

THE JANITOR

Dear Friend:

We want to thank you for choosing to use this Study Guide as a supplement to your reading of The Janitor.

By completing the Study Guide, you should see your marriage and family relationships improved. You can expect to find greater satisfaction, performance, purpose, and direction in your work and career, and you will likely find yourself focusing more on the really important things in life.

Perhaps you are studying this on your own, as part of a small group from your church, or as part of a leadership development program in your company.

In conjunction with this Study Guide, you may also be utilizing The Janitor seminar on DVD (available at www.thejanitorbook.com).

We designed this comprehensive tool so that over a period of time, and by completing the exercises and assignments in this Study Guide, the 6 Directives of the book will “come to life” for you.

You may choose to complete some or all of the pages, exercises, and assignments in each section of the Study Guide.

Take as long as you need in order to work through the Study Guide. Our experience indicates that individuals who work through the program on a steady pace get the most value from it.

We would also love to hear your comments –so please post them at www.thejanitorbook.com

Warmest regards,

N O T E S

Todd Hopkins

Ray Hilbert



6 Keys to Experiencing Personal, Professional, & Spiritual Success

Directive # 1 “Recharge vs. Discharge”



How an
Unexpected Friendship
Transformed a CEO
and His Company



As presented in the
International Best Selling book
“The Janitor,” by Todd Hopkins
& Ray Hilbert

Let's Get To Work:

"Some people call it creative time, others call it leisure, but the truth is that what is fun for one person feels like work to another. If you keep pouring out energy and you don't recharge, then one day you'll run empty. You'll burn out." Janitor Bob Tidwell-pg. 24

Identify several activities/tasks/responsibilities, etc. that fit in each box- those things that "recharge" your energy, and those that "discharge" it. Consider personal/ family, professional/work, as well as church, community, and other tasks and responsibilities.

	Personal/Family	Professional/Work	Other
Recharge Your Energy			
Discharge Your Energy			

Sample

NOTES



Taking The Time To Recharge:

Give careful consideration as to what types of "recharge" activities you want to establish, and the time you are willing to commit to them.

- Would you like to free up an entire day each week? Maybe that is more than you are ready to try.
- Perhaps you would be willing to take a half-day each week-leave work, and go be with your spouse, family, or friends?
- Maybe a major victory for you would be to take just two hours each week, get away somewhere quiet, just to rest, read, and/or pray?

What would you do with the extra time?

(No, returning emails and phone calls does not count.)

Here are just a few ideas for consideration:

- If married, take your anniversary date each month and spend with your spouse
- If you have children, on their birthday (each month) take them out for special one on one time
- Take an afternoon a week to get away somewhere quiet to read, journal, reflect, pray
- Schedule a day a month to volunteer time at an inner city mission or at your church
- Sleep in one morning a week
- Read the Bible
- Journal new ideas or express inner thoughts, hopes, dreams

In the space below, describe the "recharge" activities you will implement in your life, and how much time you feel you would budget to accomplish it:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

NOTES



Let's Clean Up



Based on the Directive of "*Recharge vs. Discharge*" journal your thoughts and what changes need to now be made in your life?

Sample

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6 Keys to Experiencing Personal, Professional, & Spiritual Success

Directive # 2
“View Family As A Blessing- Not A Responsibility”



As presented in the International Best Selling book “The Janitor,” by Todd Hopkins & Ray Hilbert

*For a concise summary of this Directive-
re-read pages 41 thru 45*

Objectives:

In this Directive, participants will:

- **Develop a personal definition of “family” (by birth & by choice)**
- **Identify personal responsibilities within their family and describe the importance of them**
- **Describe the importance of what they do for a living**
- **Understand a Biblical perspective of their work/career & how that impacts their attitudes toward their families**
- **Establish a first draft of a Family Vision Plan**
- **“Clean Up” to establish follow up Action Steps**

N O T E S

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"I can't say I have undertaken any radical, earth-shaking shifts in behavior, but rather and subtle changes in intention. The extraordinary improvement that happened has surprised me more than anybody, believe me."
CEO Roger Kimbrough- pg.116

Describe several activities that you do for your family, at work, and in your church/community. Then, write down how you could view each one as a responsibility, and how each one could be viewed as a blessing.

Family

Work

Church/Community

Responsibility

Blessing

Sample

NOTES

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Family Vision Plan.

- **Let's pretend your local hometown newspaper is coming to your home to do a story on your family. In the article, they are going to feature your family's written Vision, Core Values, Key Objectives, and Action Steps to building a wonderful, loving home.**
- **In advance, the reporter emails you a series of questions to answer in writing for the article- so please do so in the areas that follow:**
 - " How would you describe "success" in terms of your family?"
 - **In paragraph form, write out what you and your family are working to accomplish together:**
 - **In five years, how will your family treat one another and how will it impact the world?**
 - **In 10 years, how will your family treat one another and how will it impact the world?**
 - **In 20 years, how will your family treat one another and how will it impact the world?**

N O T E S



Let's Clean Up



Based on the Directive of "*View Family As A Blessing- Not A Responsibility,*" journal your thoughts and what changes need to now be made in your life?

Sample

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6 Keys to Experiencing Personal, Professional, & Spiritual Success

Directive # 3 “Pray- Don’t Pout”



How an
Unexpected Friendship
Transformed a CEO
and His Company



As presented in the
International Best Selling
book "The Janitor," by Todd
Hopkins & Ray Hilbert

"Alice was a firm believer that we must evaluate all our activities in life as either an investment or an expense."

Janitor Bob Tidwell- pg.107

Objectives:

In this Directive, participants will:

- **Define "prayer" and its role in their lives**
- **Develop an attitude of faith vs. worry**
- **Complete another 1 week "Attitude of Gratitude" Journal"**
- **Identify applications and strategies to "pray" not "pout"**
- **"Clean Up" to establish follow up Action Steps**

N O T E S

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Overview (cont'd):

Let's consider an illustration from real life that will provide a clear picture of what is meant in this directive.

A young father took his 2 year old son to the doctor. It was time for young lad to receive his immunization shots. The young boy cried and looked into his father's eyes, begging the father to not let the doctor stick him with the needle.

The boy screamed, "Daddy please don't let them do this to me! Why are you letting them hurt me, daddy?"

You see, the father something that the boy did not. That this temporary moment of pain and discomfort would only strengthen his body to fight off future disease and illness. The father knew he must allow his son to experience a difficult situation and set of circumstances in order to provide him with long-term health.

In other words, the father knew what was best for his son, even if it was painful for the boy.

N O T E S

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Overview (cont'd):

And so it is in our lives and our relationship with God. So often it is easy for us to question God and to ask him "Why are you letting them do this to me?" Which of course this was the same question the son was asking his father as he lay on the doctor's table receiving the shots.

God clearly understands that if we will allow Him to work in our lives, and in the midst of our difficult situations and circumstances, those things will work just like the doctor's needle for the man's son. They will bring about a strengthening and a healing that would be impossible had we not gone through, the moment of pain and suffering.

So, in our story, Janitor Bob instructs Roger of the importance of maintaining the right perspective in the midst of his problems.

He reminds Roger of the importance and the truth that God has a plan. Even when Roger not see what it is, or how God could work in the midst of some very difficult circumstances.

Roger was pouting because his business was failing in many regards, he was failing at home as a husband and as a father, and in general he really did not have a sense of purpose or direction for his life.

N O T E S

Empty dotted box for notes.



Date _____

In the space below, write down one situation that you face each day- and describe how you could "pout" in the situation, and how you should "pray" in each situation.

Situation:

How I could "pout?"

How I should pray?

Sample

N O T E S



Let's Clean Up



Based on the Directive of "*Pray-Don't Pout*" journal your thoughts and what changes need to now be made in your life?

Sample

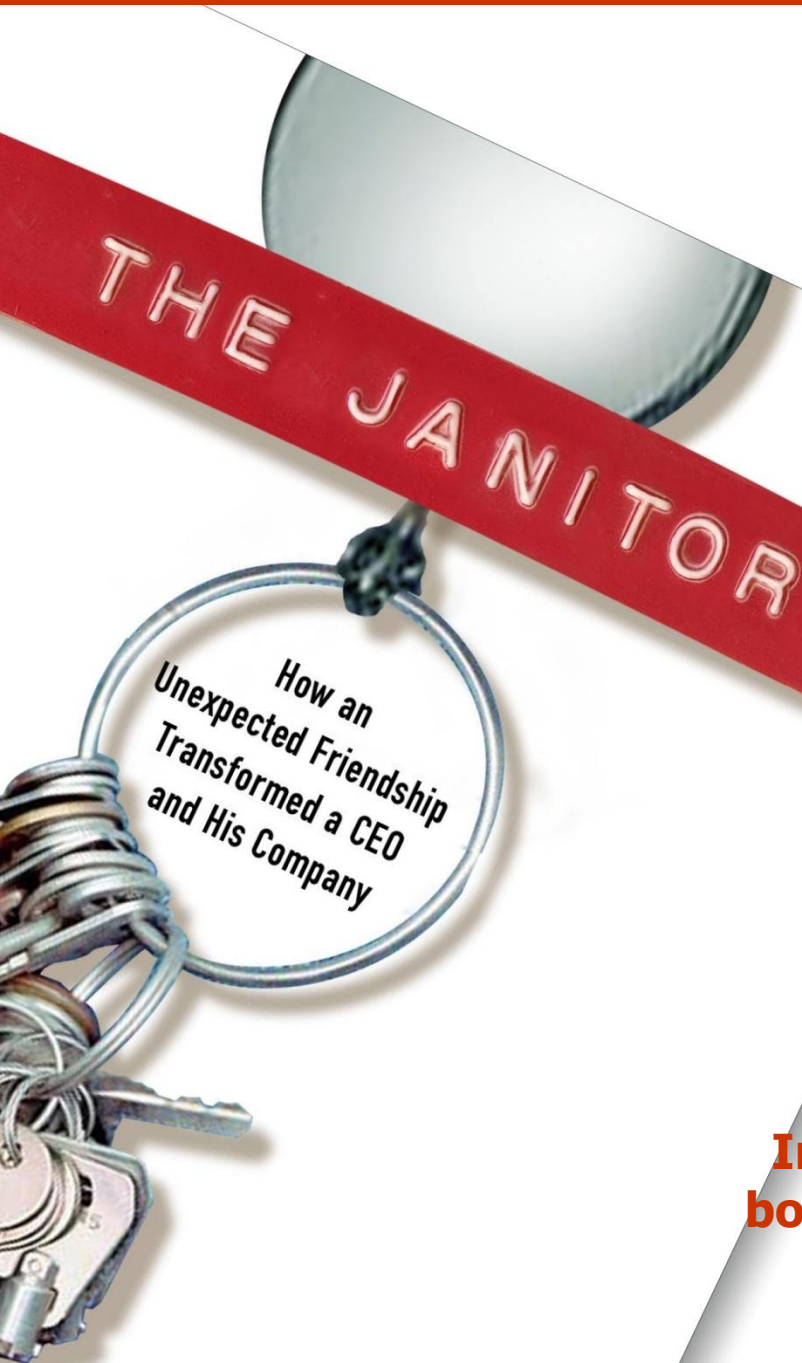
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6 Keys to Experiencing Personal, Professional, & Spiritual Success

Directive # 4 “Pass It Around”



As presented in the
International Best Selling
book "The Janitor," by Todd
Hopkins & Ray Hilbert

Objectives:

In this Directive, participants will:

- **Understand how they are “contagious” in life**
- **Develop and understand their “Lifeline” Exercise**
- **Recognize “Defining Moments” in life and how those have shaped them as individuals**
- **Identify what they pass around-Positive & Negative**
- **Determine what they want more of- what they want less of**

N O T E S

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“Every time I looked at my watch, I was reminded that time was flying, and should be sharing my knowledge and wisdom with others before it was too late.”

Janitor Bob Tidwell- pg.89

Overview

To live-you must give

One of the biggest reasons Roger was so discouraged in our story is because he was focused only on his own problems and issues.

Whereas the directive of “Pray-Don’t Pout” is about looking to God for wisdom and guidance, and trusting Him for the outcome of our circumstances, the directive of “Pass It Around” is about taking the time to share our life, experiences, wisdom, success, and yes even our failures with others.

Life truly begins to take on wonderful meaning when we help other people.

It could be an act as simple as helping an elderly person cross the street, or as significant as mentoring a young and struggling business leader, like Bob does for Roger.

In the Bible, Jesus teaches us that in order to “gain our life, we must first lose it.” He also taught “the first shall be last,” and “there is no love greater then when one person lays down his life for another.”

NOTES

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"I found the true purpose of my life- to help others find their way back to themselves and their families, and most of all, find their way back to God."

Janitor Bob Tidwell- pg.90

Consider the positive and negative thoughts, words, and behaviors you pass along to others in your life.

	Spouse/Children	Co-Workers	Others
Positive			
Negative			

Sample

NOTES



Let's Clean Up



Based on the Directive of "*Pass It Around*" journal your thoughts and what changes need to now be made in your life?

Sample

N O T E S

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6 Keys to Experiencing Personal, Professional, & Spiritual Success

Directive # 5
“Don’t Spend- Invest!”



How an
Unexpected Friendship
Transformed a CEO
and His Company



**As presented in the
International Best Selling
book “The Janitor,” by Todd
Hopkins & Ray Hilbert**

"Ask yourself whether the eventual outcome has any significance."

Janitor Bob Tidwell- pg.107

Objectives:

In this Directive, participants will:

- **Understand and define the difference between "spending" and "investing" in key areas of life:**
- **Identify the "Urgent" vs. "Important" issues in life**
- **Approximate remaining life expectancy and identify major areas in which to invest time and resources**
- **Identify how minor "mid-course corrections" can yield significant long-term results**
- **Establish priority of following "His" agenda not our own**
- **"Clean Up" to establish follow up Action Steps**

N O T E S

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“Ask yourself whether the eventual outcome has any significance.”

Janitor Bob Tidwell- pg.107

Overview:

In our story of Janitor Bob, the wise old mentor (Bob) teaches Roger the importance of learning to focus on what is really important in business, and in life.

Roger is so consumed with spending so much time building his business (which of course will eventually fade away and no longer exist), that he is failing to invest in the most important people in his life.

Bob advises Roger on how and where to invest his time and money into things and people that are eternally important to God.

To further make my point, consider what we try to teach our children about money. If your children are anything like mine, they would prefer to spend their money on toys and candy, that will either break or be quickly consumed.

They are driven by their impulses for immediate satisfaction-but that will soon no longer exist.

Do we not prefer to teach our children to INVEST their money so that it will last and provide a return over a longer period of time? Is this not how we build and run our businesses, churches, and organizations? We do our best to take our limited resources and invest them in assets and programs that will provide a long-term return on our investment.

N O



Let's Get To Work:

Write in your answers below:

What previous purchase have you made that would you say was the biggest "waste" of money?:

Financially, what is the best investment you ever made?:

What made one purchase/expenditure a good use of your money and the other a bad one?

NOTES

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"Ask yourself whether the eventual outcome has any significance. You can take it a step further and ask yourself whether the outcome could have any eternal significance."

Janitor Bob Tidwell- pg.107

For each area of your life, how would you say you "invest" and how would say you "spend?" Answer in terms of your time.

	Personal	Professional	Spiritual
Invest			
Spend			

Sample

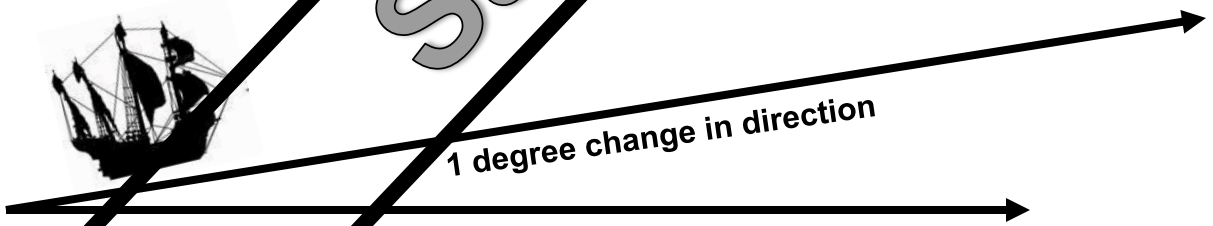
NOTES



"I felt as if something really big had to happen in order for me to be able to fix everything that was spinning so quickly out of control. But now I know that even the smallest gesture, the slightest change in the right direction, creates an adjustment in your condition."

CEO Roger Kimbrough- pg.116

Consider a large ocean vessel on a long journey. When the captain of the ship makes just a one degree shift in direction, it does not make an immediate difference in where the ship is headed. In fact, no one on the ship can even feel the change in direction. But the longer the ship continues its new course (remember just a one degree shift), the greater the ultimate destination of the ship is changed.



The same is true for our lives. Just a small change in direction now will make a significant change over a long period of time.

N O T E S

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Let's Clean Up



Based on the Directive of "*Don't Spend-Invest!*," journal your thoughts and what changes need to now be made in your life?

Sample

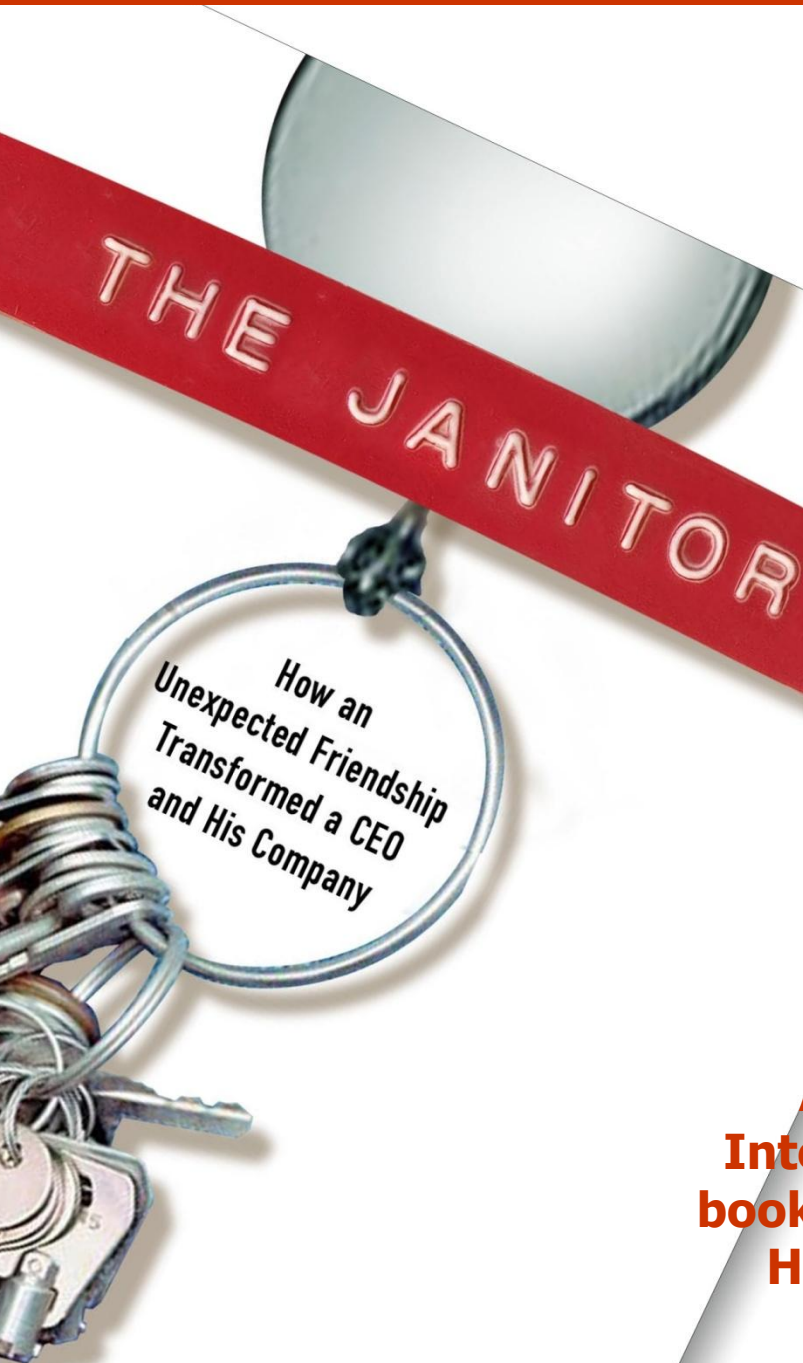
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6 Keys to Experiencing Personal, Professional, & Spiritual Success

Directive # 6 “Leave A Legacy”



As presented in the
International Best Selling
book "The Janitor," by Todd
Hopkins & Ray Hilbert

“Leave a Legacy- don’t just take from the past.”

Janitor Bob Tidwell- pg.129

Objectives:

In this Directive, participants will:

- **Define what it means to leave a personal legacy**
- **Develop a plan to address any “regrets” from the past**
- **Identify ways to create personal and professional “margin”**
- **Develop a definition for success in 7 key areas of life**
- **Complete a Personal Mission Statement**
- **Write “An Ideal Legacy”**
- **“Clean Up” to establish follow up Action Steps**

N O T E S

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Overview

As our story opens, even though he may not have been aware of it, Roger was in the process of actually leaving a legacy.

His business would no doubt have eventually failed-leaving a legacy of many disappointed employees and their families.

His marriage would have likely failed- leaving behind a devastated wife and children.

He could have very easily headed down a path of doom and destruction- quite a legacy indeed!

Lucky for Roger, Bob helped him change his life and in the process, no doubt change the legacy that Roger would eventually leave behind.

A very powerful aspect of our story is that a “legacy” was being passed from one person to the next- from Alice first sharing her directives with her husband Bob, who was sharing them with Roger, who was passing them along to his neighbor Andrew, who would no doubt also pass them along to others.

A true legacy was being passed from one person to another- and in the case of Bob to Roger- from one generation to the next. Perhaps there is no greater question that we could ever ask ourselves in life than this one- “What is the real purpose to my life?”

N O T E S

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Overview

We all have been wired by God to desire to have meaning, purpose, and direction in life.

In other words, we want our lives to count for something.

It was common knowledge among American soldiers that during World War II if an unidentified soldier appeared unexpectedly in the dark and could not state his mission, he was shot on the spot, without question. It would be quite interesting to see what would happen if a similar practice were followed today.

If confronted with a “life or death” requirement to know our mission, we would certainly re-examine who we are, why we are here, and what our life is really all about – our Legacy.

No doubt, we would save lots of time, effort, energy, and money, because our understanding of what we are to do (our job description if you will) would become crystal clear. Productivity and efficiency would soar. Absenteeism and waste would plummet. Government leaders would certainly replace rhetoric and empty promises with real and meaningful action. Every day “average” people would quit living a life of mediocrity and start leading exciting, powerful, and significant lives.

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Overview

Individuals and companies alike are learning for themselves what history has proven all along- that people or groups with carefully defined and written missions have always led, surpassed, or defeated those who don't have one.

While most individuals acknowledge the need for a personal mission statement, they believe the process is too complex or difficult to achieve.

Thus they are unwilling to take the time, effort, and resources to complete what would likely be one of the most beneficial and powerful experiences in their entire life.

In this Directive, you will begin to develop a better understanding of the true purpose of your life, and thus initiate a process of leaving a legacy for all time!

N O T E S

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Answer the same questions from three different perspectives.

Questions	Friends/Family	Co-workers / Business Associates	Community
To date, what has been the greatest accomplishment of your life?			
What significant impact have you had on those around you?			
What is the most important thing left undone in your life to this point?			

Sample



Let's Clean Up



Based on the Directive of "*Leave A Legacy*," journal your thoughts and what changes need to now be made in your life?

Sample

N O T E S

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Overview

So, as we conclude this Study Guide, we must all ask ourselves a few very important questions:

Let's apply this question to all our directives from the book:

- 1) Will I leave behind a legacy where I modeled to others how to "recharge" and "refresh" rather than constantly working and feeling like I cannot slow down to enjoy the fruit of my labor?**
- 2) Will my family feel as though I saw them as a blessing to enjoy rather than a burden to be carried?**
- 3) Did I leave behind a legacy where others saw my faith in God- and that even when things did not go as I had hoped or planned, that I trusted God loved me and had a wonderful plan for my life and that He was in control of my circumstances?**
- 4) Did I leave a legacy where others saw that I invested my time, talent, and finances into things that were of eternal nature that were important to God?**
- 5) Did I take the time to build into the lives of others around me and that I was generous in passing on all that I knew and had been given?**
- 6) Did I leave a legacy where my years on earth made the world a better place?**

