

# The Leader's Guide

For bishops, parents, counselors, and anyone who walks alongside others

## 01 Your Role

*"You are not the Savior. The Savior already came. Your job is to show people the door – not carry them through it."*

— Chapter 13, The Rubber Band Ball

The rubber band process only works when the person doing it chooses to surrender. You cannot surrender for them. You can testify. You can create space. You can invite. But the release must be theirs.

## 02 Signs Someone Is Carrying a Ball

- They keep returning with the same heaviness despite prior counsel
- They describe themselves by their worst moments ("I'm the kind of person who...")
- They hold deep resentment toward a specific person or institution
- They use self-blame even for things done to them
- They have never fully spoken an old shame out loud to anyone
- They struggle with a pattern they cannot seem to break
- Their identity fluctuates sharply with performance or approval

## 03 The Five-Step Counseling Process

### STEP 01

#### Introduce the Rubber Band Ball

Hand them the physical ball. Let them hold it. Say: *"This is what you're carrying. Not just what happened recently – everything. Every memory you never processed, every mistake you never released, every offense you never forgave."* Let that land.

### STEP 02

#### Send Them Home to List

Give them a spiral notebook. Ask them to write every rubber band – no minimum, no maximum. If it still stings, it goes on the list. Give them a week. Do not rush this step.

### STEP 03

#### Work One at a Time

When they return, go through the list one rubber band per session if needed. For each one: what happened, how it happened, how they felt, and what they believed afterward. Do not skip. Do not minimize. Some will require multiple sessions.

### STEP 04

#### The Red Pen Declaration

For each rubber band, they write the full account on a fresh page. Then, using a red pen, they write the Five Declarations over the page repeatedly until the words underneath are soaked in red. The red represents the Savior's blood already covering that burden.

### STEP 05

#### Testify of the Release

When the final rubber band is surrendered, look them in the eyes and testify: *"I witness that this has been given to the Savior. You are walking out of here clean."* Do not make this small. This is the moment Alma 7:11–12 becomes real in the room.

## 04 Chapter Reference Guide

CHAPTER	TITLE	CORE INSIGHT FOR LEADERS
Ch. 1	The Ball	Rubber bands form through sin, wounds, and self-protection equally
Ch. 2	Do You Know Who You Are?	Identity rooted in performance creates unstable people
Ch. 3	Zero	Discouragement becomes dangerous only when it becomes a decision
Ch. 4	Comparison Is a Rubber Band	God measures faithfulness; we measure performance

Ch. 5	Discouragement Is a Decision	"If we faint not" – moving forward is always a choice
Ch. 6	The Executive Who Nearly Broke Me	Feeding anger builds rubber bands even when the grievance is real
Ch. 7	The Rubber Band Ball Is Born	The physical ball makes the burden visual and concrete
Ch. 8	The Process	Five declarations, red pen, surrender – the full method
Ch. 9	136 Rubber Bands	No ball is too large; the Atonement covers every band
Ch. 10	Why Forgiveness Frees the Forgiver	Forgiveness is a spiritual transfer, not emotional agreement
Ch. 11	You Are Not the Ball	Covenant-based identity vs. performance-based identity
Ch. 12	Pressure Still Comes	"Is this mine to carry?" – the one question that prevents new bands
Ch. 13	Leading Without Carrying Everyone	Leaders testify; they do not absorb
Ch. 14	Don't Pick It Back Up	Memory is not ownership; the Savior does not return burdens
Ch. 15	Becoming Steady	Spiritual maturity is quiet, steady, and less reactive

## 05 When It Gets Difficult

"I can't forgive them." – Do not force it. Ask them to write a letter (not necessarily to send). Describe every wound in detail, then write about the Savior. Forgiveness is a choice, not a feeling. It may take multiple sessions for one rubber band.

"What if the memory comes back?" – Teach Chapter 14. Memory is not ownership. When a surrendered thought returns, they say calmly: "That has already been given to Christ." They do not relitigate it.

"Am I responsible for their spiritual progress?" – No. You are a witness. D&C 121 is clear: power flows through persuasion and love, not control. If you begin carrying their ball, you are building your own.

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