

WHAT PEOPLE ARE SAYING ABOUT SAM CHAND...

Sam Chand has dedicated his life to champion the success of others. Known as a “dream releaser,” Sam is a leader of leaders who will constantly challenge and lift our mind-sets, self-imposed limitations, and unexamined choices. Sam writes from the enormous wealth of his own experience with uncanny insight, good humor, and pragmatic advice.

—*Brian Houston*
Global Senior Pastor, Hillsong Church

Sam Chand’s teaching is a secret weapon resulting in the increase of effective materialization of your unrealized potential.

—*Bishop T. D. Jakes*
New York Times Best-Selling Author

Dr. Chand has been one of the most valuable mentors in my life and ministry. He has tremendous character, valuable leadership insight, a contagious sense of humor, and a pastor’s heart. He has mentored me and made me a much stronger spiritual leader.

—*Craig Groeschel*
Senior Pastor, Life.Church

Samuel Chand is a leader's leader. His keen insights and vast leadership exposure have prepared him well for resourcing the kingdom. His natural passion for leadership development is a refined gift he enthusiastically shares with leaders and developing leaders.

—*John C. Maxwell*
Founder, EQUIP
New York Times Best-Selling Author

No one does this better than Sam Chand, and I can say that from our experience working with him in my own church. His reputation for helping companies find their way in the twenty-first century is exemplary and his integrity is beyond reproach.

—*Jentezen Franklin*
Senior Pastor, Free Chapel
New York Times Best-Selling Author

Great leaders have mastered the art of asking great questions, but legendary leaders like Sam Chand have mastered the art of questioning their own thinking.

—*Steven Furtick*
Founder and Lead Pastor, Elevation Church

Change is on the horizon, but it will not come by accident—it will require intentionality by those who lead the way! As a voice of influence on the subject of leadership, my friend Sam Chand will help you shape your future by reshaping the way you think!

—*John Bevere*
Best-Selling Author and Minister
Cofounder, Messenger International

One of the most respected voices on church and ministry leadership today is Dr. Sam Chand. On his website, his tag line is, “My life’s vision is helping others succeed”—and he’s good at it. Sam and I have shared a number of clients over the years, and time and time again, I’ve seen him turn around struggling churches, inspire frustrated leaders, and transform the culture at failing organizations.

—*Phil Cooke*
Media Producer and Consultant
Author, *The Way Back*

Sam Chand will expand your thinking, give you fresh tools, and help you navigate your leadership journey.

—*Mark Batterson*
Lead Pastor, National Community Church

Just when I thought my friend Sam Chand had reached his pinnacle, he transcends to a new dimension. Sam has a masterful skill of asking piercing questions, which are better questions that lead to better answers and ultimately a better life!

—*Bishop Dale C. Bronner*
Author/Founder, Word of Faith Family Worship
Cathedral

THE
SEQUENCE
TO
SUCCESS

*THREE O'S THAT WILL TAKE YOU
ANYWHERE IN LIFE*



SAMUEL R. CHAND



WHITAKER
HOUSE

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THE SEQUENCE TO SUCCESS

Three O’s That Will Take You Anywhere in Life

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THE CAMERA IS ALWAYS ON

What do they see?

People are always watching you and me. Even when we're alone, the impression we've made on them is ruminating in their hearts and minds. Our spouse, children, friends, co-workers, bosses, customers, neighbors, teammates, and everyone else we encounter is forming opinions of us based on what they've seen in us and heard from us.

They notice:

...if we're insightful.

...if we're resistant to their ideas.

...if we're eager to push an agenda forward.

...if we're withdrawn or belligerent if we don't get our way.

...if we're always late.

...if we're constantly sharpening our skills.

...how we talk about other people.

...when we take the initiative.

Brenda and I got married after I graduated from college, and I took a job as the pastor of a small church in rural Michigan. I received a graduate degree and dove into my work to bring God's will to "*earth as it is in heaven*." During those years, the college trustees observed me and my wife as we served our church, sent students to the college, and supported its operation. This, I'm sure, helped them form an opinion that I was devoted to their goals and strategies. After several years, they asked me to join the board of trustees. When the position of president opened up and they began to consider who might fill the role, they turned to me. Their observations over those years gave them confidence that I was the right person for the job. They didn't tap me for this position when I was cooking scrambled eggs and mopping floors, and they didn't ask me to serve as president on the day I graduated.

In hundreds of moments for the next dozen years, the trustees noticed something in me. They saw that I was dedicated to the college and its purposes, and they knew that I had a high opinion of them. The board was convinced that I was a good communicator and I had earned the respect of

leaders in our circles of influence. They were sure that I was a quick study—the learning curve might be steep, but they believed my ascent would be quick.

To be honest, I think they only saw me as a placeholder until they could find someone more qualified. I don't blame them. I didn't exactly have a sterling resume! But like many who are given an opportunity, I rose to the challenge. I became president in 1989 and I dove into my role with great enthusiasm. I wish I could say I was an instant success, but in the first two years, the number of students declined. That's not exactly what the trustees expected! At one point, the dean and I were driving to Nashville, Tennessee, for a meeting about accreditation. I turned to him and said, "Wouldn't it be wonderful if we had two hundred students?"

His eyes widened. "Sam, that would be incredible!"

At the time, *incredible* was the right word to use about this dream: it was hard to believe or scarcely credible.

Gradually, things turned around. When I became president, our college had eighty-seven students and wasn't accredited; when I left the college, we were fully accredited by two accrediting agencies and had more than eight hundred students. The success of my tenure surprised the dean and the board of trustees—and, to be honest, it surprised me, too!

DISRUPTION TESTS US

Each of us is where we are today because people saw something in us that gave them confidence in our character and skills. The camera was on us...and they were watching. Their belief in us may have come at a critical time when no one else believed in us—times of failure, times when we were on the shelf, or times when we had lost hope. We may have felt incompetent and unwanted, but somebody looked through the fog and saw our potential.

The observations made during times of disruption are much more significant than those during seasons of peace, success, and harmony. More than ever, others are watching to see how we respond to criticism, obstacles, and failure. In these times, they find out what's deep in our souls. Like a tube of toothpaste, when we're squeezed hard enough, what's inside will come out for everyone to see.



*In times of difficulty and conflict, people tend to either
get big or get little.*

In times of difficulty and conflict, people tend to either get big or get little. Insecurity causes some to be loud and demanding, blaming others for their own mistakes and

leaning forward to intimidate others into submission. That's *getting big*. But the same insecurity makes others wilt under the pressure; their voices become weak, they don't make eye contact, and they don't share opinions about anything because they're afraid of being wrong. They get so *little*, they almost vanish!

Do people notice if we're getting big or getting little? Of course they do! The people around us may be intimidated when we're loud and demanding. On the other hand, they may feel sorry for us when we've gotten so meek that we've almost vanished. However, either way, we lose their respect.



Times of disruption are the clearest lenses on who we are, what we're made of, and how much we can be trusted.

Times of disruption are the clearest lenses on who we are, what we're made of, and how much we can be trusted.

WHAT THEY SEE

Some aspects of our lives can be hidden behind a smile, but particular features are readily apparent—specifically attitude, preparation, understanding, and articulation.

Attitude

When I was president of the college, I walked into the office one day and greeted the receptionist. "Good morning! How are you today?"

She replied with a frown, "Oh, I'm making it."

I made a mental note of her response; I wondered if she might be struggling with something at home or at work. The next morning, I greeted her with a smile and asked, "How are you today?"

She slumped her shoulders and barely looked up as she moaned, "Oh, I'm here."

Of course, I noticed her demeanor. On the following day, I told her, "Good morning! I hope you're having a great day!"

She shook her head and said something similar to the previous two days.

It didn't take long for me to realize that if the college president was experiencing this kind of sour attitude, people on our staff, students, and guests were getting even worse! As soon as I sat at my desk, I called our business office.

"Please calculate what we owe my receptionist for her work through today and add another week's pay for severance," I told our chief financial officer. "Bring the check to

my office and ask her to come in. Please find someone else to handle her duties while I meet with her.”

A few minutes later, the CFO escorted her into my office and he handed me an envelope. I turned to her and said, “It’s obvious you’re not happy here. Here’s a check for your work through today. We’ve added a week’s pay for severance as you look for another job.”

She was a competent person, but her attitude was corrosive to everyone who interacted with her.

People meet our attitude before they meet us. They see the expression on our faces from the first instant they look at us. In a split second, their observation turns into an opinion, which either opens or closes doors of opportunity. A good attitude is more than a smile. It’s a can-do spirit, a genuine desire to be a positive influence in another person’s life or on a team. It’s not blind or superficial. It sees the truth and still believes the best of other people.

I’m always aware that first impressions are often lasting impressions, so it’s important for me to set a positive tone in every encounter.

Preparation

When we walk into a meeting, do people see us with materials and resources we’ve prepared so we’ll be ready to contribute to the discussion, or do they see us empty-handed—and too often empty-minded? We may assume *winging it* is fine,

but people notice the level and consistency of our preparation. It's not just the boss who notices; everyone in the room realizes that we've done our homework...or not. They know that when we aren't ready to participate, we're just filling space in the room. And if we're the leader of the meeting, our lack of preparation wastes everyone's time.

I believe that preparation is one of the most important factors in determining a person's future in an organization. Failing to prepare once in a long while isn't a big deal, especially when there's a very good reason, but when people consistently aren't ready to dive into the agenda with researched facts and insights, they won't be on the list for the next promotion.



Preparation is one of the most important factors in determining a person's future in an organization.

I think about two questions: first, when I walk into a meeting, do people see me with materials I've prepared, my device in my hand so I can take notes, and any research I've gathered for the conversation? If they don't, they have every right to conclude that I'm not really into them. And second, after I give a talk, do I leave with the confidence I've

given it my all, or do I know I should have spent a little (or a lot) more time making sure my points are rich, clear, and connected?

Understanding

When I meet with people, I want them to know that I *get* them. If it's a first meeting, I've done research into the person's background, studied the topic we're going to discuss, and learned about the person's family. I often find out more about them on a variety of media. My hope is that in the first five minutes of our conversation, the person will think, *Sam Chand really gets me!* When that happens, amazing things can occur. When I don't get enough information before we meet, I need to spend more time trying to get below the surface so I discern the person's hopes and dreams.

When I'm with Brenda, understanding is even more important. Do I come to those conversations preoccupied with my own goals and worries, or can I put those aside and be *all in* as I talk with her? If she has to say, "Sam, are you listening to me?" I know I'm in trouble! But when I listen patiently and invite her, "Tell me more about that," she knows I'm committed to enter her world and understand her heart's desires.

If someone asks me to fix a problem with their smartphone, I'm instantly sure he doesn't understand my vast

technological limitations! The person doesn't get me. Understanding is a two-way street: I've become a student of the people around me so I understand what makes them tick, what they love and what they avoid, how they're motivated, and what drains them. As I understand them more fully, I can tailor my communication to be more encouraging or challenging, whichever is needed at the moment. Understanding isn't an add-on—it's essential.

Articulation

Communication is a vital ingredient in any form of leadership: in companies, in churches, and in families. In fact, we usually elect the politician who is the better communicator even if his or her platform isn't quite what we'd like it to be.

In private conversations, team meetings, small groups, and large events, people are watching me to see how I connect concepts with their hearts, if I can move them to take action, and if I'm giving them something they can use in the next hour or day. It's not merely the words we speak; non-verbal communication has an even greater impact than our words. Our facial expressions, tone of voice, gestures, and body language may correspond and confirm our words, but sometimes, they give a very different message.

In a *Forbes* article, Naz Beheshti observes that the first step is to become a student of our communication style:

Once we become more aware of our characteristic gestures and body language...we can then go about aligning our nonverbal signaling with our spoken message. This starts with clarity of intent. We think we know exactly what we want from a given meeting or presentation. In reality, however, our minds are often a jumble of emotions and random thoughts. If we take the time to hone in on the essence of our intention, then it is more likely to play itself out through our gestures, intonation, and facial expression....This inside-out approach proceeds from emotion to gesture. Gesture sometimes anticipates and even shapes emotion and thought. We can choose to begin there and work outside-in. With practice, we can learn to be more conscious of certain gestures and nonverbal cues and, therefore, their effect on other and ourselves.³

Wise leaders pay attention to all aspects of how they communicate with others: in private meetings, small groups, and in large gatherings; online and in office memos; and verbally or nonverbally. Communication is as much art as science. We need to understand our audience, even if it's an audience of one. People need concepts, but they connect

3. "The Power of Mindful Nonverbal Communication," Naz Beheshti, *Forbes*, September 20, 2018, <https://www.forbes.com/sites/nazbeheshti/2018/09/20/beyond-language-the-power-of-mindful-nonverbal-communication/#a94902d15018>.

with stories we tell, so we need to use narrative to get our points across, even if the list of items on the agenda is long and time is short.

Even though I've been in the United States for more than forty years, I still speak with an accent. When I realize people don't understand what I'm saying, I speak more slowly and clearly. If that doesn't work, I use hand motions. Personal connections are so important that I'll do almost anything to be sure the person understands me.

PATTERNS SHOW UP OVER TIME

Most of what people observe about us happens instantaneously, but over time, people discern patterns in our behavior, patterns that tell them we're trustworthy or not. Trust is the glue of relationships. If we prove ourselves over many different experiences, people know they can rely on us, but if they see us cut corners or fudge numbers when we're under pressure, they have reason to wonder about our integrity. When we gossip about someone, we tell the listeners more than we probably want them to know about *us...* and they soon realize they could be our next targets!

People's observations about us may not be about our character but about our capacity in any given situation. They may realize we can handle a heavy load, or we may buckle under a certain kind of pressure. As they watch us for months or years, they observe our ability to persist

through thick and thin. Character and capacity—these tell people all they need to know about us.

ACT AS IF ALL EYES ARE ON YOU

In a letter to a friend, former U.S. President Thomas Jefferson wrote:

Whenever you are to do a thing, though it can never be known but to yourself, ask yourself how you would act were all the world looking at you, and act accordingly. Encourage all your virtuous dispositions, and exercise them whenever an opportunity arises.⁴

Jefferson gave this advice two hundred years before we had cameras covering every inch of stores and websites tracking every click of a mouse. It's intuitively obvious that we're on our best behavior when we know people are watching; today, people are watching far more than ever before. Recent studies show that it doesn't even take human eyes to improve our behavior. A group of British scientists found that putting up posters of staring eyes had a similar effect.⁵ They recorded "littering behavior" in a university cafeteria

4. "The Letters of Thomas Jefferson," to Peter Carr, Paris, August 19, 1785, http://avalon.law.yale.edu/18th_century/let31.asp.

5. "Effects of eye images on everyday cooperative behavior: a field experiment," Max Ernest-Jones, Daniel Nettle, and Melissa Bateson, School of Psychology, Newcastle University, May 6, 2010, <https://www.staff.ncl.ac.uk/daniel.nettle/ernestjonesnettlebateson.pdf>.

and observed the number of people who threw away their trash instead of leaving it on the table.

In their study, the researchers determined the effect of the eyes on individual behavior by controlling for several conditions (e.g. posters with a corresponding verbal text, without any text, male versus female faces, posters of something unrelated like flowers, etc). The posters were hung at eye-level and every day the location of each poster was randomly determined. The researchers found that during periods when the posters of eyes, instead of flowers, overlooked the diners, twice as many people cleaned up after themselves.... Humans (and other animals) have a dedicated neural architecture for detecting facial features, including the presence of eyes. This built-in system, also known as “gaze detection,” served as an important evolutionary tool in ancestral environments (e.g. for detecting lurking enemies). Furthermore, the ability to function in social situations hinges on our ability to exploit social information provided by the expressions of the faces and eyes of others. What’s interesting is that this system largely involves brain areas that are not under voluntary control.⁶

6. “How the Illusion of Being Observed Can Make You a Better Person: Even a poster with eyes on it changes how people behave,” Sander van der Linden, *Scientific American*, May 3, 2011, <https://www.scientificamerican.com/article/how-the-illusion-of-being-observed-can-make-you-better-person>.

Many of us have given others far too much personal information on social media platforms. Our movements can be tracked through the GPS on our phones. Jefferson's advice was sound two centuries ago and, if anything, it's even more relevant today because we're almost always being observed by someone—or something. We're rarely really alone. Many companies use sophisticated software to monitor the effectiveness of their employees and track their progress. In these organizations, there are always eyes on us.⁷

COURAGE AND QUESTIONS

In the last few years, I've made it my practice to invite people to tell me what they see in me. I don't limit this inquiry to those I'm sure will only make affirming comments. I ask virtually everyone with whom I have meaningful interactions. I may ask:

- ♦ What do you need from me that I'm not giving you?
- ♦ How can I serve you better?
- ♦ What's helping and what's not?

Surprisingly, most people are thoughtful and honest in their answers and they have helped me enormously. Many years ago, I'm pretty sure I wouldn't have wanted to hear what some of these people would have told me, but as I've

7. "14 Best Tools to Measure Employee Performance," Scott Gerber, *Business.com*, February 22, 2017, <https://www.business.com/articles/14-best-tools-to-measure-employee-performance>.

become more, shall we say, seasoned, I'm not as afraid of the truth. In fact, I welcome it. Jesus came "*full of grace and truth*" (John 1:14). I'm convinced that people—myself included—can't hear the truth very well unless they experience the grace of love and acceptance. Then, their observations can become my truth, too.



*When others see something in us that we can't see ourselves,
their input can change the trajectory of our lives.*

SOMETHING FROM NOTHING

Others' observations of us can be launching pads that propel us to places we never imagined we could go. When they see something in us that we can't see ourselves, their input can change the trajectory of our lives. We might conclude that our situations limit our potential because we don't have *the right people* helping us. Of course, a few people have advantages over the rest of us. Their families have enough money so they can attend the very best colleges and they have the right connections to open plenty of doors. We can look at them and feel resentment or self-pity, or we can realize that God has put people in our lives—perhaps people we

wouldn't have expected—to observe us, form opinions of us, and open doors of opportunity for us.

The Scriptures tell us clearly and often that God observes absolutely everything in the universe, including us. We call this trait *omniscience*. For instance, the writer of Hebrews explains:

*Nothing in all creation is hidden from God's sight.
Everything is uncovered and laid bare before the eyes of
him to whom we must give account.* (Hebrews 4:13)

We sometimes read the Bible like it's a bunch of boring online articles and we miss the richness of the stories. When that happens, it helps to imagine ourselves *there*, at that time.

One of the most poignant passages in the Old Testament is found in Genesis 29 when Laban tricked Jacob into marrying both of his daughters, the gorgeous Rachel and the plain Leah. It was painfully obvious to Leah that her husband preferred *the other woman*, her sister. She longed to win Jacob's affection by providing sons for him. When she had her first child, Reuben, Leah said, "*It is because the LORD has seen my misery. Surely my husband will love me now*" (verse 32). The Lord saw the pain of her loneliness...but Jacob still didn't love her. Leah had a second son, Simeon, and said, "*Because the LORD heard that I am not loved, he gave me this one too*" (verse 33). But that didn't win Jacob over either.

Then Leah had a third son, Levi, and she hoped this would do it: “Now at last my husband will become attached to me, because I have borne him three sons” (verse 34). In that culture, a woman who gave her husband three sons was a hero! She would win the respect and admiration of everyone in the community, especially her husband.

Leah was sure God had seen the fact that she was unloved; He had heard her pleas for Jacob’s affection and she hoped he would finally be *attached* to her. But even after Leah gave him three sons, Jacob still only had eyes for Rachel.

Then, something happened in Leah’s heart. She realized that God’s attention was more important than any man’s, including her husband’s. She had a fourth son, Judah, and this time, her prayer changed from desperation to contentment: “This time I will praise the *LORD*” (Genesis 29: 35). The fact that God—the Lord of love, peace, and strength—saw her was enough for Leah. Jacob didn’t see her—but God did and He blessed her abundantly. It was through the line of Judah that He sent his Son to save the world.

When we put ourselves in the New Testament stories in the four Gospels, we see that Jesus had a way of surprising people. More than that, He frequently shocked them! His observations were often the opposite of what others saw—and that changed everything for the people He noticed. Pay attention to this moment:

As Jesus went on from there, he saw a man named Matthew sitting at the tax collector's booth. "Follow me," he told him, and Matthew got up and followed him.

(Matthew 9:9)

Jesus *saw* Matthew. The New Testament was first written in Greek, the language spoken all over the Roman world; in commerce, it was even more widely used than Latin. The Greek word translated “*saw*” is *theaomai*, which means “to behold, to view attentively.” What did Jesus observe when He looked at Matthew? He saw a tax collector. In that culture, the job wasn’t a respectable role like an IRS agent. In first century Palestine, a number of Jewish men collaborated with the Roman occupying forces to extort money from their countrymen. They were considered traitors, the scum of the earth. But when Jesus saw this despised man collecting taxes from other Jews, He saw something else, something deeper, something better. He looked beyond his treason and noticed two things: Matthew was good at his job and he had a heart for God. So Jesus called Matthew to follow Him. How do we know this is what Jesus *saw*? We look at the very next scene:

While Jesus was having dinner at Matthew's house, many tax collectors and sinners came and ate with him and his disciples. When the Pharisees saw this, they asked his disciples, “Why does your teacher eat with tax collectors and sinners?” On hearing this, Jesus said, “It

is not the healthy who need a doctor, but the sick. But go and learn what this means: ‘I desire mercy, not sacrifice.’ For I have not come to call the righteous, but sinners.”

(Matthew 9:10–13)

This scene tells us that Matthew was open to the love of Jesus, but we have another clue about his professional expertise: he wrote the first book of the New Testament. The gospel of Matthew was written to the Jews, Mark to the Romans, Luke to the Greeks, and John to the believers at large. It was crucial for the Jews to know the genealogy of Jesus. Because Matthew was a professional accountant, he began his gospel with the pedigree of Jesus: “*This is the genealogy of Jesus the Messiah the son of David, the son of Abraham*” (Matthew 1:1). Then Matthew lists Jesus’s ancestors to fill in the gaps between Abraham and David, between David and the exile to Babylon, and between the exile and Jesus.

Because Matthew understood Jewish culture from the inside (as a Jew) and the outside (as a Roman collaborator), his gospel is full of references to the Old Testament to prove that Jesus is the Messiah promised by Israel’s prophets and it powerfully communicates the message of Jesus to every reader, Jew or Gentile. When people open the New Testament, they first read the account of Jesus’s life written by perhaps the most unlikely person to contribute to the holy Scriptures.

Jesus caught flack for hanging out with people like Matthew. The religious establishment, the Pharisees, were fiercely loyal to the *law* of God, but they missed the *heart* of God. In the Gospel accounts, we often find them resisting and resenting Jesus because He saw value in people the Pharisees believed were worthless.

Matthew's story isn't an isolated incident. Jesus made a point of inviting Himself to lunch with a chief tax collector named Zacchaeus; He welcomed the gratitude of a woman of the night who found forgiveness and a new purpose in an encounter with Him; He went out of His way to explain His offer of "*living water*" to a Samaritan woman who was an outcast among her own people; He must have laughed with delight when four friends of a paralyzed man dug a hole in a neighbor's roof to lower him in front of Jesus; and He was amazed at the faith of a mother who badgered Him to cast a demon out of her daughter. Jesus's encounters with two sisters, Mary and Martha, were very different when their brother Lazarus died. When Martha went to Him, Jesus gave her a short seminar about the promise of resurrection, but when Mary fell weeping at His feet and other people wept with her, Jesus asked, "*Where have you laid him?*" (John 11:34)—and then He too wept.

Jesus observed intently and intentionally. He saw what others didn't see, especially in people who were considered

to be traitors, outcasts, misfits, doubting, distraught, and “less than” in any other way.

By the middle of Jesus’s ministry, He probably had seventy to a hundred people following Him. Luke tells us that Jesus spent all night in prayer and then chose the Twelve to be His apostles. The rest were still disciples, which means “followers,” but Jesus picked twelve men specifically to carry the message after He was gone. Who were they? Most were businessmen who had skills and resources and chose to invest everything in their commitment to Jesus.

No matter what our backgrounds may be, people have had their eyes on us. They’ve noticed us, formed opinions of us, and have opened doors of opportunity for us. The first step, though, is always observation.

The camera is always on...and it's always on us.



Think About It:

- Who saw your potential more clearly than you did at a critical point in your life?
- How is your life different today because that person noticed something good in you? Connect with that person today to say, “Thank you.”

The most beautiful people we have known are those who have known defeat, known suffering, known struggle, known loss, and have found their way out of the depths. These persons have an appreciation, a sensitivity, and an understanding of life that fills them with compassion, gentleness, and a deep loving concern. Beautiful people do not just happen.

—Elisabeth Kübler-Ross, author and psychologist

The big challenge is to become all that you have the possibility of becoming. You cannot believe what it does to the human spirit to maximize your human potential and stretch yourself to the limit.

—Jim Rohn, entrepreneur and author