mission and the team ahead of the individual. Arnold Glasow says that, "One of the tests of leadership is the ability to recognize a problem before it becomes an emergency." Let me add that they have the courage to deal with a situation before it becomes a crisis.

In one of my leadership training classes the instructor said, "What we ignore we accept. What we accept we encourage." He gave the example of someone coming in one minute late to work. If the start time is 8 am but the person comes in at 8:01 am and the boss says nothing then the real start time is 8:01 am. Soon, everyone will be coming in at 8:01 am. But, if the boss just simply asks something like, "I see you were a minute late this morning did you have car trouble?" this sends a gentle message that the boss noticed that you were one minute late. The boss did not ignore it and therefore did not accept it and so did not encourage it. Gentle leadership is usually the most effective and appreciated.

When you do get results never hesitate to show appreciation for a job well done. Everyone wants to feel important and nothing does that better than accomplishing something and getting recognized for it. Leaders are quick to praise; slow to criticize. Leaders praise in public; criticize in private. At our job or business we can motivate people with money or praise but we can also motivate employees with fear of losing their job or losing money. In a volunteer organization, our sources of motivation come from within the volunteer. A volunteer works toward a goal because they believe in the mission or they want to be part of the team. It is these internal values of the individuals that must be fed in order to motivate a volunteer. If we try to use pressure or criticism or fear to motivate a volunteer they can just walk away. A good leader will find what motivates each person and then use that to reap the benefits of the person's skills and talents. This only works if you are sincere about your appreciation and praise.

On the other hand, if you want good leaders, please think twice before you send that fire filled email when you disagree. Remember that all of us are volunteers, imperfect mortals, trying to do the best we can. Leaders are people too and have feelings. Most long time leaders have thick skins (at least publicly) but before you suspect a leader's motivation you should discover that motivation calmly and in a friendly loving manner. Every time someone blasts a leader in an email or conversation they discourage the future leaders. Why would anyone want to put up with getting blasted by inconsiderate people? I don't mean that you should agree with everything every leader does but if you want good leaders, take care of the ones we have and remember that your future leaders are watching too. Leaders don't need to use sarcasm or personal attacks if there is truth in what they are saying.

As with most mortal experiences the things that we think we know well are often the things we most misunderstand. I think we tend to feel that someone with a strong ego is a born leader because they seem to enjoy telling people what to do and when to do it. They have supreme confidence in their actions and opinions. While a quiet team player working in the background without public notice is usually overlooked as a leader. A good leader gets people to follow their lead without them realizing they are being led because the real motivation comes from within the person, not from the actions of the

leader. The person will think they did it themselves or that it was their idea.

It is easy to see that someone like UAI President, Gaetan Charland, is a leader because he inspires us to action. We can see the members of the ISB or the national and local governing boards of associations as leaders because they have stepped up to do something. Those who host study groups are certainly leaders. The staff and Trustees of Urantia Foundation have given their personal time, energy, and money for this revelation. They are leaders too. When you talk to others about some concept or teaching from the book, you are a leader. What was it that Jesus said to the Apostles? "Follow me." Now that is a true leader. He did not push them ahead of himself. He did not gripe at them until they got up and went along. He just offered the invitation "Follow me" and because they loved him they went.

***One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.***

Leaders come in many forms. Some people lead with a vision or dream that inspires people. Others lead by seeing the end of a project from the beginning and all the steps from point A to point B. We just need to be sure we put the dreamers in charge of producing the vision and concepts of whatever we are trying to achieve and put the detail people in charge of organizing and prioritizing. The visionaries and organizers for any project are seen as leaders but the person who quietly sets up the chairs at an event or prints the handouts is a leader too. The key word being "action." Choosing to serve and taking action is leadership. Choosing to serve without action is not leadership.

Action is often preceded with hesitation, anxiety, and often includes mistakes. As UAI Administrator, I have made my share of mistakes and know whereof I speak about hesitation and anxiety. There is no shortage of people waiting to pounce on those who do take action and choose to lead. Those who are quick to criticize should think about the damage their harsh words do not only to our leaders but also to those who are working up the courage to lead. What makes a leader? The courage and commitment to see something that needs done and then doing it is leadership. Whether the task is large or small a true leader acts. In this life, we are just beginning to learn to be leaders. Why is that important? Please read to the end of this article.

Some leaders are considered powerful leaders because they may rule through fear and intimidation. Why was Hitler such a powerful leader? Because he assembled a team that used fear and violence to impose Hitler's will. Hitler was no doubt a powerful leader. He was first considered a great leader but then through evil become merely a powerful leader. Some "leaders" use their personality and bluster to lead. I have seen CEO's of big companies use fear and intimidation to lead. "The beatings will continue until morale improves" is not a form of good leadership. A true leader makes people want to work for them and with them.

Not everyone given the opportunity to lead at a certain level can be a leader at that level. In the steel business I have heard it said that people are promoted to their lowest level of incompetence. Meaning that people rise until they get to a position they cannot handle anymore. My supervisor in the steel mill where I work is very good at what he does but

is terrible at people skills. When an environmental or legal issue comes up he is the guy you want on your side. When a personnel issue comes up he cannot make a decision and when stressed uses fear and intimidation in the form of write-ups and firings to handle the situation. He was promoted because of his technical skills into a position that requires people skills. We need to keep this in mind when building our teams. If we put the wrong person into the wrong position, they will become overwhelmed and fail even though, had they been using their real strengths and talents, they would have been very successful. We need to keep this in mind for ourselves too. Know when to say “no” to an opportunity.

**When you talk to others about some concept or teaching from the book, you are a leader. What was it that Jesus said to the Apostles? “Follow me”. Now that is a true leader. He did not push them ahead of himself.**

Some people are dreamers and visionaries and some people are organizers and detail oriented. You don’t want a dreamer in charge of organization and you don’t want an engineer in charge of developing a vision. Don’t put a square peg into a round hole. You don’t want to use a screwdriver to hammer a nail. One of the tasks of a leader is to put other leaders into the right slots or just as importantly keep people from volunteering for things that don’t match

their abilities. When this happens, the person becomes overwhelmed and usually either fails or quits. This is unfortunate because that person is then wasted or lost. Many times I think in a volunteer organization we are so thrilled when someone does step forward that we don’t access his or her skills for the task at hand. Then we end up with an unhappy servant or just a warm body filling a position. On the other hand, we need to know ourselves and only volunteer for those things that we are truly capable of doing. Sure, sometimes when we step out of our comfort zone we grow and some opportunities allow for that but we need to know when those opportunities will benefit us without the potential of harm to the project or the team.

My lead man at work is very good at what he knows and he is a hard worker. However, he has little respect among the workers because he doesn’t accomplish anything. This is because he cannot make a decision for fear of offending someone and because he cannot say “no.” When I ask if I should do “this”, he says “yes.” When someone else says, “We should do “that” rather than this”, he says “yes.” When anyone asks him if he can do something for them he says “yes.” The result is that he seems to have no clue what he is doing, cannot make a decision, and he becomes overloaded with other peoples responsibilities. His skills, talents, and leadership is then lost. He becomes frustrated, hates his job, and no doubt will end up quitting.

If we look at leaders who are most respected we find that they are often quiet humble team players who know how to encourage and inspire people to accomplish a goal. They stay focused on their mission. These leaders often rise to celebrity status more for who they are rather than what they do.

Look at someone like Billy Graham. All through his career he has maintained his humble dependence upon God and being a servant. His work is not about Billy Graham but about what God can do in our lives. I often disagree with some of his message but I greatly admire his leadership. His wife, Ruth, was a great leader too. She led the family

so that Billy could stay focused on mission. She was a great woman leader and we need more of those in the Urantia movement — not just supporting the men in their roles but to step up as study group hosts, association governing board members, and teachers and leaders of this revelation. I am sure that you can think of leaders who fit both of these examples. The Governing Board of our Andes association is all women. Susan Owen serves as a leader on our International Service Board and does a grand job for this revelation. Line St-Pierre is a leader that I have personally seen in action. And, there are many others — Cathy, Dorothy, Tamara, Sheila, Betty and on and on. We need more.

Our Father in Paradise is the ultimate leader. He is above all. When we look at what a great leader is, He should be the first on our list of examples. Of course, our best tool for learning from his example is *The Urantia Book*.

*...the Universal Father does not exercise his infinite power and final authority by direct transmittal but rather through his Sons and their subordinate personalities. And God does all this of his own free will. Any and all powers delegated, if occasion should arise, if it should become the choice of the divine mind, could be exercised direct; but, as a rule, such action only takes place as a result of the failure of the delegated personality to fulfill the divine trust. At such times and in the face of such default and within the limits of the reservation of divine power and potential, the Father does act independently and in accordance with the mandates of his own choice; and that choice is always one of unailing perfection and infinite wisdom.* [Paper 3:5, page 50:6]

A great leader is not someone who tries to do everything themselves. They entrust and empower others to do those things that need to be done. But, they are also not afraid to take back the responsibility should the need arise. They believe in those that serve but they also believe in themselves. God only does those things that only God can do unless those that he entrusted with certain decisions fail to live up to that trust. So, a great leader TRUSTS those that they lead.

*The Father rules through his Sons; on down through the universe organization there is an unbroken chain of rulers ending with the Planetary Princes, who direct the destinies of the volunary spheres of the Father’s vast domains.* [Paper 3:5, page 51:1]

We see that the ultimate leader reserves final authority and decision making for Himself. God could make all the decisions but he delegates the decision making to those below him in the org chart of the universe. This puts the problem solving as close to the problems as possible. The CEO of a company doesn’t make decisions about buying pencils for the secretaries — or at least they shouldn’t. The further the decision maker is from the decision that needs to be made, the less information they have to make an informed decision. This is why I like the way UAI is structured. The real work of UAI is done by the members of the local associations. The national level, the Judicial Commission, the International Service Board, and the Representative Council serve to encourage, empower, and support the activities of the local associations and their members.

**(52.4) 3:6.1 With divine selflessness, consummate generosity, the Universal Father relinquishes authority and delegates power, but he is still primal; his hand is on the mighty lever of the circumstances of the universal realms; he has reserved all final decisions and unerringly wields the all-powerful veto scepter of his eternal purpose with unchallengeable authority over the welfare and destiny of the outstretched, whirling, and ever-circling creation.** [Paper 3:6, page 52:4]

A great leader has no ego problem. They can hand off responsibilities without feeling lessened. They want to share their responsibility, opportunity, and rewards with those on the team. A great leader though also has the courage and strength to step in and speak up when the welfare of the team and those they serve is threatened. A great leader has COURAGE. A great leader has LOVE for his teammates and those they serve.

**Therefore, when the Father and the Son unite to personalize a Creator Son, they achieve their purpose; but the Creator Son thus brought into existence is never able to transmit or delegate the prerogatives of creatorship to the various orders of Sons which he may subsequently create,...** [Paper 6:5, page 77:7]

A leader must know how and when to delegate and who to delegate tasks to. Not all that a leader is responsible for, however, can or should be delegated to others. As someone above me delegates tasks to me, I can and should delegate some of those tasks to others but I also must retain responsibility for those things that are best done by me. I must take responsibility for those things that I delegate to others too. A great leader will share the credit but accept the blame even if it isn't their own.

**The Universal Father delegates everything possible to his Eternal Son; likewise does the Eternal Son bestow all possible authority and power upon the Conjoint Creator.**

[Paper 8:3, page 93:4]

**The Eternal Son and the Conjoint Creator have, as partners and through their co-ordinate personalities, planned and fashioned every post-Havona universe which has been brought into existence. The Spirit sustains the same personal relation to the Son in all subsequent creation that the Son sustains to the Father in the first and central creation. There is inherent in the selfless, loving, and lovable nature of the Universal Father something which causes him to reserve to himself the exercise of only those powers and that authority which he apparently finds it impossible to delegate or to bestow.** [Paper 8:3, page 93:5]

We see throughout the universes this pattern of delegating those things that we cannot do ourselves and retaining only those things that we can do.

**The Universal Father all along has divested himself of every part of himself that was bestowable on any other Creator or creature. He has delegated to his divine Sons and their associated intelligences every power and all authority that could be delegated. He has actually transferred to his Sovereign Sons, in their respective universes, every**

**prerogative of administrative authority that was transferable. In the affairs of a local universe, he has made each Sovereign Creator Son just as perfect, competent, and authoritative as is the Eternal Son in the original and central universe. He has given away, actually bestowed, with the dignity and sanctity of personality possession, all of himself and all of his attributes, everything he possibly could divest himself of, in every way, in every age, in every place, and to every person, and in every universe except that of his central indwelling.**

[Paper 10:1, page 108:5]

A true leader gives opportunities to serve to others and trusts them to do them. Harvey Firestone once said that, "The growth and development of people is the highest calling of leadership." As God has made each Creator Son perfect, competent, and responsible for the tasks given to them, a true leader will also provide for the training and teaching of the leaders and servants below them. A true leader doesn't just dump their problems on you but gives you the training and tools to help you do them and then the trust and the freedom to do them and learn from them. This is a driving concept behind the UAI 2011 Leadership Symposium. We seek to encourage and empower people to serve this revelation and the readers of *The Urantia Book* but we realized that the skills and training to do that was often left to the individual. We want to train the teachers and leaders of this revelation to do those things that they are being led to do. If you are a leader please join us in training future leaders by attending this event. If you are not yet ready to lead at this level then please support our efforts to train teachers and leaders.

**Divine personality is not self-centered; self-distribution and sharing of personality characterize divine freewill selfhood. Creatures crave association with other personal creatures; Creators are moved to share divinity with their universe children; the personality of the Infinite is disclosed as the Universal Father, who shares reality of being and equality of self with two co-ordinate personalities, the Eternal Son and the Conjoint Actor.** [Paper 10:1, page 109:1]

I think Paper IV tells us a lot about leadership by revealing Gods relationship to the Universe. From Section 4 of that paper, "4. God's Relation to a Local Universe."

**Do not entertain the idea that, since the Universal Father has delegated so much of himself and his power to others, he is a silent or inactive member of the Deity partnership. Aside from personality domains and Adjuster bestowal, he is apparently the least active of the Paradise Deities in that he allows his Deity co-ordinates, his Sons, and numerous created intelligences to perform so much in the carrying out of his eternal purpose. He is the silent member of the creative trio only in that he never does aught which any of his co-ordinate or subordinate associates can do.** [Paper 32:4, page 362:5]

This tells me that as leaders, we shouldn't try to do it all ourselves. Perhaps we lead the most by letting others lead

**Some people are dreamers and visionaries and some people are organizers and detail oriented. You don't want a dreamer in charge of organization and you don't want an engineer in charge of developing a vision. Don't put a square peg into a round hole.**

and trusting those that we delegate tasks to. Never should we impose on our teammates except for the good of the mission, team, and those we serve. Leaders must be PATIENT. Team members need to grow and kick around ideas that at first may seem weak. But a good leader will give his team time, tools, and space to develop their part of the project until it evolves into the best it can be. A quote from General George Patton says, “Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”

*God has full understanding of the need of every intelligent creature for function and experience, and therefore, in every situation, be it concerned with the destiny of a*

**The growth and development of people is the highest calling of leadership.**

*universe or the welfare of the humblest of his creatures, God retires from activity in favor of the galaxy of creature and Creator personalities who inherently intervene between himself and any given universe situation or creative event. But notwithstanding this retirement, this exhibition of infinite co-ordination, there is on God's part an actual, literal, and personal participation in these events by and through these ordained agencies and personalities. The Father is working in and through all these channels for the welfare of all his far-flung creation.* [Paper 32:4, page 362:6]

A leader lets his team grow and learn. Communication is the most powerful tool — a successful leader of a successful team can communicate the goals and objectives, the tasks that need to be done, who is responsible for doing them, and when they need to be done.

*(366.1) 33:0.1 WHILE the Universal Father most certainly rules over his vast creation, he functions in a local universe administration through the person of the Creator Son. The Father does not otherwise personally function in the administrative affairs of a local universe. These matters are intrusted to the Creator Son and to the local universe Mother Spirit and to their manifold children. The plans, policies, and administrative acts of the local universe are formed and executed by this Son, who, in conjunction with his Spirit associate, delegates executive power to Gabriel and jurisdictional authority to the Constellation Fathers, System Sovereigns, and Planetary Princes.* [Paper 33:0, page 366:1]

*“As in each of your previous bestowals, I would remind you that I am recipient of your universe jurisdiction as brother-trustee. I exercise all authority and wield all power in your name. I function as would our Paradise Father and in accordance with your explicit request that I thus act in your stead. And such being the fact, all this delegated authority is yours again to exercise at any moment you may see fit to requisition its return.”* [Paper 120:1, page 1,326:3]

We know that the ascension plan leads us to the Corp of Finality as surviving mortals of the material realms. Paper 31, “The Corps of the Finality,” reveals that as Finaliters we are destined to be leaders.

*We have no idea as to the nature of the future organization of this extraordinary group, but the finaliters are now wholly a self-governing body. They choose their own permanent, periodic, and assignment leaders and directors. No outside influence can ever be brought to bear upon their policies, and their oath of allegiance is only to the Paradise Trinity.*

[Paper 31:0, page 345:12]

*The finaliters maintain their own headquarters on Paradise, in the superuniverses, in the local universes, and on all the divisional capitals. They are a separate order of evolutionary creation. We do not directly manage them or control them, and yet they are absolutely loyal and always co-operative with all our plans. They are indeed the accumulating tried and true souls of time and space — the evolutionary salt of the universe — and they are forever proof against evil and secure against sin.* [Paper 31:0, page 346:1]

Why should you be a leader? I believe that a Divine Counselor and One without Name and Number tell us why in Paper 31:

*We venture the forecast of future and greater outer universes of inhabited worlds, new spheres peopled with new orders of exquisite and unique beings, a material universe sublime in its ultimacy, a vast creation lacking in only one important detail — the presence of actual finite experience in the universal life of ascendant existence. Such a universe will come into being under a tremendous experiential handicap: the deprivation of participation in the evolution of the Almighty Supreme. These outer universes will all enjoy the matchless ministry and supernal overcontrol of the Supreme Being, but the very fact of his active presence precludes their participation in the actualization of the Supreme Deity.* [Paper 31:10, page 353:7]

One thing I will never claim to be is a Urantia Book scholar. I am a student of *The Urantia Book* but let me share what I think this means. Beyond the organized and inhabited Grand Universe are the uninhabited but mobilizing universes of outer space. These are at least seventy thousand physical universes, each of which is greater than any one of the present superuniverses — the current inhabited universes. The Supreme Being is currently evolving into existence as a result of our experiential contributions (the things we experience, the things we do, and the decisions we make) to that evolution. Since the uninhabited universes do not have experience, they do not contribute to the creation of the Supreme Being. Once the Supreme Being has been fully created then those being coming after that cannot contribute experience or benefit from the experiential evolution of the Supreme Being. This is where you and I come in.

*During the present universe age the evolving personalities of the grand universe suffer many difficulties due to the incomplete actualization of the sovereignty of God the Supreme, but we are all sharing the unique experience of his evolution. We evolve in him and he evolves in us. Sometime in the eternal future the evolution of Supreme Deity will become a completed fact of universe history, and the opportunity to participate in*

*this wonderful experience will have passed from the stage of cosmic action.* [Paper 31:10, page 353:8]

*But those of us who have acquired this unique experience during the youth of the universe will treasure it throughout all future eternity. And many of us speculate that it may be the mission of the gradually accumulating reserves of the ascendant and perfected mortals of the Corps of the Finality, in association with the other six similarly recruiting corps, to administer these outer universes in an effort to compensate their experiential deficiencies in not having participated in the time-space evolution of the Supreme Being.* [Paper 31:10, page 353:9]

Once we reach the Corp of Finality and the Supreme Being comes fully into existence, then we will take all that we have learned, all that we have experienced, and all that we are out into this vast universe to **LEAD** those that will inhabit this vast interstellar creation. Did you get that? Ok, stop, backup, and read that again. Just as spiritual beings come down to minister (teach and lead) us, we will someday do that for those who inhabit the now organizing and uninhabited worlds of the universe of universes.

*These deficiencies are inevitable on all levels of universe existence. During the present universe age we of the higher levels of spiritual existences now come down to administer the evolutionary universes and minister to the ascending mortals, thus endeavoring to atone for their deficiencies in the realities of the higher spiritual experience.* [Paper 31:10, page 353:10]

*It is increasingly the belief of all Uversa that the assembling Corps of the Finality are destined to some future service in the universes of outer space,...* [Paper 31:10, page 354:5]

So, don't just take my word for it.

*Evolutionary mortals are born on the planets of space, pass through the morontia worlds, ascend the spirit universes, traverse the Havona spheres, find God, attain Paradise, and are mustered into the primary Corps of the Finality, therein to await the next assignment of universe service. There are six other assembling finality corps, but Grandfanda, the first mortal ascender, presides as Paradise chief of all orders of finaliters. And as we view this sublime spectacle, we all exclaim: What a glorious destiny for the animal-origin children of time, the material sons of space!*

[Paper 31:10, page 354:6]

Still think you are not a leader?

In one of my favorite movies, *Gladiator*, Russell Crowe said, "What we do in this life echoes in eternity." (I swear that is in *The Urantia Book* somewhere too.) If we know that someday we may serve as the leader of our own world then should we not start practicing today and learning to be a great leader? No doubt that our Fathers ultimate purpose for us will involve leadership. If we truly wish to serve our fellow man and demonstrate our love for God we should take every opportunity to step up to the level of responsibility, service, and leadership

that the Angels and our Thought Adjusters place before us. We should have the courage to lead in whatever capacity we can at whatever level we serve and to so to the best of our ability. We should accept our shortcomings and failures as learning experiences but never fail because we failed to try.

A good leader appeals to the heart of those they lead. A good leader motivates others through the personal relationship they have with them. "How are your kids? Is your son still playing baseball? Is you mom doing better?" Things like that mean a lot to people. They say "I care about you." and that make people want to be part of your team. Communication builds relationships. The more you communicate the stronger your relationship. When you are young you have a close relationship with your parents because you speak to them every day. Stay in touch with your team. Build close personal relationships and those relationships will build a strong team that accomplishes much.

Don't quit. A good leader doesn't quit just because they don't get their way or because obstacles or misunderstandings pop up. A real leader is the last one off the field at the end of practice. A real leader works to solve problems and is flexible enough to allow others to shine their light on some project. A good leader doesn't have to control every detail; that is why you have a team. A leader can guide and motivate others to follow the path they are leading everyone down but a leader can also see a better way when it presents itself.

A great leader is creative and can make even the most difficult task fun and interesting. Don't take yourself too seriously. The work is important but the people are more important. Give those you lead the opportunities to grow and experience leadership too. If you control everything then everyone will let you do everything. Give someone a task and them watch them grow. Water and nurture and add some "sunshine" and watch them grow. A real leader will be more proud of the people involved than what the people accomplished.

Leadership comes in many forms and at many levels. The person who decides to make the coffee or take out the trash is also a leader and we need people like that too. We need leaders to give presentations and lead workshops at our events. We need people of financial means to support our activities for this revelation. Above all else we need your prayers and guidance as we seek to serve our Father and our fellow mortals of Urantia. Let me in conclusion encourage you and your study group to take up the topic of "Leadership" as we are doing at the UAI 2011 Leadership Symposium. Read what *The Urantia Book* has to say about personal leadership, spiritual leadership, and organizational leadership. Look for articles and other resources resulting from the symposium. And remember, we are always accepting your articles regarding leadership for *Tidings* and *UAI Journal*. Send them to [uaicentraloffice@urantia-uai.org](mailto:uaicentraloffice@urantia-uai.org)

See you in Chicago, July 13–17th! ■



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