

# NEXT LEVEL LEADERSHIP

TRAINING & COACHING GUIDE



NEXT LEVEL  
LEADERSHIP

by Tim Strickland  
with Hiring Right teaching by Steve Adams



# Welcome to the FEB Central

## NEXT LEVEL LEADERSHIP NETWORK TRAINING GUIDE

### ***Intended Outcome***

- It is intended that the network will equip and support pastors to grow as leaders in the local church. *The network utilizes a combination of Bible study, teaching, reading, coaching and peer support to achieve this goal.*

### ***Network Format***

- A cohort of 5-10 church leaders.
- 8 monthly meetings with about half in person and half via a virtual platform. *Each meeting will run for about 3 hours, including time for refreshments and interaction.*
- One-on-one coaching calls in between each network meeting with an experienced leader.

### ***Monthly Meeting Content***

- A devotional focused on Ministry Leadership
- Teaching focused on Personal Leadership Skills or Church Systems and Strategies.
- Discussion of the devotional, teaching content, and specific situations in your church

### ***Monthly Coaching Content***

- One-on-one discussion about applying the network principles in your ministry
- Prayer and encouragement

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*Session 7: Teaching Part 1: Hiring Right - Building a Great Team* by Steve Adams © 2021

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Thank you to Steve Adams for your encouragement and participation in the initial Next Level Leadership Networks.

Thank you most of all to the Lord, who raises up and equips leaders for his great purposes!



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# SESSION 1

## UNDERSTANDING YOUR LEADERSHIP GIFTS

### Today's Agenda (3hrs)

Welcome, Introductions, & Network Overview (45min)  
Devotional: Make an Accurate Assessment of Yourself (30min)  
Break (15min)  
Teaching and Discussion: Dimensions of Knowing Yourself (90min)  
Finish

### Preparation for Today and for the Next Meeting

Today:

- Complete the personal APEST Test found at [5qcentral.com](http://5qcentral.com). Bring your results to discuss.
- Order the book *Strengths Based Leadership* by Tom Rath (or *Strengthsfinders 2.0* by Tom Rath) and complete the online Strengthfinders Test. Bring your results to discuss.

The next meeting topic is *Goals and Planning*. Prior to the next meeting:

- If you have a list of Ministry Goals, bring them to the next meeting to discuss.
- Schedule a personal spiritual retreat sometime between now and the third meeting.
- Meet with your Coach.

### Welcome, Network Overview & Introductions

Welcome to our first FEB Central Next Level Leadership Network meeting!

- Personal Introductions
- Network Overview
  - The Purpose of the Next Level Leadership Network
  - Topics and Schedule
    1. *Understanding Your Leadership Gifts*
    2. *Goals and Planning*
    3. *The Big Four: Preaching, Worship, Children's Ministry, Life Groups*
    4. *A Personal Leadership Development Plan*
    5. *A Plan for Developing Leaders*
    6. *Moving Outwards: Evangelism, Outreach, and Integration*
    7. *Finding, Leading, and Managing Staff*
    8. *Managing Time, Energy, and Family Life*
- Network Components
  - Bible Study
  - Teaching
  - Peer Interaction
  - Readings and Assignments
  - Monthly Coaching Meeting
    - We will help you find a coach and provide discussion topics

### Devotional - Make an Accurate Assessment of Yourself

**1** I appeal to you therefore, brothers, by the mercies of God, to present your bodies as a living sacrifice, holy and acceptable to God, which is your spiritual worship. **2** Do not be conformed to this world, but be transformed by the renewal of your mind, that by testing you may discern what is the will of God, what is good and acceptable and perfect.

**3** For by the grace given to me I say to everyone among you **not to think of himself more highly than he ought to think, but to think with sober judgment, each according to the measure of faith that God has assigned.** **4** For as in one body we have many members, and the members do not all have the same function, **5** so we, though many, are one body in Christ, and individually members one of another. **6** **Having gifts that differ according to the grace given to us, let us use them:** if prophecy, in proportion to our faith; **7** if service, in our serving; the one who teaches, in his teaching; **8** the one who exhorts, in his exhortation; the one who contributes, in generosity; the one who leads, with zeal; the one who does acts of mercy, with cheerfulness. Romans 12:1-8<sup>1</sup>

Romans 12:1 is the pivot point of Paul's magnificent presentation of the gospel. The word "Therefore" is loaded with meaning: In light of the gospel you have received, in light of your being justified by faith in Jesus, in light of the work of the Spirit within you, in light of being grafted into Christ, in light of these great truths, here is how you should respond:

- Present your bodies as a living sacrifice to God. (1)
- Do not be conformed to this world, but be transformed by the renewal of your mind. (2)
- Think of yourself with sober judgment - ie. accurately. (3-5)
- Use the gifts you have been given. (6-8)

A person who is a living sacrifice dedicated to the Lord's service, and whose mind is being renewed with the Word of Christ, also should have an accurate assessment of themselves - sober judgement - and use the gifts God has given them.

We are sometimes hesitant to study ourselves as we are concerned that it might lead to a self-focused pride. However, the clear command of Scripture, at the pivot point in the book that contains a systematic exposition of the gospel, is that we live out the gospel by knowing and using the gifts God has given us.

With this in mind, a leader needs to understand themselves. Many people spend too much time serving in areas where their gifting is average or below average, and not enough time using their primary gifts. This teaching is intended to be used as a guide to understand your gifts as a leader and focus your activities on your primary gifts.

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<sup>1</sup> Unless otherwise indicated, Scripture quotations are from the ESV® Bible (The Holy Bible, English Standard Version®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved.



### Teaching: Dimensions of Knowing Yourself

1. Your Spiritual Gifts  
What are your spiritual gifts?  
What level of strength do you have in using each gift?
2. Your “Fivefold” Profile  
Apostle, Prophet, Evangelist, Shepherd, Teacher
3. Your Strengths  
What are your Strengths?
4. Your Passions  
What drives you? What inspires you?
5. Your Life Experiences  
How has God shaped you?
6. Other Dimensions  
Your Leadership Style  
Your Conflict  
Style Your Personality

### 1. Spiritual Gifts

*Now there are varieties of gifts, but the same Spirit; 5 and there are varieties of service, but the same Lord; 6 and there are varieties of activities, but it is the same God who empowers them all in everyone. 7 To each is given the manifestation of the Spirit for the common good.*  
*1 Corinthians 12:4-7*

God gives believers spiritual gifts that He expects us to use to build up of the church.

The primary New Testament passages about spiritual gifts are:

1 Corinthians 12-14, Romans 12:3-8, Ephesians 4:11-12, 1 Peter 4:10-11

As a key leader in the church you should know your strongest gifts and be active using them. While the needs of the church often require you to be a generalist, you should try to spend more time working in your areas of giftedness and encourage other leaders to use their gifts as well.

## 2. Your Fivefold (APEST) Profile<sup>2</sup>

*And he gave the apostles, the prophets, the evangelists, the shepherds and teachers, to equip the saints for the work of ministry, for building up the body of Christ... Eph. 4:11-12*

God has given not only gifts, but also **gifted leaders**, to equip the saints and build up the Body of Christ.

- a) **Apostle** - Missional Leader, often has a broad base of ministry
- b) **Prophet** - Speaks truth, even when it hurts, calling God's people to holiness and justice
- c) **Evangelist** - Shares the gospel effectively with unbelievers
- d) **Shepherd** - Provides spiritual care to God's people
- e) **Teacher** - Teaches God's Word effectively, often combined with the Shepherd gift as a Shepherd-Teacher.

We need all five gifts in leadership in the church, and you likely have one that is primary and another that is secondary.

Churches often celebrate the gifts of Teacher and Shepherd, while neglecting the gifts of Apostle, Prophet, and Evangelist. It is not surprising that the 20th Century parachurch movement was filled with leaders who were Apostles, Prophets, and Evangelists.

Note that many conflicts about styles of ministry are conflicts about the priority of leadership gifts - ie Shepherd vs Apostle, Evangelist vs Teacher, Prophet vs...everyone else. But all of these gifts are needed as all of them are God's gift to the church.

## 3. Strengthsfinder<sup>3</sup>

*Having gifts that differ according to the grace given to us, let us use them: Romans 12:6*

Strengthsfinder is a tool for determining your unique strengths, produce by the Gallup organization. The theory behind it is that we should work in our strengths, which calls to mind Paul's teachings about using your spiritual gifts. The strengths listed are not skills or physical abilities, but concepts like Learner, Maximizer, Futuristic, and Achiever. It provides a unique perspective on gifts and abilities that God has given you.

**Discussion:** *We will share our APEST and Strengthsfinders results and discuss together.*

<sup>2</sup> Alan Hirsch, *5Q* (100 Movements, 2017). Hirsch provides detailed definitions and information about APEST.

<sup>3</sup> Tom Rath & Gallup, *Strengthsfinder 2.0* (New York, Gallup Press, 2007).

#### 4. Your Passions<sup>4</sup>

*Delight yourself in the LORD, and he will give you the desires of your heart. Psalm 37:4*

*If you abide in me, and my words abide in you, ask whatever you wish, and it will be done for you. John 15:7*

As you align yourself with Jesus, you tend to have concern for His concerns. Your heart and passions move towards matters that matter to Him. Apart from Christ, your passions can lead you in the wrong direction, so you need to use discernment and be certain that your passions are aligned with His.

Your passions will often reflect areas of giftedness as you see needs that make you passionate as you know God has given you the ability to do something about them.

#### 5. Your Life Experiences<sup>5</sup>

*He said, "But I will be with you, and this shall be the sign for you, that I have sent you: when you have brought the people out of Egypt, you shall serve God on this mountain." Ex. 3:12*

*...and every branch that does bear fruit he prunes, that it may bear more fruit. John 15:2b*

The Lord uses both positive and negative life experiences to shape you. Often God uses painful experiences to shape you in powerful ways. He uses people and circumstances, and you often only see his hand when you look back at what He has done.

#### 6. Other Characteristics about Yourself to Understand

Your Personality

Your Style of Conflict<sup>6</sup>

Your Temptations

Blind Spots: Things you think you're good at but you're not

Blind Spots: Things you are good at but you don't know it

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<sup>4</sup> Dave Kraft, *Leaders who Last* (Wheaton, Crossway, 2010). See Chapter 3: *The Leader's Passion*.

<sup>5</sup> Dave Kraft, *Leaders who Last* (Wheaton, Crossway, 2010), p78. The Lord uses experience to shape us. Kraft describes how our experiences help us to understand God's purpose for our lives.

<sup>6</sup> <https://kilmanniagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki/>

### Bibliography/Recommended Resources

*Systematic Theology* by Wayne Grudem - Chapters 52&53 are good on Spiritual Gifts

5Q by Alan Hirsch - an excellent overview of the fivefold gifts

<https://5qcentral.com> has a fivefold/APEST gifts test that you can take.

*Leaders who Last* by Dave Kraft - good on your passion in ministry, great to read through with a younger leader

*The Making of a Leader* by Robert Clinton - excellent insights about a Christian leader's five stage journey through life.

*Strengthfinder 2.0* by Tom Rath - describes 34 unique strengths and includes access to an online test to find your top 5 strengths.

*Strengths Based Leadership* by Tom Rath - a Leadership-focussed take on *Strengthfinder 2.0* that includes access to the online test to find your top 5 strengths.



**Exercise: Make an Accurate Assessment of Yourself**

Prayerfully and thoughtfully complete the exercise below on a personal spiritual retreat. The goal is to gain an accurate understanding of how God has wired you as a ministry leader. Share what you learn with your coach.

**1. Your Spiritual Gifts**

*What are your top 3-4 spiritual gifts? About what percentage of your work time do you spend operating in these gifts?*

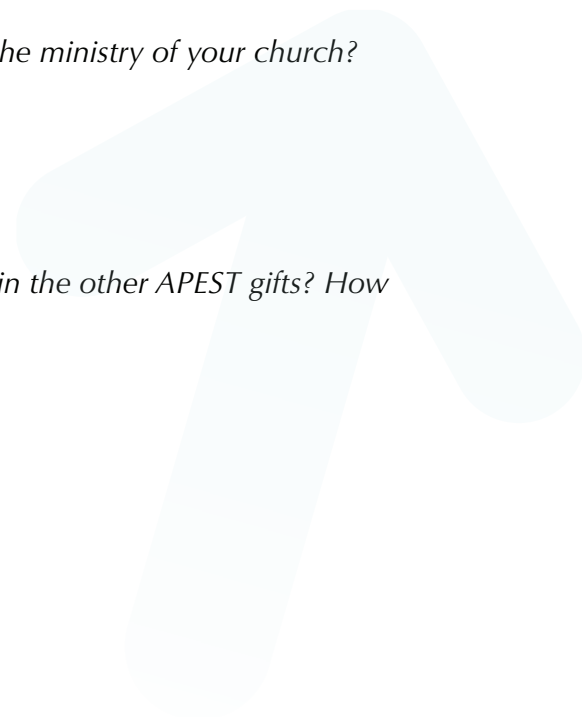
*How can you use these gifts in your ministry?*

**2. Your Fivefold Profile**

*What do you think are your primary and secondary gifts on the fivefold list in Ephesians 4:11-12 (Apostle, Prophet, Evangelist, Shepherd, Teacher)?*

*How do your primary and secondary APEST gifts shape the ministry of your church?*

*Do you have other leaders in the church who are strong in the other APEST gifts? How can you encourage them to use their gifts?*



### 3. Your Strengths

*What are your top five strengths in the Strengthsfinders Assessment?*


*What did you learn from this assessment? Is there a strength you didn't know you had?*

*How do these strengths correspond to your spiritual gifts and APEST profile? How can you use these strengths in your ministry?*

### 4. Your Passions

*What passions has the Lord given you in ministry?*

*Are you pursuing those passions? How do these passions shape your ministry? How do they correspond to your Spiritual Gifts, APEST Profile, and Strengths?*





### **5. Your Life Experiences**

*What key life experiences has God used to shape you?*

### **6. Other Dimensions**

*Reflect on other dimensions of knowing yourself - your personality, your leadership style, your temptations, your conflict style, and anything else that shapes who you are.*



**Summary**

*What have you learned about yourself?*

*What do you need to do more of in your ministry?*

*What do you need to do less of?*

*Other Reflections*

*What are the names of other leaders in your church who would benefit from doing this exercise?*

# SESSION 1 COACHING GUIDE

## UNDERSTANDING YOUR LEADERSHIP GIFTS

Session 1 is about making an accurate assessment of yourself as a leader, so you can use your God-given gifts to serve as an effective ministry leader.

### Session 1 Content Summary

- I. Introduction: Next Level Leadership Network
- II. Devotional: Make an Accurate Assessment of Yourself - Romans 12:1-8
- III. Teaching: Dimensions of Knowing Yourself
  - I. Your Spiritual Gifts
  - II. Your “Fivefold” APEST profile
  - III. Your Strengths
  - IV. Your Passions
  - V. Your Life Experiences

### Coaching Discussion Starters

The discussion points below are meant as suggestions to help your conversation, but you are not required to use them. Please feel free to discuss whatever topics are most applicable to the participant’s ministry situation.

- a. *Introductions:* Spend a bit of time getting to know one another and learning about your ministries.
- b. *General:* Is there a topic that arose from the first network meeting that you would like to discuss further?
- c. What are your primary spiritual gifts? Discuss.
- d. What are your top two gifts on the APEST profile? Discuss.
- e. What are your top five strengths in the Strengthfinder Survey? Discuss.
- f. What areas of ministry has God given you a passion for? Discuss.
- g. What are some key life experiences that have shaped you, both positive and negative?
- h. In reflecting on your gifts, strengths, passions, and life experiences, what did you learn about yourself? How might this learning help you in your ministry?



## SESSION 2 GOALS AND PLANNING

### Today's Agenda (3hrs)

- Welcome, Prayer, and Updates (15min)
- Finish Sharing APEST and Strengthsfinder (15min)
- Update on Coaching Meetings (15min)
- Devotional: Strategic Leadership and Planning (30min)
- Break (15min)
- Teaching and Discussion: Setting Annual Goals (90min) Finish

### Welcome, Prayer, and Updates

Welcome to our second FEB Central Next Level Leadership Network meeting!

### APEST and Strengthsfinder Results

We will ask anyone who did not have an opportunity to share their APEST and Strengthsfinders results in the first meeting to share them.

### Preparation for the Next Meeting

- Meet with your Coach
  - If you do not have a coach we will help you find one
- Schedule a Personal Spiritual Retreat between now and our next meeting, if you have not yet done so
  - Reflect on your APEST and Strengthsfinders Results
  - Prayerfully make some goals for the coming year
  - Come prepared to share some of your goals at the next meeting
- The next meeting topic is:
  - *The Big Four: Preaching, Worship, Children's Ministries, Life Groups*

## Devotional - Strategic Leadership and Planning

*"Do not be deceived: God is not mocked, for whatever one sows, that will he also reap."*  
Galatians 6:7 (ESV)<sup>1</sup>

*"...there is a direct correlation between sowing and reaping, which is how God has established matters."*<sup>2</sup>  
- Richard Longenecker, commenting on Galatians 6:7

### Introduction

We need to be wise in our leadership and make plans, but strategic leaders are sometimes seen as relying on human methods instead of prayer and the Holy Spirit.

Most of us have strategies for how we organize our day, how we plan to retire, etc...  
- We would consider it unwise and perhaps unspiritual not to make these plans

We expect our missionaries to utilize strategies appropriate to their culture  
- We are missionaries to our communities, and need to utilize effective strategies

Note that the present methods in our churches are someone's strategy  
- Choice of musical instruments, stage layout, building layout, wall decorations, staffing configuration, bookkeeping systems, meeting times, etc... The question is not if we will or will not use strategies, but whether we will use someone's strategies from the past, or the strategies God inspires in us today

### What does the Bible teach us about strategy?

- God's basic law about how life works is that **"You reap what you sow"**
  - Galatians 6:7, Jesus' teaching, Proverbs is based on this principle
- To create strategy is to apply God's principle, "You reap what you sow"
- My Biblical figures used strategies and made plans:
  - **Moses** followed Jethro's wise organizational strategy (Exodus 18)
  - **Nehemiah** is a model of making great plans and trusting the Lord
  - **Jesus'** basic plan for ministry was to travel around Israel in an itinerant ministry of preaching, teaching and healing (Matthew 4:23, 9:35)
  - **Paul's** strategy involved going to key cities and preaching, typically starting off in the local synagogue (Acts 13:14, 14:1, 17:1-2, etc...)
- Human plans and God's guidance work in harmony
  - Acts 16:1-15 - Paul's 2nd Missionary Journey Plans, the Spirit's redirection, and the salvation of Lydia, whose hometown was Thyatira, in Asia, where the Spirit forbid Paul to go.
  - Neh. 4:9 "...we prayed to our God and set a guard..."
  - Prov. 16:1, 3, 9
  - Make plans, but always look to the Lord for guidance and possible redirection

<sup>1</sup> Unless otherwise indicated, Scripture quotations are from the ESV® Bible (The Holy Bible, English Standard Version®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved.

<sup>2</sup> Richard N. Longenecker, *Galatians, Word Biblical Commentary* (Dallas: Word, 1990).

### Selected Scriptures and Comments on Strategy and Planning

*“But when Sanballat and Tobiah and the Arabs and the Ammonites and the Ashdodites heard that the repairing of the walls of Jerusalem was going forward and that the breaches were beginning to be closed, they were very angry. And they all plotted together to come and fight against Jerusalem and to cause confusion in it. And **we prayed to our God and set a guard** as a protection against them day and night.”* Nehemiah 4:7-9

“The celebrated remark ‘we prayed...and set a guard’ reflects the faith of Nehemiah. The partnership of heaven and earth, of trust and good management, is taken for granted as something normal and harmonious...”<sup>3</sup> - Derek Kidner, commenting on Nehemiah 4:9

*“Train up a child in the way he should go;  
even when he is old he will not depart from it.”* Proverbs 22:6

“Proverbs makes a very important argument in favour of the connection between certain behaviours and their outcomes. Wise actions and speech result in positive consequences, and foolish ones have negative consequences.”<sup>4</sup> - Tremper Longman

*“The years of our life are seventy,  
or even by reason of strength eighty;  
yet their span is but toil and trouble;  
they are soon gone, and we fly away.  
Who considers the power of your anger,  
and your wrath according to the fear of you?  
So teach us to number our days  
that we may get a heart of wisdom.”* Psalm 90:10-12

The big idea of Psalm 90 can be expressed as:

*“When you know your days are numbered, it makes you wise.”*

#### **Knowing the brevity of your life will cause you to be strategic in your use of time.**

God expects leaders to be strategic!

“...the need for better strategies in reaching the lost is tremendous due to the increasingly postmodern, post-Christian world in which the Church in the West finds itself. Second, despite all of its potential misapplication, many forms of strategy and planning are thoroughly biblical. Planning is a divine attribute (cf. Eph. 1:11), and humanity’s ability to create, plan, and strategize is part of what it means to be made in the image of God.”<sup>5</sup> - James Nored

<sup>3</sup> Derek Kidner, *Ezra & Nehemiah* (Downers Grove: Inter-Varsity Press, 1979), 91-92.

<sup>4</sup> Tremper Longman, *Proverbs, Baker Commentary on the Old Testament* (Grand Rapids: Baker Academic, 2006), 61.

<sup>5</sup> James Nored, *‘A Missional Outreach Strategy for the High Pointe Church of Christ’* (Fuller Theological Seminary, 2011), 4.

### Selected Proverbs on Planning

**Plans backed up by hard work are profitable:**

*“The plans of the diligent lead surely to abundance,  
but everyone who is hasty comes only to poverty.”* Proverbs 21:5

**Seek wise counsel as you plan (Note that God assumes we should plan):**

*“Without counsel plans fail,  
but with many advisers they succeed.”* Proverbs 15:22

*“Plans are established by counsel;  
by wise guidance wage war.”* Proverbs 20:18

**Put the Lord first in your plans:**

*“Commit your work to the LORD,  
and your plans will be established.”* Proverbs 16:3

**The Lord works in and above your plans:**

*“The plans of the heart belong to man,  
but the answer of the tongue is from the LORD.”* Proverbs 16:1

*“The heart of man plans his way,  
but the LORD establishes his steps.”* Proverbs 16:9

*“Many are the plans in the mind of a man,  
but it is the purpose of the LORD that will stand.”* Proverbs 19:21

**Teaching: Setting Annual Goals**

1. Goals and plans flow out of *prayer*
2. Goals and plans flow out of *mission, vision, and values*
3. Goals and Plans should connect to your *job description*
  - If you don't have a job description, it's worthwhile to write one
4. Goals and plans should (usually) play to your *gifts* and *strengths*
5. Goals should (usually) be SMART<sup>6</sup>
  - Specific, Measurable, Achievable, Relevant, Time-bound
  - Use "SMART" as a guideline but don't worry if you don't get every letter in SMART perfect for each goal
  - You just want to make your goals clear and helpful to you, so you can use them as motivators and checkpoints during the year

Example:

Vague Goal: Start new small groups

SMART Goal: Start 3 new small groups by October 31

Vague Goal: Evangelize my community

SMART Goal: Conduct 4 Evangelistic Initiatives this year with one in each calendar quarter

6. Other Tips on creating goals
  - Create goals of different levels of difficulty
    - Easy, medium difficulty, high difficulty
  - Scatter your deadlines throughout the year so you don't get overwhelmed at deadlines
  - Note that in the first year you may create goals that are too many, too few, too easy or too hard. It's a learning process so don't worry if it takes a year or two to do it well

**Goals for Your Ministry Staff**

You can use this teaching with your staff. Show your staff how to create goals and help them write them. Ideally you want them to create their own goals, rather than you giving them their goals, so that they will take more personal ownership for them. It is important to review their goals with them a number of times during the year to see how they are progressing and offer assistance as needed.

<sup>6</sup> [https://en.wikipedia.org/wiki/SMART\\_criteria](https://en.wikipedia.org/wiki/SMART_criteria)

## A Plan for Creating Annual Goals:

You need to plan time to plan.<sup>7</sup> The process listed below is the general process I've developed for creating annual goals. Feel free to use it, but *don't hesitate to adapt it and make a process that works for you.*

- Schedule a Date for drafting your Annual Goals near the end of the year, or in the summer, if you think of September as the start of the ministry year. Give yourself at least a 7-8 hour workday, or even two days if possible.
- Go to a location that is not your office, church building or home. This will help you to think more creatively and avoid distractions.<sup>8</sup>

### *A General Outline of Your Annual Goal Planning Day*

- Start your day with prayer and scripture. You may want to read a section of scripture that you are considering preaching through. Pray and ask the Lord for guidance and focus as you plan for the coming year.
- Reflect on the past year - Your reflections will help you look forward to the coming year
  - Review last year's goals if you made any. Give yourself a % completed grade for each goal (ie. 100%, 75%, 50%, 25%, 0%)
  - What did I accomplish last year? How was the goal achieved?
  - What did I miss accomplishing? Was there a good reason?
  - What went well? What did not go well?
  - Did God redirect my plans last year? What did I accomplish that I did not plan to accomplish?
  - What did I learn this year: a) about the Lord, b) about myself, c) about my church d) about ministry in general
  - Pray and thank the Lord for all He accomplished through you
- Draft your goals for the coming year
  - Possible categories for your *Annual Goals*

Preaching	Vision
Evangelism	Discipleship
Leadership Development	Financial
Personal Development	Building/Infrastructure/Tech
Small Groups	Board
Goals for Ministry Staff	Spiritual Life Goals
Personal Goals	Family Goals
  - Note that if you plan your time away in advance, it should help you to begin thinking about possible goals, so that when you come to your day away you have some ideas already
  - Examples of Annual Goals are attached at the end of this teaching

<sup>7</sup> Charles Stone taught me this concept during a coaching session.

<sup>8</sup> Another great concept that Charles Stone taught me: Studies show you are more creative when you get away from your usual settings. This is also a good reason to do board retreats somewhere other than your usual meeting place.



### Finalizing, Sharing and Reviewing Your Goals

Write your draft goals down on your day away. Let them sit for 2-3 weeks, and then plan a follow up time of a few hours to **finalize them**. For example, you could draft them in December and finalize them in early January.

- **Be wise in who you share your goals with.** In the first year, you may decide to keep most or all of them to yourself, as you learn about goal setting and your ability to accomplish the goals you set. Also, some goals are personal in nature and are better not to share.
- In your second or third year of goal setting, when you are comfortable with your ability to set goals that are reasonable, share your ministry goals with your board and ask for feedback. Encourage them to use your goals as part of your Annual Review.

Be sure to **review your goals throughout the year** to make sure you are on track, and to make more detailed goals for fulfilling each Big Picture goal. You may want to take a few hours every month to review your progress and plan time to work on each goal.

### Plan Time to Plan

To achieve your goals, you need to plan times to work on them.

A helpful planning schedule:

- 5-10 minutes each day
- an hour a week
- a morning or afternoon a month
- a day or two a year



## Sample Annual Goals

The following is a sample list of annual goals. There are probably more goals listed here than you could accomplish in one year, but it gives an idea of what annual goals might look like. Note that some of these sample goals may need to be done by other people in your setting - ie. facilities coordinator, treasurer, associate pastor, etc.

You are welcome to use any of these sample goals if they are helpful to you, but make sure that you pray through your goals and make them your own.

### Preaching

- Preach 40 Sundays this year
- Plan my annual preaching calendar by January 15
- Preach a series through one epistle
- Preach a series through a section of a gospel
- Preach a series through a section of an OT book
- Preach on 3 timely topics, one in the spring, one in the summer, one in the fall
- Train my associate how to be a more engaging speaker (by May 31)

### Life Groups

- Conduct 3 training sessions for Life Group Leaders
  - First by March 31, Second before June 30, Third before October 31
- Launch 2 new Life Groups by April 30
- Launch 2 new topical short term groups (ie. 5-10 week studies) by September 30

### Leadership Development

- Implement Leadership Training as part of every elder's meeting by February 28
- Identify 5 areas of leadership where I need to grow, and identify 2 books/ events/other resources to help me by March 31
- Plan monthly Leadership Development training for staff members - plan to be completed by January 31
- Start a Leadership Training Group with 5-6 men in the church by March 31

### Congregational Care

- Identify and Train a Congregational Care Leader who will lead the visitation and care ministries of the church, by March 31.
- Help the CC Leader recruit 6 people to join the team, by May 31.

### Evangelism

- Plan 3 major evangelism efforts to be implemented this year. Have a schedule planned for each by January 31
  - Examples: Alpha or CE, Evangelism Training, a special outreach event

**Discipleship**

- Create a *Discipleship Pathway* that is clear and simple for our church to follow -ie. Simple Church<sup>9</sup> model: Do LESS - Love, Equip, Serve, Send

**Board**

- Identify and screen 3 potential new elders by October 31

**Facilities**

- Paint the children's area of the building by March 30
- Install new flooring in the Fellowship Hall by June 30
- Construct a new outdoor sign by September 30
- Purchase and install new speakers in the main auditorium by November 30

**Financial**

- Increase overall giving by 10% by December 31
- Plan a special year-end offering to support planting a church by December 31
- Complete Annual Budget Process by November 30

**Personal Development**

- Attend 3 training events this year - plan by February 28
- Read 10 books in theology, leadership, biography and fiction by December 31

**Staff Member Goals**

## Youth Pastor

- Help our Youth Pastor plan goals by February 28
- Possible goals:
  - Plan 10 major youth events
  - Upgrade the youth room tech
  - Create a Youth Leadership Team
  - Preach through a book of the Bible
  - Personal Development Goals

## Worship Pastor

- Help our Worship Pastor plan goals by February 28
- Possible goals:
  - Recruit 10 new people to worship ministries
  - Upgrade to a new piece of worship tech
  - Remove "Shine Jesus Shine" from our song list
  - Personal Development Goals

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<sup>9</sup> Thom Rainer and Eric Geiger, *Simple Church* (Nashville, Broadman and Holman, 2011).

### Children's Director

- Help our Children's Director plan goals by February 28
- Possible goals:
  - Research and adopt a new Kids Church curriculum by September 1
  - Recruit 5 new children's workers by April 30
  - Expand VBS from 1 to 2 weeks this summer
  - Personal development goals

### Office Manager/Assistant

- Help our Office Manager plan goals by February 28
- Possible goals:
  - Research and Install a new database system by October 31
  - Recruit 5 people to help with office admin by May 31
  - Clean up the church email list and create a new format for sending updates by March 30
  - Personal Development Goals

Other staff...

## Personal Goals

### Planning

- Plan times to plan
  - Daily (5-10min)
  - Weekly (1 hour)
  - Monthly (3-4 hours)
  - Annually (1-2 days)

### Family

- Schedule one date night with my spouse every two weeks and 2-3 times of quality conversation with my spouse each week
- Schedule one weekly time of quality conversation with each child
- Plan a time to call my parents once weekly
- Plan our summer vacation by March 31

### Friendships

- Plan to connect with friends outside church once monthly

### Devotional

- Pick 3-4 scripture passages to memorize this year, memorize one each calendar quarter
- Adopt a Bible reading plan by January 31
- Research creating a prayer list system and implement by February 28

### Physical

- Join a gym/pool/community centre and start going by January 31
- Go to the grocery store once weekly and buy fruit and salads

## SESSION 2 COACHING GUIDE

### GOALS AND PLANNING

Session 2 is about setting goals and planning for your ministry. The teaching gives a plan for setting annual goals and lists sample ministry goals and personal goals.

#### Session 2 Content Summary

- I. Introduction: Next Level Leadership Network
- II. Devotional: Strategic Leadership and Planning - *Various Passages*
- III. Teaching: Goals and Planning
  - I. Setting Annual Goals
  - II. Outline for a day away to set goals
  - III. Sample Annual Goals

#### Coaching Discussion Starters

The discussion points below are meant as suggestions to help your conversation, but you are not required to use them. Please feel free to discuss whatever topics are most applicable to the participant's ministry situation.

- a. Are you in the habit of setting annual goals for your ministry?
- b. Have you spent time reflecting on what you have accomplished last year and what you hope to accomplish in the coming year?
- c. What part of the teaching about setting goals was most helpful to you?
- d. What are some ministry goals you are considering?
- e. What are some personal goals you are considering?
- f. Have you planned a day or overnight away to set some goals? Discuss the sample outline of a day away in the handout and how you might adapt it to work for you.



## SESSION 3 THE BIG FOUR

### Today's Agenda (3hrs)

- Welcome, Prayer, and Updates (15min)
- Devotional (30min)
- Sharing: Personal Spiritual Retreat and Goals For Next Year (45min)
- Break (15min)
- Teaching and Discussion: The Big Four: Preaching, Worship, Children's Ministry, and Life Groups (75min)
- Finish

### Welcome, Prayer, and Updates

Welcome to our third FEB Central Next Level Leadership Network meeting!

Today's topic is "The Big Four" - Preaching, Worship, Children's Ministry and Life Groups.

### Preparation for the Next Meeting

The next meeting topic is: *A Plan for Developing Leaders*. Prior to the next meeting:

- Meet with your Coach
  - If you do not have a coach we will help you find one
  - The coaching handout will be sent out following this meeting
- Come prepared to share the following:
  - Reflections on how you are working on "The Big Four"
  - How you currently develop leaders in your church - it may be a formal plan you have developed or an informal process that occurs

## Devotional - A Spiritual Battle - Ephesians 6:10-20

Finally, be strong in the Lord and in the strength of his might. <sup>11</sup> Put on the whole armor of God, that you may be able to stand against the schemes of the devil. <sup>12</sup> For we do not wrestle against flesh and blood, but against the rulers, against the authorities, against the cosmic powers over this present darkness, against the spiritual forces of evil in the heavenly places. <sup>13</sup> Therefore take up the whole armor of God, that you may be able to withstand in the evil day, and having done all, to stand firm. <sup>14</sup> Stand therefore, having fastened on the belt of truth, and having put on the breastplate of righteousness, <sup>15</sup> and, as shoes for your feet, having put on the readiness given by the gospel of peace. <sup>16</sup> In all circumstances take up the shield of faith, with which you can extinguish all the flaming darts of the evil one; <sup>17</sup> and take the helmet of salvation, and the sword of the Spirit, which is the word of God, <sup>18</sup> praying at all times in the Spirit, with all prayer and supplication. To that end, keep alert with all perseverance, making supplication for all the saints, <sup>19</sup> and also for me, that words may be given to me in opening my mouth boldly to proclaim the mystery of the gospel, <sup>20</sup> for which I am an ambassador in chains, that I may declare it boldly, as I ought to speak.

- Ephesians 6:10-20 (ESV)<sup>1</sup>

*“The Christian life is not a genteel engagement. It is no exercise class. Christianity is warfare, and because of this is necessary for the Christian soldier to wear armor adequate to resist the spiritual (and sometimes physical) onslaughts of Satan”<sup>2</sup>*

- James Montgomery Boice

### A Spiritual Battle

We must always remember that we are engaged in a spiritual battle. While there are many wise and practical steps to take in leading a church, our work is ultimately spiritual in nature.

### Stand Firm

When we face challenges and setbacks, we must remember that there are spiritual forces arrayed against us. We win the day through the power of Christ in us, who enables us to stand firm.

### The Armour of God

- The Belt of Truth
- The Breastplate of Righteousness
- Shoes of Readiness given by the Gospel of Peace
- Shield of Faith
- Helmet of Salvation
- Sword of the Spirit

### Prayer - Our Secret Weapon

The Lord calls us to pray for one another, and especially for boldness in declaring the gospel.

**“Keep Alert with all perseverance”**

<sup>1</sup> Unless otherwise indicated, Scripture quotations are from the ESV® Bible (The Holy Bible, English Standard Version®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved.

<sup>2</sup> James Montgomery Boice, *Ephesians: An Expository Commentary*, (Grand Rapids: Baker Books, 2006), 244.

## The Big Four: Preaching, Worship, Children's Ministry, and Life Groups

Most sports have a few core areas - "the fundamentals" - that you need to do well to succeed in the game.

For example:

- Baseball - catching, throwing, hitting, base-running
- Hockey - skating, passing, shooting

There are four areas of church ministry that your church needs to do well. Often, we get busy trying to do many other good things, but neglect these fundamentals:

- Preaching
- Worship
- Children's Ministry
- Life Groups

Today we will discuss each of these areas and how one can strengthen them.

### 1. Preaching

*"Spend time developing your speaking abilities and sermons. With more than four-fifths of church attendee's noting the pastor's preaching was important to their decision to attend (church transfers 91% and new converts 81%), this is the place where a pastor has the most control in improving a church's ministry."*<sup>3</sup> — Gary McIntosh

One of the biggest reasons someone remains in a church is because they like the preaching of the pastor.<sup>4</sup> Out of all the areas of ministry, if you are the Lead Pastor you have the most control over preaching, because you are the one doing it and almost everyone in your church desires and expects you to take the time to do it well.

#### Three Simple Principles of Preaching:

##### i. Be Biblical

It is vital that your preaching be rooted in scripture.

<sup>3</sup> Gary McIntosh, *Growing God's Church*, (Grand Rapids, Baker Books, 2016), 152.

<sup>4</sup> Ibid., 148-152.

*Expository Preaching*

One of the great benefits of expository preaching is that it forces you into the text. Many preachers have benefited from using the Big Idea Method of building a sermon, based on Haddon Robinson's classic book, *Biblical Preaching*.<sup>5</sup>

*Topical Preaching*

There are times when topical preaching is helpful, but you must be careful not to substitute your own ideas and assumptions for Biblical principles. Topical preaching can seem easier but can actually be a lot of work, as you need to do Systematic Theology on the topic, rather than just cherry-picking verses to support your point.

**ii. Don't Be Boring**

*"Boring preaching is a sin. It's not simply a matter of one's personality or gifting (or the lack thereof). To explain and expound and apply the Word of God in a monotone, lifeless, joyless manner is sin."*<sup>6</sup>  
- Sam Storms

A lot of preaching is boring because a lot of preachers do not spend time making their sermons interesting.

The good news is that it is a lot easier to learn to be interesting than it is to learn how to exegete accurately, and the payoff is worth the effort.

Here are a few simple ways to be more interesting:

*Good Presentation Skills*

- Varied voice pitch and volume
- Eye contact
- Pacing
- Gestures
- Conversational style

*Sermons That Are Logical*

Sermons need to be logical and make sense. This seems like an obvious point, but it is amazing how many sermons feel like a disjointed group of biblically accurate points that do not seem to flow from one to the next.

A logical sermon takes people on a journey where they are interested to find out what comes next because you are clearly taking them somewhere.

<sup>5</sup> Haddon Robinson, *Biblical Preaching*, Second Edition ed. (Grand Rapids, MI: Baker Academic, 2001).

<sup>6</sup> Sam Storms, "Expository Exultation: Or, Why Boring Preaching is a Sin," *Sam Storms*, August 22, 2014, accessed 2016, <http://samstorms.com/enjoying-god-blog/post/expository-exultation:-or-why-boring-preaching-is-a-sin>.

Your points should flow and build on one another. If your points do not flow logically, you probably do not understand the text well enough. The Bible is logical and the points flow logically.

Sometimes you will preach deductively, where you state the main point and then prove it with three or four subpoints. Sometimes you preach inductively where you prove the main point three or four ways before you say it near the end. Some sermons are a blend of both deductive and inductive structure. But they all should be logical.

### *Humour*

As a preacher you are not a comedian, but it still doesn't hurt to have some humour in your sermons. In Gary McIntosh's research, he found that 80% of new believers listed the pastor's sense of humour as a reason for choosing the church.<sup>7</sup>

### *Stories and Illustrations*

Stories and illustrations help people understand the point you are making, and also add colour and interest to the message.

The best humour, stories, and illustrations come from every day life experiences that are familiar to your people. The Bible is about real life, and it is amazing how often you can find contemporary examples that illustrate the point of a Bible passage. The Bible is also filled with irony and humour, and if you do good exegesis you will pick up on the irony and humour and be able to share it as part of your message.

### *Watch yourself on video and be brutal in your self-assessment*

Ask yourself, would I attend my church to listen to this? If you're feeling really brave, ask your spouse the same question.

### *Limit the sharing of your Exegesis*

Younger preachers tend to share too much of their exegesis with the congregation, perhaps because it is so interesting to the preacher, and they spent so much time digging for it. You need to pick and choose what points need your exegesis to explain them, and what points you will just state, knowing you did the exegesis, but not showing it all to the congregation.

### *Try cutting 5-10min out of your sermon.*

It's easier to go long than it is to stay short. Try cutting 5-10min out of your sermon - you might be amazed how the sermon has the same or more impact with less content.

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<sup>7</sup> Gary McIntosh, *Growing God's Church*, (Grand Rapids, Baker Books, 2016), 149.

*Practice all of the above - you will get better!*

Billy Graham practiced his preaching out in nature, thinking about the right words and inflection of his voice. He was one of the great preachers of the last century, in no small part because he worked hard at his craft.

### iii. Do Be Spiritual

People don't just need information, they need to sense the voice of God and the hand of God in your preaching. You can't manufacture this, but you can be passionate about it, pray over your sermon, and preach like it matters, and trust God to give spiritual results.

## 2. Worship

To have good worship, it really helps to have a good worship leader.

Here are some qualities to look for in a worship leader:

- Theological depth
- Spiritual sensitivity
- Humility
- Organizational skills
- Recruiter and developer of other musicians
- Musical gifting

But you often inherit situations where a nice person is leading worship who isn't very good at it. Some people can be trained to be much better, but others simply do not have the gifts necessary to grow much beyond their current capacity.

So the challenge becomes finding a way to bring on a more gifted worship leader without offending or disrespecting the current leader.

One way forward if you are working with volunteers is to create a part time worship leader position and have people apply for it.

## 3. Children's Ministry (as you grow, + Youth Ministry + Family Ministry)

To have good children's ministry, it helps to have a good Children's Ministry Leader.

What to look for in a Children's Ministry Leader:

- Theologically sound
- Organizational skills
- Recruiter and developer of children's workers
- Evangelistically driven
- Good with adults (especially parents!)
- Good with kids

#### 4. Life Groups

While people may initially stay in your church because they like the pastor, they tend to stay in the church for the long haul because they develop meaningful relationships.<sup>8</sup>

If your church has under 75 people, you can get away with not having a significant small groups ministry. Beyond that size, you need to gather people in groups where they develop friendships with other believers and come together to grow spiritually.

It is helpful to think of groups in two broad categories:

##### i. Long-term Groups

These groups start and have no specific end date. The strength of them is that people can grow very close but the weakness is that it may be hard to add newcomers into the group.

##### ii. Short-term groups<sup>8</sup>

Short-term groups start with a specific end date planned. It might be a multi-week study of a Bible book or topic. The strength is that people can jump in without feeling locked in for a long time, and they can study a topic of interest. The weakness is that relationships may not grow as deep.

It is helpful to have both short-term and long-term groups, and to have planned entry (and possible exit) points for people into life groups 2-3 times annually.

#### Leadership Training

Capable leaders are the primary bottleneck to growing your small groups ministry. You need a training plan to develop the leaders needed. [More on this later.]

<sup>8</sup> I have seen a statistic that newcomers will leave after about 8 months if they do not develop deeper relationships with people in the church.

<sup>9</sup> For more about short term groups, see Nelson Searcy & Kerrick Thomas, *Activate* (Ventura, Regal, 2008).

**Questions to Consider: The Big Four**

1. Which of “The Big Four” is strongest in your church? Which area needs the most work?
2. What suggestion in today’s teaching about improving your preaching would you like to implement?
3. How is the worship going in your church? What could you do to strengthen it?
4. How is the children’s ministry going in your church? What could you do to strengthen it?
5. Are you happy with the state of your church’s small groups ministry? What could you do to strengthen it?

## SESSION 3 COACHING GUIDE

### THE BIG FOUR

Session 3 is about “The Big Four” areas of church ministry: Preaching, Worship, Children’s Ministries, and Life Groups.

#### Session 3 Content Summary

- I. Devotional: A Spiritual Battle - Ephesians 6:10-20
- II. Teaching: The Big Four
  - I. Preaching
  - II. Worship
  - III. Children’s Ministries
  - IV. Life Groups

#### Coaching Discussion Starters

The discussion points below are meant as suggestions to help your conversation, but you are not required to use them. Please feel free to discuss whatever topics are most applicable to the participant’s ministry situation.

1. Which of “The Big Four” is strongest in your church? Which area needs the most work?
2. What suggestion in today’s teaching about improving your preaching would you like to implement?
3. How is the worship going in your church? What could you do to strengthen it?
4. How is the children’s ministry going in your church? What could you do to strengthen it?
5. Are you happy with the state of your church’s small groups ministry? What could you do to strengthen it?





## SESSION 4 A PERSONAL LEADERSHIP DEVELOPMENT PLAN

### Today's Agenda:

Welcome and Prayer (15min)

Devotional and Discussion (40min)

Coaching Updates (20min)

Break (15min)

Teaching and Discussion: A Personal Leadership Development Plan (90min)

Finish

### Preparation for the Next Meeting

The next meeting topic is: *A Plan for Developing Leaders*. Prior to the next meeting:

- Meet with your Coach
  - The coaching handout will be sent out following this meeting
- Come prepared to share the following:
  - How you currently develop leaders in your church - it may be a formal plan you have developed or an informal process that occurs

## Devotional - The Ups and Downs of Elijah - 1 Kings 17- 2 Kings 2

*“Now Elijah the Tishbite, of Tishbe in Gilead, said to Ahab, “As the LORD, the God of Israel, lives, before whom I stand, there shall be neither dew nor rain these years, except by my word.” **2** And the word of the LORD came to him: **3** “Depart from here and turn eastward and hide yourself by the brook Cherith, which is east of the Jordan. **4** You shall drink from the brook, and I have commanded the ravens to feed you there.” **5** So he went and did according to the word of the LORD. He went and lived by the brook Cherith that is east of the Jordan. **6** And the ravens brought him bread and meat in the morning, and bread and meat in the evening, and he drank from the brook. **7** And after a while the brook dried up, because there was no rain in the land.”*

- 1 Kings 17:1-7 (ESV)<sup>1</sup>

### For Elijah, Ministry Had its Ups and Downs

**Up!** Elijah speaks truth to power - challenging Ahab and Baal (see House, NAC.

**Down!** He has to run away and live in the wilderness.

**Up!** God sends ravens to feed him and he drinks from the brook.

**Down!** The brook dries up because of the drought he announced to Ahab.

**Up!** God sends him to a widow and miraculously stretches her food supply.

**Down!** Her son dies.

**Up!** Elijah cries out to God and He raises her son back to life.

**Down!** The drought lasts three years before Elijah confronts Ahab.

**Up! Up! Up!** Elijah defeats the prophets of Baal, God sends rain, Elijah outruns Ahab’s chariot.

**Down! Down! Down!** Jezebel threatens Elijah’s life, he runs to the wilderness, he wants to die.

**Up!** God sends His angel to refresh Elijah.

**Down!** Elijah takes a 40 day trip to Mount Horeb, still discouraged and feeling alone.

**Up!** God speaks to him in the “still, small voice,” tells of faithful remnant of thousands, and reaffirms His prophetic mission.<sup>2</sup>

By the end of Elijah’s life he had a capable mentor in Elisha and a group of supporters, possibly a guild of prophets.<sup>3</sup>

### Up! & Down! Elijah was Brave and Fearful, Bold and Timid

Elijah was brave, yet for much of his ministry he was running, hiding, and afraid while an apostate king ruled alongside his murderous wife. Yet Elijah stands among the greatest Biblical prophets. His name means, “Yahweh is my God” (House, NAC.<sup>4</sup>

<sup>1</sup> Unless otherwise indicated, Scripture quotations are from the ESV® Bible (The Holy Bible, English Standard Version®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved.

<sup>2</sup> Paul House, *1,2 Kings*, (Nashville: Broadman and Holman, 2001) 224.

<sup>3</sup> The phrase “sons of the prophets” is debated by scholars. See ESV Study Bible (Wheaton: Crossway, 2008), 648, notes on 2 Kings 2:3, and T. R. Hobbs, *2 Kings*, (Waco: Word, 1995), 25-27.

<sup>4</sup> Paul House, *1,2 Kings*, (Nashville: Broadman and Holman, 2001) 213.



**UP!: Elijah makes one of the greatest exits in the Bible**

He was taken up in a chariot of fire.

**UP!: Elijah appears in the New Testament...**

...in the transfiguration of Jesus alongside Moses.

...in John the Baptist who was a type of Elijah.

...in one of the two witnesses in Revelation 11, who is a type of Elijah.

**UP!UP!: Elisha carried on Elijah's ministry with a double portion of the spirit of Elijah**



## A Personal Leadership Development Plan

*“And David shepherded them with integrity of heart;  
with skillful hands he led them.”*

*Psalm 78:72 (NIV)*

### Introduction

It is a basic principle of leadership that leaders are learners. A shepherd of God’s people, is by definition a leader, and needs to be a learner. This teaching proposes a Leadership Development plan for leaders.

### Outline of Teaching

1. Leadership Development Topics
  - General Leadership
  - Church Ministries & Systems
  - Personal Leadership
  - Spiritual Leadership
  - Theology and Doctrine
2. Leadership Development Tools
  - Physical Books
  - E-books
  - Audiobooks
  - Peer Networks
  - Apprenticing
  - Coaching
  - Visits to Other Churches
  - Seminars, Workshops and Conferences
  - Formal Leadership Courses and Programs
  - Reflection and Retreat
3. Sample Leadership Development Plan

## **1. Leadership Development Topics**

### **1. General Leadership**

There are basic leadership skills that every leader should learn and practice.

- Developing and Casting Vision
- Conflict Management
- Developing Leaders
- Communications
- Leading Change
- Strategic Planning
- Managing Staff and Volunteers
- Delegation
- Building and Leading Teams
- Leading Meetings

### **2. Church Ministries & Systems**

Most churches have a number of ministries and systems that need to be run effectively. Some of these will come under the direct leadership of the pastor, while others will be overseen by staff and volunteers. Pastors need general knowledge in all of these areas and specialized training in some of them.

- Preaching
  - Worship
  - Sunday Service Planning
  - Evangelism and Outreach
  - Small Groups
  - Leadership Development
  - Discipleship Plan
  - Children's Ministries
  - Youth Ministries
  - Volunteer Recruitment
  - Hospitality - Welcome and Integration
  - Facilities Oversight
  - Online Presence & Social Media
  - Stewardship and Fundraising
- 

### 3. Personal Leadership

For a leader to lead the church successfully, they must lead them self, under the Lordship of Christ.

- Annual Goals
- Personal Productivity
- Time Management
- Sabbath, Sleep, Food, and Energy Management
- Working in Your Spiritual Gifts
- Understanding Your Personality
- Working in Your Strengths
- Leading Your Family While Leading the Church

### 4. Spiritual Leadership

A leader must be a spiritual person who leads people to be Spirit-led and word-centred. This leadership starts with one's own walk with God, and moves to leading the church to be a spiritual church that prays and trusts the Lord in everything.

- Effective Prayer
- Being a Word-Centred and Spirit-led Leader
- Strengthening Your Faith
- Growing Your Love for God
- Growing Your Love for Others

### 5. Theology and Doctrine

A leader is a “*guardian of the good deposit*” (2 Tim 1:14), the deposit being the deep truths of the gospel. Leaders must be rooted in orthodoxy and alert to false teachings that are promoted in our day. Many leaders are better trained in theology and doctrine than other areas of leadership, but it is important to keep learning.

- In-depth study of a contemporary theological issue  
ie. Complementarian/Egalitarian debate, biblical sexuality, etc.
- In-depth study of a theological topic  
ie. The Atonement, The Trinity, Inerrancy, Eschatology, Kingdom, Money, Leadership, Discipleship, etc.
- In-depth study of a book of the Bible
- Review of Systematic Theology

## 2. Leadership Development Tools

There are a number of ways to grow as a leader, and the key to a good leadership development plan is picking the right mix of resources. Note that it is important to consider both the content and the medium(s) that will be most effective for you.

**The Bible** - As a leader, you should be reading the Bible often, and it is important to read using your “leadership lens.” The Bible is filled with stories of God’s leaders and how they led. Every book tells the stories and teachings of leaders writing under the inspiration of the Spirit of God. When you read the Bible, ask yourself what leadership principles are being taught in the passage, either directly or implicitly. How did Jesus lead? How did Paul lead through his activities in Acts and through his epistles? How did the heroes of the Old Testament lead? It is amazing what you can learn about leadership from the stories that were given to us in the Scriptures, “for our instruction.” (Rom. 15:4)<sup>5</sup>

**Physical Books** - As a leader, you should be a reader. Books are one of the best ways to increase your leadership knowledge. Physical books allow you to mark up the text and highlight key takeaways.

**E-books** - While e-books contain the same content as physical books, reading them is a different experience. It is easy to flip a digital page, but it is not as easy to write on it or flip to something you’ve read earlier. However, it is easier to search for keywords and e-books are more portable due to the number that can be stored on a device or in the Cloud.

**Audiobooks, Podcasts, Videos, etc.** - Audiobooks and other recordings are widely available through such systems as Audible, Podcasts, and other services. You can sign up for a monthly subscription with Audible or other services that could be part of your leadership development budget.

Audiobooks have the downside that you can’t underline and mark up sections and make notes like you can in a physical book, but the upsides are significant. First, you can listen to them in the car, while you are exercising, and really any time when your hands are busy but your mind is free.<sup>6</sup> Second, many leaders are auditory learners,<sup>7</sup> and will remember key points that are made in an audiobook. Finally, you can listen to audiobooks more than once and often will cement your learning on the second or third time through.

**Seminars, Workshops, Webinars and Conferences** - There are many good leadership training events for pastors. Pick one with quality speakers and where you can network and interact with like-minded leaders.

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<sup>5</sup> Ligon Duncan made this point in a sermon about the importance of preaching from the Old Testament, in an excellent sermon given at the 2006 *Together for the Gospel* conference.

<sup>6</sup> Nelson Searcy makes a statement to this effect in one of his audio teachings.

<sup>7</sup> Nelson Searcy makes a statement to this effect in one of his audio teachings.

**Peer Networks** - The Next Level Leadership Network is an example of a Peer Network, where much of the learning happens through interaction with your peers. Local FEB Central Associations also serve as peer networks.

**Visits to other Churches** - One of the downsides of being a leader is that, because you have to be at the same church almost every week, you don't have a chance to learn from others. Try to negotiate a couple of Sundays a year where you are not on holiday but are free to visit other churches to learn from them. Take an elder, a deacon or a staff member with you and make it a team learning day.

**Formal Leadership Courses and Programs** - Many leaders have been blessed by formal leadership training programs. Here are a few options:

- Arrow Leadership - A leadership program for emerging leaders. Arrow also offers an executive leadership program.
- CREST Leadership - A leadership program for Christian Leaders in the second half of life.
- Heritage Seminary: Graduate Certificate in Biblical Preaching - An excellent program to strengthen your preaching. Heritage continues to add programs that focus on areas of ministry leadership.
- Immerse - An MDiv program offered by Northwestern Seminary with a strong leadership development emphasis.
- DMin programs - Some DMin programs focus on leadership principles.<sup>8</sup>

**Coaching and Apprenticing** - You can learn a lot from pastors who are strong leaders. You may be surprised that many of them will be willing to meet with you over a period of time and share their best leadership practices with you.

**Reflection and Retreat** - You often grow when you pause and reflect on who you are and what you have been doing. If you never reflect, you probably will keep doing the same things, even if they aren't working. Often when things aren't working for you, it is because you are doing things that do not flow out of who you are and how God made you.

Romans 12:3 tells us that we need to think of ourselves with sober thinking, and then verses 4-8 teach that if you have a spiritual gift you should use it. You need to know yourself and what your gifts are.

One of the best ways to know yourself is to go on a spiritual retreat and review who you are - your personality, your spiritual gifts, your strengths, your weaknesses. Compare who you are with what you are doing. Ideally you want to be spending most of your time doing things you are gifted to do.

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<sup>8</sup>For example, the DMin program at Denver Seminary offers leadership courses.

### 3. A Sample Leadership Development Plan

You should create a plan annually and review it two to three times during the year. An effective Leadership Development Plan consists of:

- Topics
- Tools
- Times

**Below is a Sample Leadership Development Plan:**

- Topic #1:* General Leadership - Developing and Casting Vision  
*Tools:* Buy and read a book about leadership and vision  
 Meet with a strong leader to learn more about leadership and vision  
*Times:* Buy it now and read over next few months.  
 Schedule a meeting with a leader by the end of April
- Topic #2:* Ministry Systems - Small Groups  
*Tools:* Read a book about small groups  
 Spend time with a small groups pastor and learn  
*Times:* Buy it now and read over next few months.  
 Schedule a meeting with a small groups pastor by the end of May
- Topic #3:* Personal Leadership - Personal Leadership Assessment  
*Tools:* Review my spiritual gifts (APEST and Lifeway online tool)  
 Do a personality test (such as DISC)  
 Do the StrengthsFinder assessment (Buy *Strengthsfinder* book from Amazon)  
*Times:* Personal Retreat in April
- Topic #4:* Spiritual Leadership - Being a Spirit-Led Leader  
*Tools:* Read a book that stirs my heart spiritually  
 Listen to sermons that stir my heart spiritually  
*Times:* Buy the audiobook and/or download the sermons and listen over the next few months.
- Topic #5:* Theology and Doctrine - Inerrancy  
*Tools:* Buy and read a book about inerrancy  
 Re-read a section of a Systematic Theology book about inerrancy  
 Review the history of the inerrancy debate through online study  
*Times:* Weekly on Monday mornings

# SESSION 4 COACHING GUIDE

## A PERSONAL LEADERSHIP DEVELOPMENT PLAN

### Session 4 Content Summary

- I. Devotional: The Ups and Downs of Elijah - 1 Kings 17
- II. Teaching Overview: A Personal Leadership Development Plan
  1. Leadership Development Topics
    - General Leadership
    - Church Ministries & Systems
    - Personal Leadership
    - Spiritual Leadership
    - Theology and Doctrine
  2. Leadership Development Tools
    - Physical Books
    - E-books
    - Audiobooks
    - Peer Networks
    - Apprenticing
    - Coaching
    - Visits to other Churches
    - Seminars, Workshops and Conferences
    - Formal Leadership Courses and Programs
    - Reflection and Retreat
  3. Sample Leadership Development Plan

### Coaching Discussion Starters

The discussion points below are meant as suggestions to help your coaching conversation, but you are not required to use them. Please feel free to discuss whatever topics are most applicable to the participant's ministry situation.

1. Which of the five main Leadership Development topics are your strongest area(s)? Which one(s) are your growth area(s)?
2. Discuss a plan for your *Personal Leadership Development* over the next year. Be sure to talk about the topics, tools and times for learning in your plan.
3. How might you go about teaching what you learn about leadership this year to other leaders in your church? Note that we will be discussing a plan for developing leaders in the next session, so this question will give you a head start in thinking about it.

## SESSION 5

# A PLAN FOR DEVELOPING LEADERS

### Today's Agenda:

- Welcome and Prayer (10min)
- Devotional and Discussion (20min)
- Coaching Updates (15min)
- Teaching and Discussion Part 1 (45min)
- Break (15min)
- Teaching and Discussion Part 2 (75min)
- Finish

### Preparation for the Next Meeting

The next meeting topic is: *Moving Outwards: Evangelism and Integration*. Prior to the next meeting:

- Meet with your Coach
- Read the document: *Thesis Excerpt: An Outward, Missionary Focus* (in the Appendix)
- Come prepared to share the following:
  - How you do evangelism in your church
  - How you welcome and integrate newcomers in your church

### Bibliography

***Building Leaders by Malphurs and Mancini***<sup>1</sup> provides the building blocks for a church leadership development plan, and has been used to help develop this teaching.

***The Multiplication Effect by Mac Lake***<sup>2</sup> provides a system for building a leadership pipeline in your church, and has been used to help develop this teaching.

A larger bibliography of leadership books and resources is included in the Appendix.

<sup>1</sup> Aubrey Malphurs and Will Mancini, *Building Leaders* (Grand Rapids: Baker Books, 2004).

<sup>2</sup> Mac Lake, *The Multiplication Effect*, (Nashville: Thomas Nelson, 2020).

## Devotional - Developing Leaders - 2 Timothy 2:2

*When Jesus had finished instructing his twelve disciples, he went on from there to teach and preach in their cities.* - Matthew 11:1 (ESV)<sup>3</sup>

*The apostles returned to Jesus and told him all that they had done and taught.* - Mark 6:30

*And he gave the apostles, the prophets, the evangelists, the shepherds and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until we all attain to the unity of the faith and of the knowledge of the Son of God, to mature manhood, to the measure of the stature of the fullness of Christ...* - Ephesians 4:11-13

*...and what you have heard from me in the presence of many witnesses entrust to faithful men, who will be able to teach others also.* - 2 Timothy 2:2

### The Example of our Lord

Jesus' basic strategy for multiplying the gospel message throughout the world was to select and train twelve men who would carry the message forward as His witnesses.<sup>4</sup>

He trained them through a combination of teaching, on-the-job experience, and reflection. He taught them, ministered as they watched, asked them to help, and sent them out on their own.

### The Example of Paul

Paul's pattern was to establish a church and then appoint elders who would lead the church. Other leaders travelled with him or apart from him in the work of the gospel (ie Epaphras, Timothy).<sup>5</sup>

### The Priority of Leadership Development

Leadership Development is an essential step in fulfilling Jesus' Great Commission, to "make disciples of all nations." (Matthew 28:18-20)

*2 Timothy 2:2 - Word Studies:*

Entrust - entrust for safekeeping<sup>6</sup>, deposit, commit to the charge of<sup>7</sup>

Faithful - reliable<sup>8</sup>, trustworthy, dependable, faithful<sup>9</sup>

Able - fit, appropriate, competent, qualified<sup>10</sup>

<sup>3</sup> Unless otherwise indicated, Scripture quotations are from the ESV® Bible (The Holy Bible, English Standard Version®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved.

<sup>4</sup> Robert Coleman, *The Master Plan of Evangelism Second Edition Abridged* (Grand Rapids: Baker, 1994) 27.

<sup>5</sup> Justin Dennison *Team Ministry* (London: Hodder and Stoughton, 1997), 6-13. Dennison provides a good overview of the Apostle Paul's ministry teams.

<sup>6</sup> Frederick William Danker, *BDAG* (Chicago: University of Chicago Press, 2000).

<sup>7</sup> William Mounce, *Mounce Greek Dictionary* (2011).

<sup>8</sup> Robert Thomas, *NAS Greek Dictionary* (La Habra, CA: Lockman Foundation, 1981).

<sup>9</sup> Danker, *BDAG*

<sup>10</sup> Danker, *BDAG*

## Teaching: A Plan for Developing Leaders

*“And David shepherded them with integrity of heart;  
with skillful hands he led them.”*

*Psalm 78:72 (NIV)<sup>11</sup>*

### Introduction

Most leaders are aware of the need for more leaders, and the need to have a leadership development plan for the church. But the pressures of ministry and time required often keep us from having a systematic plan to develop leaders. This teaching presents an outline for a Leadership Development Plan that is adaptable to various church settings.

### Outline of Teaching

1. A Priority to Develop Leaders
  - A Priority of the Lead Pastor
  - Resourcing Leadership Development
  - Obstacles
2. A Process to Develop Leaders
  - Discover
  - Develop
  - Deploy
3. A Plan to Develop Leaders
  - Cast Vision and Share a Leadership Development Plan
  - Systems Steps
  - Training Methods and Groups
  - Example: Leadership Development Group

#### Attachment 1: Leadership Development Categories and Topics

1. General Leadership
2. Ministry Systems
3. Personal Leadership
4. Spiritual Leadership
5. Doctrinal Leadership

#### Attachment 2: Leadership Development Resources to get you started

Note that a longer Leadership Bibliography is included in the Appendix.

<sup>11</sup> Scripture quotations marked (NIV) are taken from the Holy Bible, New International Version®, NIV®. Copyright © 1973, 1978, 1984, 2011 by Biblica, Inc.™ Used by permission of Zondervan. All rights reserved worldwide. www.zondervan.com The “NIV” and “New International Version” are trademarks registered in the United States Patent and Trademark Office by Biblica, Inc.™

## 1. A Priority to Develop Leaders

*And he gave the apostles, the prophets, the evangelists, the shepherds and teachers, to equip the saints for the work of ministry, for building up the body of Christ, until we all attain to the unity of the faith and of the knowledge of the Son of God, to mature manhood, to the measure of the stature of the fullness of Christ...*  
Ephesians 4:11-13

*"and what you have heard from me in the presence of many witnesses entrust to faithful men, who will be able to teach others also."*  
2 Timothy 2:2

*Then he said to his disciples, "The harvest is plentiful, but the laborers are few; therefore pray earnestly to the Lord of the harvest to send out laborers into his harvest."*  
Matthew 9:37-38

### 1. A Priority of the Lead Pastor

A Lead Pastor needs to own *Leadership Development* in a church, just as he owns the preaching of the Word and shepherding of the people. Ownership involves leading, modeling and casting vision for *Leadership Development*. He must be convinced in his heart that it is a priority for his church to develop more leaders for the sake of the gospel. The Lead Pastor must be convinced that it is an obedience issue related to the Great Commission, for as he has more leaders he can increase the quality and quantity of disciple-making. *Leadership Development* itself is an extension of disciple-making, as a significant part of the process is helping the leader go deeper in their faith.

### 2. Resourcing Leadership Development

Making *Leadership Development* a priority requires allocating resources to support it. Here are some of the resources to consider:

#### *Prayer*

Jesus told us to pray for workers to bring in His plentiful harvest. We need to make praying for leaders a priority, just as we pray for finances, evangelism, the sick, and other needs.

#### *Time*

a) *The Lead Pastor*: The Lead Pastor needs to give time to developing leaders. It is helpful to add "Develop Leaders" to your job description, and include *Leadership Development* in annual goals and reviews.

b) *Ministry Staff*: Ministry staff also need to view developing leaders as part of their job. It is helpful to include "Leadership Development" in their job description, annual goals, and annual review.

c) *Elders*: Church elders/board members need to encourage the pastor and staff to be developing leaders, and be involved in some capacity.

### *Budget*

You will need to budget for Leadership Development for yourself, staff, elders, and lay leaders. For some churches this will be a new budget line and it will take time to grow it. Start with whatever your church can manage and increase it each year as the church sees fruit from it.

### *Service Opportunities*

You will discover new leaders by observing people who serve faithfully and fruitfully. Therefore you need to have service opportunities where you can discover new leaders.

## **3. Obstacles**

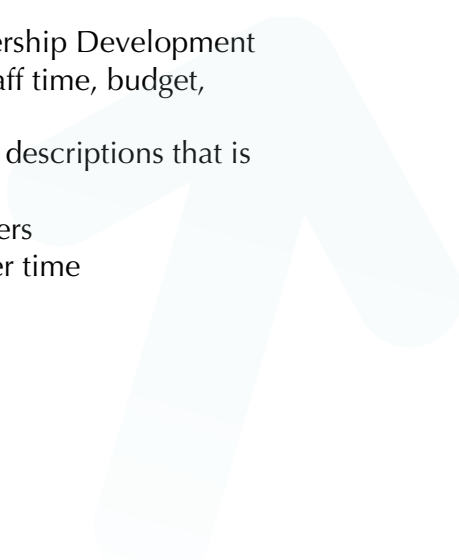
### *Short-Term Outlook*

Leadership Development is a medium to long-term investment that pays off in the future. It can be compared to a financial investment that grows slowly at first but gains momentum over time. In the short-term, you can get by without investing, but in the long term you will pay for it because you will be tired and unable to move ministry forward beyond your own capacity, due to a lack of leaders.

### *Staff and Time Limitations*

Many churches are limited by a lack of admin staff. Often ministry staff are doing jobs that a qualified admin person could do twice as well for half the cost - that's a 4:1 return. You might consider adding a quarter-time admin staff, or increasing the hours of a current admin staff, and using the ministry time you gain to invest in Leadership Development.

### **Summary: Key Points**

- The Lead Pastor needs to take overall responsibility for Leadership Development
  - Leadership Development needs resourced through prayer, staff time, budget, and service opportunities
  - Make Leadership Development a part of all ministry staff job descriptions that is measured annually as part of their performance review
  - Annual staff goals should include goal(s) for developing leaders
  - Leadership Development is an investment that multiplies over time
- 

## 2. A Process to Develop Leaders in your Church

The process outlined below follows three key steps in Leadership Development:<sup>12</sup>

- **Discover**
- **Develop**
- **Deploy**

### 1. Discover

*But Jesus called them to him and said, “You know that the rulers of the Gentiles lord it over them, and their great ones exercise authority over them. It shall not be so among you. **But whoever would be great among you must be your servant**, and whoever would be first among you must be your slave, even as the Son of Man came not to be served but to serve, and to give his life as a ransom for many.”* Matthew 20:25-28

*And he said to them, “Follow me, and I will make you **fishers of men**.”* Matthew 4:19

To develop leaders, you first need to identify who you will develop. Some will be people who show leadership potential, and others will be current leaders who need the opportunity to continue growing as leaders.

Here are three principles for identifying future leaders:

- i) Always be on the lookout for potential leaders
- ii) Look for potential leaders among **faithful servants** in your church Qualities to look for in potential leaders<sup>13</sup>
  - FATR: Faithful, Available, Teachable, Responsive (to vision)
  - Character
  - People skills
  - Influence
  - Intellegence
  - Drive
- iii) Look in “Fishing Grounds” for faithful servants
  - “Fishing Grounds” are ministries with lots of entry level service opportunities
    - Welcome Ministries
    - Small Group Ministries
    - Parking Ministries
    - Evangelism Ministries and Outreach Events

#### \*\*\*NOTE: Future Pastors and Ministry Staff - A Tap on the Shoulder

Always be on the lookout for young people and second career people who show leadership potential for serving in full-time ministry. Be sensitive to the Spirit’s leading for if/when you should “tap them on the shoulder” and ask them to consider pursuing full-time ministry.

<sup>12</sup> This three stage Leadership Development process is based on the process in Malphur’s and Mancini’s *Building Leaders* (p128). Brianna Hall and Jonathan Stairs also contributed to the wording and alliteration.

<sup>13</sup> Aubrey Malphurs and Will Mancini, *Building Leaders* (Grand Rapids: Baker Books, 2004), 194.

## 2. Develop

Once you *Discover* potential leaders, you need to *Develop* them, teaching them how to lead effectively. And after you *Deploy* them you need to keep developing them.

*Develop* should include **four components**:

1. *Content/Teaching* on Leadership Principles
  - Teaching delivered through classes small groups, readings, etc.
2. *Practice* of Leadership Principles
  - In a ministry setting
3. *Reflection* on Leadership Practice
  - Personal reflection and reflection with an experienced leader
4. *Relationships* with other Leaders
  - Learning is enhanced through relationships

### Teaching Categories

Here are five categories of Leadership Development teaching topics:<sup>14</sup>

1. General Leadership
2. Ministry Systems
3. Personal Leadership
4. Spiritual Leadership
5. Doctrinal Leadership

### Which Leadership Development Training Does Each Leader Need?

You will need to decide which topics are needed by which leaders. For example, a potential elder, small group leader, and greeting team leader will need different teachings.

Below is a list of leaders that are common in churches, with suggestions for training topics. There are several topics listed under more than one of the leadership categories (conflict management, how to handle difficult questions, how to lead someone to Christ, etc.). You could run larger seminars on these topics for all the leaders in your church.

#### *Elders/Board Members*

- General Doctrine - Study of theology and Bible passages
- Interpretation: How to understand and explain a Bible passage
- Team Decision Making: how to make an effective decision with a team
- Vision/Mission/Strategy: Learn the church's vision/mission/strategy and how we help achieve it
- Staff Oversight: How to lead and support church staff
- Conflict Management
- How church size impacts ministry

...the list for elders is long and many other topics can be added

<sup>14</sup> See Attachment 1 for a list of leadership topics, Attachment 2 for a list of leadership resources to get you started, and the Appendix for a longer leadership Bibliography.

*Small Group Leaders*

- How to speak publicly
- Conflict Management
- How to handle difficult questions
- How to get quiet people talking and how to manage the sharing of talkative people
- How to lead a Bible Study
- How to choose and train an Apprentice

*Children's Teachers*

- How to lead a child to Christ
- How to answer difficult questions at an age-appropriate level
- How to hold a child's attention while teaching
- How to recruit more children's workers

*Youth Sponsors*

- Challenges facing youth today
- How to lead a young person to Christ
- How to lead a small group of youth
- How to answer difficult questions

*Greeting Team Leader*

- How to welcome newcomers
- How to recruit team members
- How to answer difficult questions
- How to show Christian hospitality

*Tech Team Leader*

- How to train someone on using the sound system
- How to recruit team members
- How to work with the worship leader

*Worship Leader*

- How to create a worship set
- How to discern if a song is theologically sound
- How to help other team members grow

*Alpha/Christianity Explored Leader*

- How to invite people to the group
- How to recruit team members
- How to lead someone to Christ
- How to answer difficult questions
- How to create a welcoming environment and show Christian hospitality

This list of leaders and training topics are not exhaustive, so please add leaders and topics to the list that fit your church setting.

### **Training Methods<sup>15</sup>**

Several methods for delivering Leadership Development are listed below. Each method provides different levels of **content, practice, reflection, and relationships.**

*Self Study Tools - Books, Workbooks, Audiobooks, Podcasts, Videos etc...*

You can provide a list of recommended books, and as budget allows, provide access to recommended resources. You could buy a key book for a leader or group of leaders, or offer access to online training, such as resources offered through Right Now Media.

*Coaching/Apprenticing*

Coaching and apprenticing are powerful Leadership Development methods, where you connect an emerging leader with an established leader.

*Small Group with Leadership Development as the Topic*

A Small Group about Leadership Development is a great way to train a group of leaders. It provides opportunity for teaching, interaction and relationships.

*Huddles*

Huddles are short gatherings where a leader gathers the other ministry leaders and leads a short teaching or reflection ministry that is about to happen, or that just happened. For example, youth leaders could gather with the youth pastor before or after the youth night.

*Training Seminars*

A training seminar can be delivered to a small, medium or large group. Note that this Leadership Development method usually emphasizes content over practice, reflection and relationships.

*Conferences and Retreats*

Conferences and Retreats provide opportunities for individual seminars, small group training, and informal interactions. They emphasize content and relationships.

*Visits to other Churches*

Taking your leaders to visit another church is a great way to cast vision for new and creative ways to do things.

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<sup>15</sup> Malphurs and Mancini describe training venues in *Building Leaders*, p160.

### 3. Deploy

*And he called the twelve together and gave them power and authority over all demons and to cure diseases, and he sent them out to proclaim the kingdom of God and to heal. And he said to them, "Take nothing for your journey, no staff, nor bag, nor bread, nor money; and do not have two tunics. And whatever house you enter, stay there, and from there depart. And wherever they do not receive you, when you leave that town shake off the dust from your feet as a testimony against them." And they departed and went through the villages, preaching the gospel and healing everywhere.* Luke 9:1-6

When you have discovered and developed someone the next step is to **deploy** them in a ministry leadership role. Note that the Discover-Develop-Deploy process repeats itself, as you discover, develop and deploy current leaders for leadership roles of greater responsibility.

#### 1. Make the Ask:

- Ask them to serve in a leadership role that fits their current leadership capacity
- Be bold and persistent in your asks
  - They may say "no" the first time you ask, but don't let that stop you from asking again. "No" now might become "yes" later.

#### 2. Give them an initial leadership role to perform

- Manage the Welcome Center
- Lead a Parking Team
- Oversee a booth at a church outreach event
- Lead the Alpha meeting
- Lead a Bible Study
- Lead a youth small group
- Etc.

#### 3. Provide any specific training that is needed

4. Observe them in the role, discuss it with them afterwards in guided reflection and offer support and input as needed

### **3. A Plan to Develop Leaders**

The plan below is a template that can be customized to suit your needs. Note that church size is a key consideration for scaling the plan to fit your church. A larger church normally will have more staff, ministries, and potential leaders to draw from. As you read the template below, think of how you would adapt it to your church. For example, in a larger church, ministry staff will do some of the activities listed below, that would be done by the Lead Pastor in a smaller church.

#### **1. Cast Vision and Share an Leadership Development Plan with the Board and Key Leaders**

Most board members will be aware that the church needs more leaders. When you share the vision and the plan, you are showing them the practical steps you can take together to address a major need that they know exists. The Leadership Development plan describes how you will use resources (staff time, ministry budget, etc.) to address the need.

Invite their input in the plan to help improve it, and invite them to help implement the plan, both by participating in leadership training, and by training other leaders in the church.

#### **2. Take Systems Steps: Align Job Description, Goals, and Budget**

##### **a) Lead Pastor**

Add Leadership Development as part of the Lead Pastor's job description. Include annual goals for Leadership Development in the church and goals for the Lead Pastor's personal Leadership Development.

##### **b) Board**

Add Leadership Development as part of the board's job description and make it an annual goal for the board members to grow as leaders.

##### **c) Ministry Staff**

Add Leadership Development as part of each Ministry Staff's job description. Include annual goal(s) for Leadership Development in their area of ministry and goals for their personal Leadership Development.

##### **d) Create Budget line(s) for Leadership Development**

Create a new budget line for Leadership Development. You may want to add budget lines in several departments - ie Pastor Leadership Development, Board Development, Children's Ministry Leadership Development, etc.

### 3. LD Training Groups and Methods

#### Pastor's Leadership Group

The pastor invites 5-10 leaders to an Leadership Development small group covering topics in each of the five main categories. See the next page for a sample outline of a Leadership Group.

#### Board/Elders Leadership Training

Spend 15-20 minutes of every elders meeting doing leadership training. Ask elders to attend other leadership training events at the church (seminars, etc.). If you do an elders's retreat, spend a portion of it on leadership training.

#### Staff Leadership Training

Plan regular staff leadership training. This training can be customized to suit your staffs' needs. Some of the training will be staff team training on leadership subjects that are relevant to all the staff members. You will also need to do one-on-one training, where you read a book or discuss leadership principles together, or work on a ministry-specific strategy together. Key Leadership Development items for each staff member will include:

- Helping the staff member understand their leadership gifts
- Helping the staff member create a personal Leadership Development plan
- Helping them with a plan to *Discover, Develop, and Deploy* leaders in their ministry
- Helping them implement huddles, seminars, and other Leadership Development training for their leaders
- Helping the staff member think about their leadership journey and what God might be preparing them for next

#### Leadership Training Seminar

Invite all church leaders to regular Leadership Development events (consider quarterly events). Consider inviting an outside guest to provide the teaching, or provide it in-house. Pick a topic of interest to all your leaders.

#### Self Study Resources

Provide a list of self study resources to key leaders and a budget as you are able.

#### Small Group Leaders Training

Provide 2-3 annual events to train small group leaders.

#### Alpha/Christianity Explored

Alpha and Christianity Explored provide great opportunities for leadership training. Evangelism by its nature provides opportunities for leadership and planning, as you strategize how to most effectively fish for souls, implement your plans, and reflect on how it went.

#### Sermon Series about Leadership

Plan a series of messages about Christian Leadership. Consider teaching about many Biblical leaders including Jesus, Paul, Nehemiah, David, Joseph, the Kings, the Judges, and others.

#### Practice and Guided Reflection

Offer leadership opportunities to people who are taking advantage of your Leadership Development training. Be available to coach them and offer guided reflection and feedback.

### **Example: Leadership Development Group**

A Leadership Development Group is a small group, led by a leader, who meet to learn about leadership together.

The group consists of two activities:

1. Teaching and discussion on a Leadership Topic
2. Reflection on group members' recent leadership activities

*Here is a list of 12 sample topics for the group*

#### Doctrinal Leadership

Week 1: Authority of Scripture

Week 2: Interpreting Scripture

Week 3: Which Hills should I be Willing to Die on

#### Spiritual Leadership

Week 4: Spiritual Leadership: Word and Spirit

Week 5: Servant Leadership

Week 6: Prayer and Planning (both are needed!)

#### General Leadership

Week 7: Building and Leading Teams

Week 8: Managing Conflict

Week 9: Speaking Publicly

#### Personal Leadership

Week 10: APEST/Understanding your Spiritual Gifts

Week 11: Goals and Planning

Week 12: Balancing ministry, work, and family

### **Other Possible Topics**

Developing New Leaders

Many Doctrinal Subjects

Ministry Specific Training topics (ie. board member training, youth leader training, etc.)

Leadership and Decision Making

Your Walk with God and Leadership

Vision, Mission and Values

How to Lead Someone to Christ

Recruiting Volunteers

Leading Effective Meetings

***NOTE: Additional topics are listed below in Attachment 1.***

**Attachment 1: Leadership Development Categories and Topics****1. General Leadership**

There are basic leadership skills that every leader should learn and practice.

- Developing and casting vision
- Conflict management
- Developing leaders
- Communications
- Leading change
- Strategic planning
- Managing staff and volunteers
- Delegation
- Building and leading teams
- Leading meetings

**2. Church Ministries & Systems**

Most churches have a number of ministries and systems that need to be run effectively. Some of these will come under the direct leadership of the pastor, while others will be overseen by staff and volunteers. Leaders need general knowledge in all of these areas and specialized skills in some of them.

- Preaching
- Worship
- Sunday service planning
- Evangelism and outreach
- Small groups
- Leadership development
- Discipleship plan
- Children's ministries
- Youth ministries
- Volunteer recruitment
- Hospitality - Welcome and integration
- Facilities oversight
- Online presence & social media
- Stewardship and fundraising

### 3. Personal Leadership

To lead the church successfully, the leaders must lead themselves, under the Lordship of Christ.

- Annual goals
- Personal productivity
- Time management
- Sabbath, sleep, food, and energy management
- Working in your spiritual gifts
- Understanding your personality
- Working in your strengths
- Leading your family while leading the church

### 4. Spiritual Leadership

A leader must be a spiritual person who leads people to be Spirit-led and Word-centred. This leadership starts with his own walk with God, and moves to leading the church to be a spiritual church that prays and trusts the Lord in everything.

- Effective prayer
- Being a Word-centred and Spirit-led leader
- Strengthening your faith
- Growing in righteousness, godliness and other spiritual character qualities<sup>16</sup>
- Growing your love for God
- Growing your love for others

### 5. Theology and Doctrine

A leader is a *“guardian of the good deposit”* (2 Tim 1:14), the deposit being the deep truths of the gospel. Leaders must be rooted in orthodoxy and alert to false teachings that are promoted in our day.

- In-depth study of a contemporary theological issue  
ie. Complementarian/Egalitarian debate, biblical sexuality, etc.
- In-depth study of a theological topic  
ie. The Atonement, The Trinity, inerrancy, eschatology, Kingdom, money, leadership, discipleship, etc.
- In-depth study of a book of the Bible
- Review of systematic theology

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<sup>16</sup> See 1 Timothy 6:11, 2 Timothy 2:22

## Attachment 2: Leadership Development Resources to get you Started

The list below provides a few good leadership development resources to get you started. There are many other good leadership development resources, and a longer bibliography is included in the Appendix.

### General Leadership

*The 21 Irrefutable Laws of Leadership* by John Maxwell.

This book comes in multiple formats: book, workbook, audiobook. The workbook version is good for self study, one-on-one, small group, or board study.

*The 21 Most Powerful Minutes in a Leader's Day* by John Maxwell

This book combines general leadership and spiritual leadership principles. It teaches through the lives of Biblical leaders such as David, Joseph, and Nehemiah, showing how they put the laws of leadership into action. The audiobook version is well done.

*Every Pastor's First 180 Days* by Charles Stone

This book provides a wealth of leadership teaching and practical tools that are helpful whether you are starting in a new ministry or have been there many years. It could be listed below under Church Systems or Personal Leadership as well.

### Church Ministry and Systems Leadership

*There's Hope for your Church* by Gary McIntosh

This church revitalization book would be good to read through with your board.

*One Size Doesn't Fit All* by Gary McIntosh

This book describes how church size impacts church ministries. It would be a good book to read with your board. The format is like that of the *The Wealthy Barber*, with an experienced leader teaching a younger leader the principles in story format.

*Becoming a Welcoming Church* by Thom Rainer

This short book provides some great thinking on the connection between hospitality and the gospel with practical steps for a church to implement. It would be good to read with your board to help them think about the importance of effective church systems in general, and an effective welcoming system in particular.

*Alpha or Christianity Explored*

While both of these tools are evangelism programs, they also provide great leadership training opportunities as you teach and plan together as a team for how to invite people, provide good hospitality, answer challenging questions, and lead group discussion.

## **Personal Leadership**

*APEST 5Q Test* - <https://5qcentral.com>

The APEST test would be worthwhile to do with your board and other leaders. It helps them understand their ministry gifts and how to work together as a team.

*Leaders who Last* by Dave Kraft

This is an excellent book to read one-on-one or in a group study with a group of younger leaders. Kraft helps a leader think through their gifts, passions and God's calling in their life. This book combines Personal Leadership and Spiritual Leadership.

## **Spiritual Leadership**

*Leaders who Last* by Dave Kraft

See the description in Personal Leadership above.

*Don't Waste Your Life* by John Piper

While not specifically a leadership book, this book is great to read through with a group of younger leaders to help them develop a passion for the Lord and the gospel.

*Spiritual Leadership* by Henry Blackaby

Blackaby teaches that spiritual leaders lead people on to God's agenda.

*Spiritual Leadership* by J. Oswald Sanders

This is a classic book on Christian leadership that could be read by a group of leaders.

*The 21 Most Powerful Minutes in a Leader's Day* by John Maxwell

See the description in General Leadership above.

## **Theological Leadership**

*Systematic Theology or Bible Doctrine* by Wayne Grudem

These books could be used for a group study where participants read a chapter and discuss. You can read them in order or strategically pick chapters for the group.

*Foundations* by R. C. Sproul

Sproul provides an excellent audio overview of Systematic Theology. His teaching style combines doctrinal teaching and spiritual life teaching. You could assign this audiobook to leaders for self study, or to listen to a chapter on their own and come together for discussion.

# SESSION 5 COACHING GUIDE

## A PLAN FOR DEVELOPING LEADERS

### Session 5 Content Summary

- I. Devotional: Developing Leaders - 2 Timothy 2:2 and other passages
- II. Teaching Overview: A Plan to Develop Leaders
  1. A Priority to Develop Leaders
    - A Priority of the Lead Pastor
    - Resourcing Leadership Development
    - Obstacles
  2. A Process to Develop Leaders
    - Discover
    - Develop
    - Deploy
  3. A Plan to Develop Leaders
    - Cast vision and share a Leadership Development plan
    - Systems Steps
    - Training methods and groups
    - Example: Leadership Development Group

### Coaching Discussion Starters

**Note:** Today's topic, *A Plan for Developing Leaders*, is an important Leadership Development teaching. Be sure to spend time helping your participant think through applying the teaching to create a Leadership Development Plan for their church.

1. Do you currently have a Leadership Development Plan in your church? Discuss.
2. How could you adapt the Template for a Leadership Development Plan section in today's teaching, to create a Leadership Development Plan for your church?
3. Is Leadership Development part of your staff's job descriptions? What can you do to help your staff grow personally as leaders? How can you help them create a Leadership Development Plan for their areas of responsibility?
4. What are 3-4 Leadership Development topics that you could share with your board over the next several months?
5. What are your next steps to implement a Leadership Development Plan for church?

## SESSION 6

# MOVING OUTWARDS - EVANGELISM AND INTEGRATION

### Today's Agenda:

Welcome and Prayer (15min)

Devotional and Discussion: *The Great Commission and Evangelism* (60min)

Break (15min)

Coaching Updates (15min)

Teaching and Discussion: *Receiving Newcomers: Welcome and Integration* (75min)

Finish

### Preparation for the Next Meeting

The next meeting topic is: *Finding, Leading, and Managing Staff*. Prior to the next meeting:

- Meet with your Coach

### Bibliography

Today's teaching draws on the following books, which are recommended for your library:

*Evangelism*

**Gary McIntosh, *Growing God's Church*** (Grand Rapids: Baker Books, 2016)

- See also the Thesis Excerpt, *An Outward, Missionary Focus*, found in the Appendix, for additional outreach strategies and footnotes to other resources.

*Welcome and Integration*

**Thom Rainer, *Becoming a Welcoming Church*** (Nashville: B&H Publishing, 2018)

**Nelson Searcy, *Fusion*** (Ventura: Regal, 2007)

- Searcy also offers a course called *The Assimilation System*, available at [www.churchleaderinsights.com](http://www.churchleaderinsights.com)

## Devotional & Teaching: The Great Commission & Evangelism

*And Jesus came and said to them, "All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age."* ~Jesus, Matthew 28:18-20

*But in your hearts honour Christ the Lord as holy, always being prepared to make a defense to anyone who asks you for a reason for the hope that is in you; yet do it with gentleness and respect,* 1 Peter 3:15

*Pray also for me, that whenever I open my mouth, words may be given me so that I will fearlessly make known the mystery of the gospel, for which I am an ambassador in chains. Pray that I may declare it fearlessly, as I should.* Ephesians 6:19-20 (NIV)

*My dear brothers, take note of this: Everyone should be quick to listen, slow to speak and slow to become angry, for man's anger does not bring about the righteous life that God desires.* James 1:19-20 (NIV)

### Prioritizing Outreach

Jesus' Great Commission commands us to go and make disciples, which involves both evangelism and discipleship.

- a. "Make Disciples" is the main command of the Great Commission, with three supporting activities:
  - *Go(ing)*     • *Baptizing*     • *Teaching*
- b. Many churches are good at "Teaching," but less effective at "Going" and "Baptizing". We tend to be stronger at discipleship than evangelism.

Theologically, we can argue that we should give equal weight to evangelism and discipleship. But in practice, you must prioritize evangelism over discipleship to achieve that balance.<sup>1</sup>

#### Why?

- Most of us are better at teaching and discipleship of Christians than evangelism of people outside the church—*it is easier for us to disciple than to evangelize.*
- The people outside the church *will not complain* that you are not evangelizing them, but the people inside *will complain* that you are not discipling them.
- Churches in decline have programs that are for Christians, not unbelievers.
  - It takes *more energy* to start evangelizing than continue discipling.

<sup>1</sup> John Kaiser, *Winning on Purpose* (Nashville: Abingdon Press, 2006), 25-27.

### How do People come to Faith in Christ?

In *Growing God's Church*, Gary McIntosh published his research on how people came to faith in Christ.<sup>2</sup> He found that 54% of people came through conversation with family and friends.

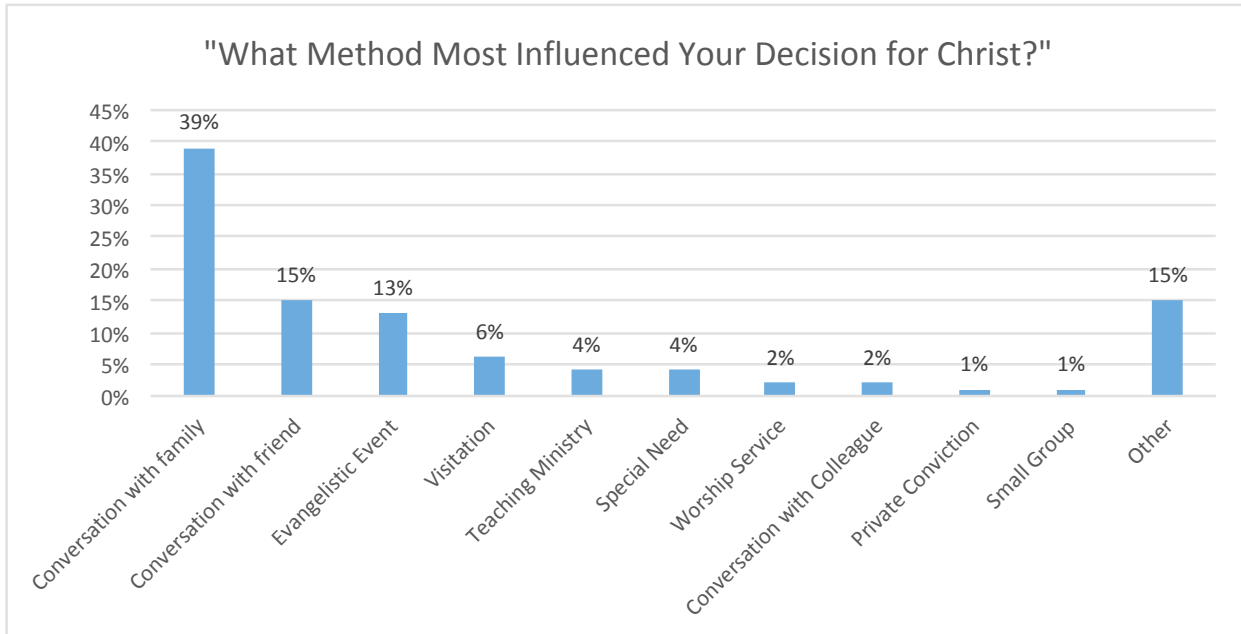


Figure 1: "What Method Most Influenced Your Decision for Christ?"<sup>3</sup>

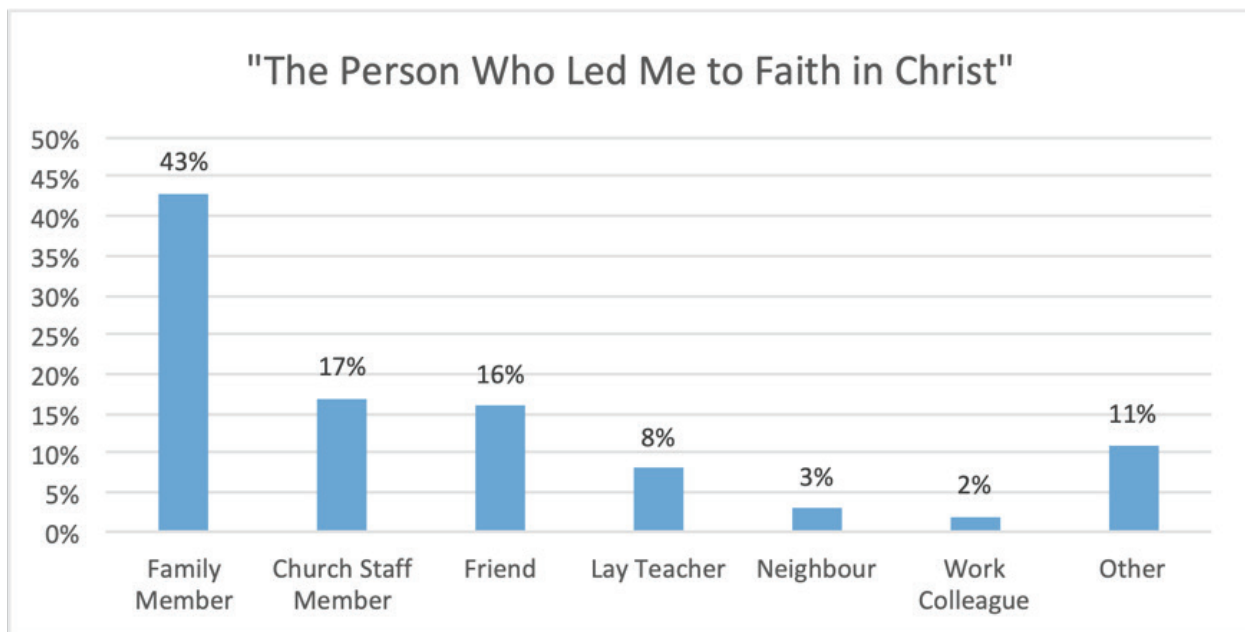


Figure 2: "Who Led You to Faith in Christ?"<sup>4</sup>

<sup>2</sup> Gary McIntosh, *Growing God's Church* (Grand Rapids: Baker Books, 2016).

<sup>3</sup> Chart based on Gary McIntosh, *Growing God's Church* (Grand Rapids: Baker Books, 2016), 105-106.

<sup>4</sup> Chart based on Gary McIntosh, *Growing God's Church* (Grand Rapids: Baker Books, 2016), 95-96.

Based on his research, Gary McIntosh concluded that “The main methodology that is effective in winning nonbelievers to faith in Christ is simply conversation.”<sup>5</sup>

In light of McIntosh’s findings:

- We need to train our people in how to have spiritual conversations
- We need to encourage our people to be more involved in the lives of family and friends

McIntosh lists seven ideas “...to train people in your church to be better conversationalists...”<sup>6</sup>

1. Encourage worshippers to make a list of...family, friends, and colleagues, and begin praying for their salvation.”
2. Offer listening-skills training to people in your church.
3. Plan church events where your people will feel comfortable bringing their friends, family members and colleagues.
4. Organize open space in your church building to facilitate conversation.
5. Move the meet-and-greet time from the beginning of your worship service to the end of the service.
6. Schedule one evangelistic event each quarter in the year.
7. At least once a month, weave the gospel message into the sermon and follow up by asking those in attendance at worship to make a faith commitment to Christ.<sup>7</sup>

He also lists ten principles for Effective Evangelism:

1. *Effective evangelism is demanded by God.*
2. *Effective evangelism is measurable.*
3. *Effective evangelism focusses on existing relationships.*
4. *Effective evangelism is intentional.*
5. *Effective evangelism is a balance between truth and relationship.*
6. *Effective evangelism is the result of training believers to share their faith with others.*
7. *Effective evangelism involves nonbelievers in church activities before they believe.*
8. *Effective evangelism leads new believers into community.*
9. *Effective evangelism is supported by prayer.*
10. *Disciple making is a process.*<sup>8</sup>

See Gary McIntosh, *Growing God’s Church*, pp112-114 and pp155-162 for more details on these evangelism ideas and principles that flow out of his research. The book also contains other helpful graphs and information from his research.

For more outreach strategies and methods, see the Thesis Excerpt, *An Outward, Missionary Focus*, located in the Appendix.

<sup>5</sup> Gary McIntosh, *Growing God’s Church* (Grand Rapids: Baker Books, 2016), 155.

<sup>6</sup> Gary McIntosh, *Growing God’s Church* (Grand Rapids: Baker Books, 2016), 113.

<sup>7</sup> Gary McIntosh, *Growing God’s Church* (Grand Rapids: Baker Books, 2016), 113-114.

<sup>8</sup> Gary McIntosh, *Growing God’s Church* (Grand Rapids: Baker Books, 2016), 156-161.



**Discussion: Evangelism**

1. Does your church have a strategy to train your people in evangelism?
  
  
  
  
  
  
  
  
  
  
2. Gary McIntosh concludes that “The main methodology that is effective in winning nonbelievers to faith in Christ is simply conversation.”<sup>9</sup> What implications might this conclusion have for your church regarding how you train your people in evangelism?
  
  
  
  
  
  
  
  
  
  
3. Does your church’s physical setup and service timing encourage or discourage conversations? Are there simple changes you could make to create physical room and time for people to have meaningful conversations?
  
  
  
  
  
  
  
  
  
  
4. Review and discuss the outreach strategies and methods from the Thesis Excerpt, *An Outward, Missionary Focus*, located in the Appendix.

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<sup>9</sup> Gary McIntosh, *Growing God’s Church* (Grand Rapids: Baker Books, 2016), 155.

## Teaching: Receiving Newcomers: Welcome and Integration

*His master said to him, 'Well done, good and faithful servant. You have been faithful over a little; I will set you over much. Enter into the joy of your master.' Mt 25:21 (ESV)*

### Introduction

How many visitors do you have each week at your church? Are you ready to receive them? How do you welcome them? How many of them come back a second time? How many continue to attend and join the church?

It is important to have a plan for receiving newcomers to welcome and integrate them into your church. This teaching will discuss key elements in a plan for welcome and integration.

### Teaching Outline

#### 1. The Importance of an Integration Plan

#### 2. Preparing for Newcomers

- Website
- Facility
- Welcome team
- Follow up
- Second time guests
- Welcome flow: opportunities to connect with newcomers

#### 3. Newcomers, Hospitality and the Gospel

## 1. The Importance of an Integration Plan

*“There are gospel realities to the welcoming church...please don’t look at this issue as some mere methodological fix in your church...When non-Christians feel welcomed, they return. When they return, they have more opportunities to hear the gospel preached and to develop relationships with believers in the church. And those relationships are often used of God to bring people to his church!”<sup>10</sup>*  
 - Thom Rainer

There is **great evangelistic and discipleship potential** in reaching newcomers. Many of them have come to your church because they are looking for something spiritually and are hoping your church will help them.

It is a big moment when someone visits your church for the first time. It takes courage and energy to go to a new church, especially if you are an unbeliever or have been away from church for a long time. Maybe it is a family who has been away from church who want their kids to learn about God. Maybe it’s someone who the Lord is drawing to himself and they go to your church because it’s the nearest one to their house. Maybe it’s a long-time believer who has moved into the community and is looking for a church to attend. Every church needs **an integration plan** to welcome and reach the people who make the effort to visit your church, both in-person and online.

Consider the following example: If you are a church with average attendance of 100, and you average 3 weekly newcomers, then you will have 156 newcomers attend annually (52 weeks x 3 newcomers). You might retain 5% of them without a plan, meaning about 7-8 newcomers will become part of your church in a year. How many more might stay if you had an integration plan to welcome and follow up with them? What if you could get that number up to 20-25% or higher?<sup>11</sup> Then you would have 30-40 newcomers become part of your church in a year.<sup>12</sup>

<sup>10</sup> Thom Rainer, *Becoming a Welcoming Church* (Nashville: B&H Publishing, 2018), 88.

<sup>11</sup> Searcy suggests that the average church has a 1/20 (5%) assimilation rate. He suggests aiming for 1/3 (33%). Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 37.

<sup>12</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 37.

## 2. Preparing for Newcomers

*“The Church—your church—truly is a family expecting guests. And you should be ready to show them intentional hospitality when they arrive...In working with churches of all shapes and sizes, I have noticed an interesting phenomenon: The more prepared a church is to receive guests, the more guests it receives.”<sup>13</sup> - Nelson Searcy*

Nelson Searcy observes that God tends to send people to churches who are prepared to receive them.<sup>14 15</sup> This thinking follows Jesus’ teaching that God will entrust more to those who are faithful with little.<sup>16</sup>

Here are some areas where you can prepare for newcomers.

### Website

*“Seven out of ten guests will go to a church website as the determinative factor in where they will choose to visit. ...In other words, if you aren’t focusing resources and time on your church website, you are thumbing your nose at the Great Commission.”<sup>17</sup> - Thom Rainer*

Your website is the first place in your church that most newcomers will visit. Every church should do a review of their website to determine if it is welcoming and useful to newcomers.

Newcomers will want to know basic information like the time and location of your services. They also may want to know something about what happens in your service and in your children’s program. Many churches have a prominent menu item on their website called “New Here?” or similar, that provides a welcome and information to newcomers.

Rainer lists several common church website mistakes:<sup>18</sup>

- Address and worship times difficult to locate
- Outdated Information
- Lack of clarity about beliefs and doctrine
- Incomplete or total lack of information about children’s ministry or student ministry
- Poor graphics and copyrighted images
- Hardly visible contact information
- No photos of pastor, staff, and other leadership

<sup>13</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 40, 47.

<sup>14</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 47.

<sup>15</sup> Nelson Searcy talks about assimilating (integrating) newcomers on several of his audio teachings and his book *Fusion*. Many of the points in today’s teaching are based on his material (which he encourages others to use). Check out his website for resources on assimilation and other topics. Note that is his marketing style is persistent, but his teaching is practical and helpful. [www.churchleaderinsights.com](http://www.churchleaderinsights.com)

<sup>16</sup> Matthew 25:21

<sup>17</sup> Thom Rainer, *Becoming a Welcoming Church* (Nashville: B&H Publishing, 2018), 43.

<sup>18</sup> Thom Rainer, *Becoming a Welcoming Church* (Nashville: B&H Publishing, 2018), 44-47.

## Facility

When you have been a regular attender for longer than a few months, you will not notice the problems in your facility that newcomers notice. It is helpful to ask someone who has not visited your church to come and give you honest feedback with fresh eyes.

Here are a few areas of your facility to consider as you welcome newcomers:

### *The Main Entrance*

Is it obvious to newcomers where to enter? Is your main entrance in use, or do most regular attenders use another entrance?<sup>19</sup> Do you need to put up signage or have a greeter to direct newcomers to the entrance that regular attenders use?

### *Signage<sup>20</sup>*

Your church should have good external and internal signage that clearly points newcomers to key areas of the church such as the the main entrance, main auditorium, welcome centre, washrooms, children's area, gymnasium, and other important locations.

### *Welcome Centre*

Many churches have a welcome centre that is staffed by friendly people who can help newcomers. Signage, platform announcements and church bulletins all communicate that the welcome centre is there to welcome and assists newcomers.

### *General Cleanliness/Clutter*

Some churches have random items and clutter in key areas of the church that need to be cleaned up. Take a careful look at your entrance, worship center, washrooms, fellowship hall, hallways and other high traffic areas, and clean up the clutter as needed.

### *Worship Center*

Does your worship center need an update? While some updates are costly and will take time to plan and implement, others can be done with relative ease. To start, consider the look and layout of the platform, a fresh coat of paint, new banners, signage, and other basic furnishings. Many churches have switched from pews to chairs due to the flexibility they provide.

## Welcome Team

Every church has people gifted in hospitality who can help make Welcome and Integration a warm and vibrant ministry of the church that helps newcomers take first

<sup>19</sup> Some churches do not use their main entrances, and newcomers struggle to find their way in as they search around the building for a way in. Regular attenders know where to go, creating a feeling for newcomers that they are outsiders rather than welcomed guests, from the moment they arrive. Use your main church entrance if possible, but if you cannot, be sure you have clear signage and perhaps a greeter directing newcomers to the alternate entrance.

<sup>20</sup> See Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 58 and Thom Rainer, *Becoming a Welcoming Church* (Nashville: B&H Publishing, 2018), 35.

steps on their journey to to Christ. Your people who are gifted in hospitality may not realize that their gift can be vital in fulfilling the Great Commission in your church.

#### *Greeters*

It is important to have friendly greeters who know how to smile and give a warm welcome to everyone who comes to your church. They should be on the lookout for newcomers and be ready to help them find their way to different parts of the church such as the children's area, the washroom, and the main meeting space.

#### *Leadership and Ministry Staff*

A church staff member (or possibly a high capacity volunteer leader) should be appointed to oversee the Welcome and Integration Team. Their job is to plan the ministry, recruit a welcome team, and encourage the whole church to help in the process.

Note that the leaders, pastors and other ministry staff are an essential part of the welcome team. The times before<sup>21</sup> and after the service provide opportunity to be out among the people as they gather and provide greeting, keeping a watch out for newcomers.

#### *Members and Regular Attenders*

In *The Purpose Driven Church*, Rick Warren describes the “Three Minute Rule” where members, “...agreed that for the first three minutes after the service was over, members would talk only to people they’d never met.”<sup>22</sup>

#### *Gifts and Resources*

Many churches offer a welcome bag with gifts for newcomers, such as a coffee mug, an evangelist book (ie *The Case for Christ*)<sup>23</sup>, and helpful information about the church.

### **Follow up**

#### *Gathering Contact Information*

To follow up with a newcomer, you have to get their contact information<sup>24</sup> such as an email, phone number or address. But how do you get someone to give you their contact information?

One method is to ask newcomers to fill out a connection card. The problem is that not very many will do it. Nelson Searcy suggests asking everyone in the church to fill out the connection card every week,<sup>25</sup> so that newcomers will feel like it is part of the service and not a way that they will stand out. This system will help gather contact information from newcomers, as well as providing a steady stream of prayer requests, messages and other feedback from regular attenders.

<sup>21</sup> Rick Warren suggests that pastors maximize their greeting opportunities before the service, and schedule a prayer time for the service to happen at another time.

<sup>22</sup> Rick Warren, *The Purpose Driven Church* (Grand Rapids: Zondervan, 1995), 263.

<sup>23</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 71.

<sup>24</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 67.

<sup>25</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 74-76.

It is important to consider online attenders and look for ways to gather their contact information. Since the COVID pandemic, many have learned ways to gather contact information from online attenders. Methods will vary depending on the online software and tools employed by your church to deliver the online experience. But whatever your method, be sure to think about how you can connect personally with your participants.

#### *Follow Up Communications*

Using the contact information you have gathered, be sure to email newcomers (or consider a call or text, depending on the culture of your community) to thank them for coming and invite them to return the following week.

If you are able to gather their mailing address, send them a physical letter or card, handwritten if possible, and consider including a gift card (for example, \$5 for Starbucks or Tim Hortons), and invite them back next week. In our world of form letters where there is little personal touch, do what you can to make your letter warm and inviting. The small gift communicates generosity and most people will find it unexpected but appreciated. It is all part of being welcoming and hospitable to people, and encouraging them to return.

#### **Second Time Guests**

It is a really big deal when someone returns for a second visit,<sup>26</sup> as they enjoyed the first visit enough to return. So it is important to connect with second-time attenders, to welcome them back and help their second visit to be a good one. Your welcome team should be trained to watch for returning guests and encouraged to welcome them back.

Searcy teaches that newcomers need to connect relationally in the church during their first four to six months<sup>27</sup> if they are going to stay, so it is important to help people build relationships. Searcy suggests three ways to connect them:<sup>28</sup>

- Small groups
- Fun Events
- Service Teams

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<sup>26</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 105. Searcy devotes two chapters (p104-131) in his book *Fusion* to teaching about helping second-time guests stick in your church.

<sup>27</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 120.

<sup>28</sup> Nelson Searcy, *Fusion* (Ventura: Regal, 2007), 122-129.

## Welcome Flow: Opportunities to Connect with Newcomers

The list below summarizes the “welcome flow” for newcomers and highlights many opportunities to connect. You might think of other connection opportunities to add to the list.

### *In Person*

- Initial visit to the church website (See website section above)
- Drive/walk/park on the property (Signage, Parking Team)
- Enter the building (Greeting, Signage)
- Enter the main worship room (Greeting, Signage)
- Look for the washroom (Welcome Team, Signage)
- Look for where to take your kids (Welcome Team, Signage)
- Receive a bulletin or other handout or e-handout (Greeter)
- The Pastor or other service leader gives a welcome to newcomers from the front
- Connection Card (Invite newcomers to complete it)
- Greeting/Conversation before leaving after the service (Welcome Team, Congregation members)
- Look for answers to questions (Welcome Team, Welcome Center)
- Welcome Gift (Welcome Team, Welcome Center)
- Follow up email and/or letter (Using contact info from Connection Card)

### *Online*

- Initial visit to the church website
- Sign on/visit the online service
- General Online chat before, during and after the service
- Greetings/Chat from Welcome Team member
- Pop-up Box or other invite to connect (a tool to serve the purpose of a Connection Card)
- Breakout rooms/links for newcomers
- Follow up email and/or letter (Using contact info from Connection Card style tool)

## 3. Newcomers, Hospitality and the Gospel

The gospel significance of a Welcome and Integration ministry cannot be overstated.

The teaching material above gives practical ideas for building a system to welcome and integrate newcomers, but it is up to you to customize it to fit your church.

Remember that many newcomers who visit your church will not yet be believers. By welcoming them and showing hospitality you are preparing the way for them to receive the gospel. As they feel welcomed and cared for, they are much more likely to return, hear the gospel, and trust in Christ.



**Discussion: Welcome and Integration**

1. Does your church have a strategy to welcome and integrate people into your congregation? Who oversees it? What is working well? What could you improve?
  
2. Does your church website do a good job of helping newcomers choose to attend your church? What is working well? What could you improve?
  
3. Are the members of your welcome team gifted in hospitality? How can you get more hospitable people to join your team?
  
4. How do you gather newcomer's contact information? Consider both in-person and online guests.
  
5. Is your church facility welcoming to newcomers? How could you improve it?

# SESSION 6 COACHING GUIDE

## MOVING OUTWARDS - EVANGELISM AND INTEGRATION

### Session 6 Content Summary

- I. Devotional & Teaching Part 1: The Great Commission & Evangelism
  1. Devotional on The Great Commission
  2. Teaching on Evangelism and How People Come to Faith in Christ
- II. Teaching Part 2: Welcome and Integration
  1. The Importance of an Integration Plan
  2. Preparing for Newcomers
    - Website
    - Facility
    - Welcome Team
    - Follow Up
    - Second Time Guests
    - Welcome Flow: Opportunities to Connect with Newcomers
  3. Newcomers, Hospitality and the Gospel

### Coaching Discussion Starters

The discussion points below are meant as suggestions to help your conversation, but you are not required to use them. Please feel free to discuss whatever topics are most applicable to the participant's ministry situation.

1. Does your church have a strategy to train people in evangelism? Discuss.
2. Gary McIntosh concludes that "The main methodology that is effective in winning nonbelievers to faith in Christ is simply conversation."<sup>1</sup> What implications might this conclusion have for your church regarding how you train your people in evangelism?
3. Does your church have a strategy to welcome and integrate people into your congregation? Who oversees it? What is working well? What could you improve?
4. Does your church website do a good job of helping newcomers choose to attend your church? What is working well? What could you improve?
5. How do you gather newcomer's contact information? (in-person and online guests)
6. Is your church facility welcoming to newcomers? How could you improve it?

<sup>1</sup> Gary McIntosh, *Growing God's Church* (Grand Rapids: Baker Books, 2016), 155.



## SESSION 7

# FINDING, LEADING AND MANAGING STAFF


### Today's Agenda:

- Welcome and Prayer (10min)
- Devotional and Discussion (20min)
- Teaching and Discussion Part 1 (60min)
- Break (15min)
- Teaching and Discussion Part 2 (75min)
- Finish

### Preparation for the Next Meeting

The topic for our final meeting is *Managing Time, Energy, and Family Life*.

Prior to the next meeting:

- Meet with your Coach
- 

### Devotional: Biblical Principles for Leading Staff

*But Jesus called them to him and said, "You know that the rulers of the Gentiles lord it over them, and their great ones exercise authority over them. <sup>26</sup> It shall not be so among you. But whoever would be great among you must be your servant, <sup>27</sup> and whoever would be first among you must be your slave, <sup>28</sup> even as the Son of Man came not to be served but to serve, and to give his life as a ransom for many."* *Matthew 20:25-28<sup>1</sup>*

*So whatever you wish that others would do to you, do also to them, for this is the law and the Prophets.* *Matthew 7:12*

*Bondservants, obey your earthly masters with fear and trembling, with a sincere heart, as you would Christ, not by the way of eye-service, as people-pleasers, but as bondservants of Christ, doing the will of God from the heart, rendering service with a good will as to the Lord and not to man, knowing that whatever good anyone does, this he will receive back from the Lord, whether he is a bondservant or is free. Masters, do the same to them, and stop your threatening, knowing that he who is both their Master and yours is in heaven, and that there is no partiality with him.* *Ephesians 6:5-9*

*Bondservants, obey in everything those who are your earthly masters, not by way of eye-service, as people-pleasers, but with sincerity of heart, fearing the Lord. Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ. For the wrongdoer will be paid back for the wrong he has done, and there is no partiality. Masters, treat your bondservants justly and fairly, knowing that you also have a Master in heaven.* *Colossians 3:22-4:1*

#### **Servant Leadership (Matthew 20:25-28)**

A supervisor's job is to serve staff, not lord it over them.

#### **The Golden Rule (Matthew 7:12)**

Apply Jesus' famous Golden Rule to how you lead and care for your staff.

#### **Principles for Employers (Ephesians 6:5-9, Colossians 3:22-4:1)**

These passages contain the patterns of Spirit-filled, Word-centred employers and employees.

- Employers' attitudes should be the same as their employees:
  - not people pleasers, but working as bondservants of Christ
  - sincerity of heart, fearing the Lord
  - work with all your heart to the Lord, knowing that He will reward you
- Treat your staff "justly and fairly" knowing that the Lord is your Master.
- Use love, not threats, as a primary motivator.

Remember that people usually quit their bosses, not their jobs. Your work as a supervisor can make or break the life of a staff member and their family. You are a shepherd of your staff, and need to love and respect them, treating them as you would want to be treated.

<sup>1</sup> Unless otherwise indicated, Scripture quotations are from the ESV® Bible (The Holy Bible, English Standard Version®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved.



**Teaching Part 1 - Teaching Part 1: Hiring Right - Building a Great Team - Steve Adams**

**Introduction**

Churches often hire nice people- who may not be the right people.

Every staff member is interim- it is simply a case of how long the tenure is.

The Law of Proportionate Representation – the smaller the staff the greater the need for good hires.

**The Hiring Paradox**

*If I do this well, I have no opportunity to get better at it.*

**Staff transitions cost...**

- 1) Congregants – every staff member will gather constituents who will manifest varying dissent levels at a staff member's departure.
- 2) Finances- Most severances now are without cause to avoid legal implications, which means larger severance packages. Additionally, departed, or unhappy congregants can affect offerings. Looking forward there is the cost of a re-hiring.
- 3) Credibility and Trust – the person you cheered on is now on the way out and often with a less than adequate explanation for many.
- 4) Momentum – long tenure develops a flywheel effect and eliminates competing visions.



## 1. Getting Started: Defining the Position

**Looking Back** - Think: Learning from where you have been. What can we learn from the departing staff person's tenure?

- a) Departing exit interview – Interviewer at arms-length. Collect the data you need through carefully crafted questions.
- b) Interviewing players- Those close to the ministry should be tapped with their sense of what can be learned.
- c) Predictive Index Role Target Assessment – contact Steve Adams
- d) Strategic Questions- carefully crafted, consistent questions are required to gain the most needed information.

**Looking Around** – What is happening in our church and others like it?

- a) If a new role, who can you learn from?

Critical considerations.... discerning the person, we need – if we do not get this right there is extraordinarily little chance of getting the right person.

- i) Who do we need immediately and ultimately? – which also speaks to the issue of a novice or a seasoned player.
- ii) What are the definite disqualifiers? E.g., citizenship, credentials, educational requirements
- iii) Can you do this yourselves? – can an outsider help and how?
- b) Soft data on our current reality....
  - i) We must discern our church and specific ministry lifecycle.
  - ii) Church culture...historic dynamics, theological bent, history
  - iii) Settle only for certitude for the sake of integrity. Paint an accurate picture of your reality because of the issue of expectations. Bringing a new team member into an inaccurately articulated environment will damage credibility for a long time.

## **2. Getting Going - Presenting the Position**

### **What do we say?**

- a) Role Description - what activities make up this role.
- b) Expectation Document- what does competency look like vs simply activity.
- c) Church Description – age, style, history, vision, make-up, opportunities, and challenges
- d) Staff/Ministry/Culture Description - You must answer the questions.... Who am I going to do this with and how do they do it?
- e) Community Profile – What is it like to live in your community?
- f) Present a vision (Which is seen better than read). This is best done with video. Caveat- it must be well done.

Check out an example... <https://vimeo.com/530403862>

### **Where do we look?**

- a) Search as broadly as you can.
- b) Focused contact – Reach out to churches and individuals that are of “like kind” and avail them to the opportunities and materials you have prepared.
- c) Others in Similar Circles – networks, associations, publications, social media, paid web staffing services
- d) Denominations – Start with FEB Central.
- e) Schools – They have both student and alumni contacts.
- f) Internal candidates- often considered as the EASY and SAFE way out which is false. The challenges are equal but different. This requires a very circumspect approach. Call Steve Adams if you would like to discuss.

### **What do we do?**

- a) Simultaneously initiate a church wide prayer initiative with a tool to direct participants.
- b) Communicate well the process and updates.
- c) Wait for the best – the best way to remove a wrong hire is to not hire them.
- d) Do not violate the process – it could very well undermine your candidate by those who do not like the decision.

### 3. Coming to a Decision: Filling the Position

#### Sorting Candidates

- a) Kingdom Perspective First - We are building the kingdom not building our church. We must give up some of our starters.
- b) Avoid beauty contests.
- c) Watch for a candidate's adherence to process- it will tell you something about their view of providence and authority.
- d) Assemble in initial assessment team – This group is charged with bringing the best.

#### Reviewing a Candidate

- a) Discern the Five C's of Hiring.
  - i) Character – As best as you can tell are they Christlike and going in His image.
  - ii) Competence – can they do the job AND is there a reasonable expectation they can see our expectations realized.
  - iii) Context – what is different in their current context from theirs to ours.
  - iv) Chemistry – between the candidate and you as the leader.
  - v) Culture – fit amongst the other staff.
- b) Reference Checks – The 2 most important reference check questions....
  - i) Will you tell me a little bit about \_\_\_\_\_? – be quiet and listen to what falls out of their mouth.
  - ii) Would you re-hire \_\_\_\_\_ again?

Ask for a minimum of 2 non-Christians for reference checks.

- c) Background checks – criminal, credit, social media.
- d) Assessment Tools – PI, Birkman, APEST, Strengthsfinder, Enneagram, DISC, Myers Briggs.  
Note: These are only as good as the assessor who understands the nuances of the tool.
- e) Focused Prayer – centered around an individual candidate.
- f) Interview and Candidating – this is an art as well as a science. A good leader always loves deeply that which they lead.



### **Establishing the Candidate - Onboarding**

Hiring is concluded 90 days into the employee's tenure.

- i) Coach- deliberate weekly non-negotiable time. The new hire is to come prepared with questions – none of which are out of bounds.
- ii) Clarify- Note: do you have adequate staff onboarding documents?
- iii) Connect – with your team and church and their family and into the church and the community.
- iv) Correct – on areas of character, work ethic and policy.



## Teaching Part 2 - Leading and Managing Staff - Tim Strickland

“And David shepherded them with integrity of heart;  
with skillful hands he led them.”

*Psalm 78:72 (NIV)<sup>2</sup>*

### 1. Clarity for Staff

Every staff member needs Responsibility, Authority, Resources and Accountability<sup>3</sup>

- What work do you expect them to do? (clear **job description**)
- What goals do you expect them to accomplish? What does a win look like? (clear **expectation description**<sup>4</sup>)
- Boundary-setting leadership over Approval-granting leadership <sup>5</sup>
- What are the **boundaries** they play within? (doctrine, budget, scope, respect)
- What **resources** do they need to succeed?
- Who do they report to? How are they supported and held **accountable**?

### 2. Managing Staff

#### Management by Walking Around<sup>6</sup>

Management by Walking Around is one of the most useful management principles one can learn. Here’s how it works: You pop in on a staff member’s ministry to say hi and see what is happening. You use what you learn for encouragement, coaching, and other feedback:

#### Encouragement and Care

- It encourages the staff member as it shows you care about their ministry
- It encourages the people serving in their ministry because it shows you care
- It encourages the participants in the ministry because it shows you care

#### Learning

- It gives you insight into how the ministry runs so you can speak intelligently about it
- It lets you see the staff member in action in their environment, with their people

<sup>2</sup> Scripture quotations marked (NIV) are taken from the Holy Bible, New International Version®, NIV®. Copyright © 1973, 1978, 1984, 2011 by Biblica, Inc.™ Used by permission of Zondervan. All rights reserved worldwide. www.zondervan.com The “NIV” and “New International Version” are trademarks registered in the United States Patent and Trademark Office by Biblica, Inc.™

<sup>3</sup> Kaiser, John, *Winning on Purpose*, (Abingdon Press, Nashville, 2006)

<sup>4</sup> I learned about an expectation description from Steve Adams.

<sup>5</sup> Kaiser, John, *Winning on Purpose*, (Abingdon Press, Nashville, 2006), p63-65.

<sup>6</sup> MBWA is the term for a popular management technique described in *In Search of Excellence* by Peters and Waterman.

### Coaching

- It gives you information that you can use for coaching and encouraging the staff member
- There are things happening, both good and bad, that they cannot see because they are in the middle of leading, or because they have been doing it so long that they don't notice
  - Environment - suitability of meeting location, cleanliness, equipment needs
  - Curriculum
  - Speaking/Teaching style
  - Doctrinal points - what is being taught/assumed?
  - What are other leaders in the ministry doing?
  - Are there potential leaders among the participants?

### Leadership Styles for Managing Staff

Ken Blanchard recommends different leadership styles to match a person's skill level:<sup>7</sup>

- Directing - high direction, low support
- Coaching - high direction, high support
- Supporting - low direction, high support
- Delegating - low direction, low support

### Teaching and Coaching Staff

There are common ministry tasks that experienced leaders do without thinking about the steps and skills involved. We make a mistake when we assume a less-experienced staff member will automatically know how to these tasks.

Here is a process of teaching someone how to do something new:<sup>8</sup>

1. I do the task
2. I do the task, you watch
3. We do the task together
4. You do the task, I watch
5. You do the task

### Management by Objectives<sup>9</sup>

MBO is a management technique that helps direct a staff member's efforts using goals and objectives.

The basic process is to work with the staff member to set annual goals that align with their job description and the larger vision of the church.

Part of the staff member's annual review is based on progress made towards those goals.

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<sup>7</sup> Blanchard, Ken, *Leadership and the One Minute Manager*

<sup>8</sup> I don't remember the source of this *I do - You do* training process.

<sup>9</sup> MBO was popularized by Peter Drucker in his book *The Practice of Management*.

### 3. Leadership Development for Staff

As a servant leader, one of your primary tasks is to help your staff develop as leaders. Make it your mission to help them grow.

Every staff member should have annual goals for leadership development. Please see the NLL teaching, *Creating a Personal Leadership Development Plan* (pg. 38).

Team LD: Read a book together (or watch a video, or attend training) as a staff in one of the five areas of LD (general, ministry specific, personal, spiritual, doctrinal).

#### Common Growth Areas for Staff

##### General Leadership

- leading change
- leading volunteers
- managing conflict
- project management - planning and implementing
- recruiting volunteers
- developing new leaders

##### Ministry Skills: Speaking

- learning to vary your voice, use gestures, and other skills that make you more interesting
- organizing the sermon effectively, balancing exegesis, illustrations and application

##### Personal Leadership

- managing time
- knowing and working in your gifts
- planning and goal setting

##### Spiritual Leadership

- trusting the Lord in giving results over to Him
- walking (and working) in the Spirit and not your own strength
- patience
- staying calm amidst adversity

##### Doctrinal Leadership

- how to study, master and develop a conviction on a difficult subject
- explaining doctrine simply and clearly
- knowing what hills to die on
- discerning which theologians to listen to

#### Helping Staff Develop Leaders

As you teach your staff how to grow as leaders, you can show them how to **discover, develop and deploy leaders** in their ministries, using the same principles they are learning themselves.

#### 4. Evaluating & Rewarding Staff<sup>10</sup>

*His master said to him, ‘Well done, good and faithful servant. **You have been faithful over a little; I will set you over much.** Enter into the joy of your master.’ Matthew 25:21*

**Principle:** People who are faithful with little can be entrusted with more. Therefore you need to reward and “promote” people who are faithful and fruitful in what they are doing, to greater responsibility.

##### Review Staff Based on:<sup>11</sup>

- Job Description
- Annual Ministry Goals
- Personal Leadership Growth
- Personal Character Development

##### “Pay” Leaders:<sup>12</sup>

To retain quality leaders, you will need to determine what uniquely encourages each leader in their work and “pay” them accordingly

- For staff, this means adequate salary and benefits as a baseline, but you also need to consider how to “pay” them in non-financial ways.
- For staff and lay leaders, you can “pay” them with:
  - Encouragement
  - Small gifts
  - Tools/resources (tech, curriculum, budget)
  - Access/time with you
  - Opportunities to give input
  - “Insider” information
  - Increased decision-making authority
  - More responsibility/opportunity – see the Ministry Pipeline below

##### Breaks for Leaders

For leaders to stay in top form, they need to rest.

- Make sure staff leaders take their weekly Sabbath and their annual holidays.
- Encourage lay leaders to take breaks from leading, from time to time
  - A few weeks break, or even a semester break

#### ***Discussion and Future Teaching Section:***

#### ***Hiring Strategically: What positions should you hire in what order?***

<sup>10</sup> Malphurs, Aubrey, and Mancini, Will, *Building Leaders* (Grand Rapids: Baker Books, 2004), p184-188.

<sup>11</sup> See the LD section on febcnetral.ca for sample job descriptions and corresponding annual review templates. See also the attached example.

<sup>12</sup> I heard Steve Stroope share about different ways to “pay” staff on a recording with Nelson Searcy.

# SESSION 7 COACHING GUIDE

## FINDING, LEADING AND MANAGING STAFF

### Session 7 Content Summary

- I. Devotional: Biblical Principles for Leading Staff
- II. Teaching Overview: A Plan to Develop Leaders
  1. Hiring and Releasing Staff
    - Getting Started: Defining the Position
    - Getting Going: Presenting the Position
    - Coming to a Decision: Filling the Position
  2. Leading and Managing Staff
    - Clarity for Staff
    - Managing Staff
    - Leadership Development for Staff
    - Evaluating and Rewarding Staff

### Coaching Discussion Starters

The discussion points below are meant as suggestions to help your conversation, but you are not required to use them. Please feel free to discuss whatever topics are most applicable to the participant's ministry situation.

1. What are your greatest blessings and greatest challenges with your staff? Discuss.
2. Do you have job descriptions and expectation descriptions for yourself and your staff? Discuss.
3. Do you need to hire anyone in the near future? What principles from the teaching were most helpful to you regarding a strategy for hiring?
4. How would you describe your leadership/management style? Do you practice "management by walking around?" Discuss.
5. Do your staff have personal leadership development plans? What steps can you take to help them continue growing as leaders?
6. How do you evaluate and reward your staff? What practices can you implement to provide both feedback and celebration of their work?



## **SESSION 8** **MANAGING TIME, ENERGY, AND FAMILY LIFE**

### **Today's Agenda:**

Welcome and Prayer (10min)

Psalm 90: Devotional and Discussion (20min)

Teaching and Discussion (60min)

Break (15min)

Discussion of Network Teachings that Impacted you the Most (75min)

Finish

### **Our Final Meeting**

Today is our final meeting in the Next Level Leadership Network.

- You are encouraged to meet with your Coach one more time.

**Devotional: When You Number Your Days, It Makes You Wise - Psalm 90<sup>1</sup>**

**Psalm 90 (ESV)** A Prayer of Moses, the man of God.

**The Lord is our Eternal Dwelling Place**

<sup>1</sup> Lord, you have been our dwelling place in all generations.

<sup>2</sup> Before the mountains were brought forth, or ever you had formed the earth and the world, from everlasting to everlasting you are God.

**Our Lives are Short when Compared with our Eternal Creator**

<sup>3</sup> You return man to dust and say, "Return, O children of man!" <sup>4</sup> For a thousand years in your sight are but as yesterday when it is past, or as a watch in the night.

<sup>5</sup> You sweep them away as with a flood; they are like a dream, like grass that is renewed in the morning: <sup>6</sup> in the morning it flourishes and is renewed; in the evening it fades and withers.

**Our Sin Brings God's Wrath, which Makes Life Short and Difficult**

<sup>7</sup> For we are brought to an end by your anger; by your wrath we are dismayed.

<sup>8</sup> You have set our iniquities before you, our secret sins in the light of your presence.

<sup>9</sup> For all our days pass away under your wrath; we bring our years to an end like a sigh.

<sup>10</sup> The years of our life are seventy, or even by reason of strength eighty; yet their span is but toil and trouble; they are soon gone, and we fly away.

<sup>11</sup> Who considers the power of your anger, and your wrath according to the fear of you?

**When you Know your Days are Numbered, it Makes you Wise**

<sup>12</sup> So teach us to number our days that we may get a heart of wisdom.

**Look to the Lord! Seek His Comfort, Satisfaction, Joy, and Blessing**

<sup>13</sup> Return, O LORD! How long? Have pity on your servants!

<sup>14</sup> Satisfy us in the morning with your steadfast love, that we may rejoice and be glad all our days. <sup>15</sup> Make us glad for as many days as you have afflicted us, and for as many years as we have seen evil.

<sup>16</sup> Let your work be shown to your servants, and your glorious power to their children.

<sup>17</sup> Let the favor of the Lord our God be upon us, and establish the work of our hands upon us; yes, establish the work of our hands!

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<sup>1</sup> Unless otherwise indicated, Scripture quotations are from the ESV® Bible (The Holy Bible, English 1 Standard Version®), copyright © 2001 by Crossway, a publishing ministry of Good News Publishers. Used by permission. All rights reserved.

### What does it mean to number our days?

- It means recognizing that life is short
- It means living in light of eternity
- It means recognizing that we are finite human beings in a sinful world
- It means asking God how you can best use the time you are given
- It means working hard when it is time to work
- It means resting peacefully when it is time to rest
- It means reflecting on the time past to see if you have used it well
- It means reflecting on the time ahead to consider if you are planning to use it well
- It means being ready to share about Jesus when the opportunity arises, so that you make the most of those moments when they come

### Look to the example of Jesus, who lived a relatively short life and made the most of His time:

He lived His life on purpose: He was on a mission from God, to find people who were dead spiritually and give them spiritual life in Himself – John 10:10, Luke 19:10

- He prepared for His mission – Luke 2:52
- His primary activities directly contributed to His mission – Matthew 4:23
- He worked hard at His mission - Mark 6:31-32
- He rested so that He would be able to complete His mission – Mark 6:31-32
- He would not abandon His mission – Mt 16:21-23, Mark 1:36-39
- He welcomed “interruptions” that contributed to His mission – Luke 8:43-48
- He prayed and thought **before** He acted and encouraged reflection in others – Mark 1:35, Lk 9:18
- He surrounded Himself with others and sent them on the same mission – Matthew 4:18, Mark 3:13-18

**We all need to pray:**

*“Teach us to number our days, so that we may get a heart of wisdom”*



## Teaching - Managing Time, Energy, and Family Life

*And rising very early in the morning, while it was still dark, he departed and went out to a desolate place, and there he prayed. And Simon and those who were with him searched for him, and they found him and said to him, "Everyone is looking for you." And he said to them, "Let us go on to the next towns, that I may preach there also, for that is why I came out."*

*Mark 1:35–38 ESV*

*Look carefully then how you walk, not as unwise but as wise, making the best use of the time, because the days are evil.*

*Ephesians 5:15-16 ESV*

## Introduction

We live in an age of “busy-ness” and there is no shortage of work to do in ministry. We need to manage our time and energy wisely, as well as our family lives, if we are to be effective in ministry for the long haul.

This teaching is not intended to be a complete teaching on time, energy and family management, but rather selected lessons that may be of help.

## Outline of Teaching

### 1. Managing Time and Energy

- Nieuwhof: Working within your high, medium and low energy times
- The principle of focus
- Managing energy: task vs. people
- Task management
- Delegation and servant leadership
- Additional points

### 2. Managing your Family

- Choose to win with your family
- Prioritize God first, your spouse second, your kids third, church fourth
- Love and respect
- Manage your money
- Make some friends
- Find a hobby

## 1. Managing Time and Energy

There is a book that offers a key insight, summarized by the subtitle: “Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal.”<sup>2</sup> Time is most useful when you have enough energy to make the best of it.

### Nieuwhof: Working within your High, Medium, and Low Energy Times

Carey Nieuwhof’s course, *The High Impact Leader*, is an excellent course about managing time and energy, and it is worth the investment.

Nieuwhof combines a few simple time and energy management points that have significant implications on your best workflow patterns.

He notes that people have high, medium and low energy times in the day. For example, some people have high energy in the mornings, some around midday, and some in the late afternoon. He argues that you should understand your high, medium, and low energy times, and plan tasks that require your best work to coincide with your high energy times, whenever possible. You should do necessary but less energy dependent tasks at your medium and low energy times.

### The Principle of Focus

The Principle of Focus suggests that most people can only focus on a task for about 90-120min without needing a break.<sup>3</sup> Thus it is wise to plan work in 90-120min segments, with breaks in between. You likely will get more done by working this way than by working on a task for 3-4 hours straight.

Combining the Principle of Focus with Nieuwhof’s energy management teaching, you may find that you have 2-3 daily 90-120min windows for your best work, 2-3 for medium energy work, and 2-3 for low energy work. Of course not all tasks take 90-120min, so some of your time can be spent on several quicker tasks, calls, research, etc...

### Managing Energy: Tasks vs People

As a leader your job includes work that is both people-oriented and task-oriented. For example: visits, phone calls, meetings, and attending church activities. These tend to be people-oriented, while teaching prep, reading, and planning tend to be more task-oriented. Many ministry activities combine people and tasks, but they tend to lean one way or the other. Depending on your God-given personality, you will gravitate more to people or tasks because one energizes you while the other drains your energy. For example, you may spend hours in the study preparing to teach and come out energized, while an hour-long visit can leave you tired. Or the reverse may be true.

<sup>2</sup> Jim Loehr and Tony Schwartz, *The Power of Full Engagement* (New York: Free Press, 2005).

<sup>3</sup> Source: Possibly from *The Power of Full Engagement*, or Tim Challies.

Since both task and people work need to be done, it is important to understand your personality and plan your time and breaks to account for the energy it gives or takes from you. For example, every leader needs to be a people person on Sunday morning, at board meetings, and in other gatherings. If you are not energized by people, then you may need to plan rest breaks following these “people work” times.

One caution: some time management material encourages you to be unavailable to people unless it is scheduled well in advance. This principle has both merit and limitations for leaders. Scheduling meetings in advance allows you to get more done and meet with more people. However, taken to the extreme, no one can get in touch with you without booking a meeting days or weeks in advance. There is a balance in this, as you don't want to be ruled by the tyranny of the urgent, but you don't want to be inaccessible either. In addition, always try to be available to your work team and people who you are supporting in their work, even if it means changing your schedule and not accomplishing all the tasks you would like.

## Task Management

### *Prioritize the Big Rocks*

You have probably seen the physical illustration where someone fills a jar with sand and then it is impossible to put big rocks or small rocks in it because the sand fills all the space. But if you put big rocks in first, small rocks next, and the sand last, there is room for everything.

It is important to prioritize the "Big Rocks" in your life and ministry. That means knowing your "Big Rocks" and keeping them in front of you, maybe on a piece of paper, maybe on the wall, or maybe at the top of your task management system. Ministry has a way of pushing you to fill your jar with sand and small stones - tasks that have merit but which are not the big items that will make the difference in six months, a year or a decade.

It is helpful to classify tasks using the two categories of: a) Importance (Priority) and b) Urgency (Timeliness). You can assign codes to tasks, such as P1T1 for a task that is Priority 1 and Timeliness 1.<sup>4</sup> Note that often the urgent tasks are not important, and the important tasks are not urgent. If you don't set aside quality time for the P1T3 tasks (Priority 1, Timeliness 3), you will have trouble accomplishing significant work in the long run. Leadership Development is a classic example of P1T3 work - you know it is important, but you can get away without doing much of it for years before you pay the price (or your successor pays the price).

### *Task Management System*

Every leader needs a system for keeping track of tasks and projects. You need a system that fits your personality and work style, but typically every system will include some combination of:

- Task Management
- Calendar
- Notes
- Files

<sup>4</sup> I do not recall the source of this Priority-Timeliness task categorization system.

David Allen wrote the classic book *Getting Things Done*. While it is somewhat dated, the principles are valuable and it is worth the read. There is task management software called Nozbe, which is based on Allen's system. It allows for creating and categorizing projects, and helps you to not lose track of tasks that need to be done. Note that sometimes it is easier to put a task in your calendar than in task software, as the task has a date attached and the calendar reminder feature will make sure you don't forget it.

For keeping notes, one option is to use a combination of MS OneNote and a physical journal book, depending on the content and the setting where you are writing it down.

Also, keep a mix of physical and electronic files. Keeping file folders, labels, and a file drawer at arms length in your office help to file papers quickly.<sup>5</sup> Try to organize your electronic files according to key areas of your work, and use explanatory directory names that start with numbers, dates, or letters for alphabetical order, to keep them in an order where you can find them. Give your files names that make sense to you, to help you find what you're looking for.

### **Delegation and Servant Leadership**

In the past you may have felt guilty for giving people "mundane" tasks at church that you were capable of doing yourself, wanting to be a servant leader and show that you are willing to serve in low profile roles as well as up-front roles. While a willingness to serve humbly is essential, consider that by not delegating tasks, you might be taking away opportunities for other people to serve in their areas of giftedness and grow in the Lord.<sup>6</sup>

Remember that two spiritual gifts are "helping" and "service."<sup>7</sup> That means some people are gifted and enjoy doing tasks that might seem mundane to you. They may receive the same joy and satisfaction in the Lord from doing a task in their giftedness that you receive from preaching or other activities in your giftedness.

### **Working with an Assistant**

It is vital for most pastors and many leaders to have a competent ministry assistant to help with administration.<sup>8</sup> A good assistant may be twice as good as you at administration, and the typical admin salary is about half of a typical pastor's salary. So a good ministry assistant could provide a 4 to 1 return on investment, compared with you doing admin yourself.

It is worthwhile to make a list of routine admin tasks that you do slowly and/or that someone else could do instead. For a pastor this could include many tasks such as scheduling meetings, creating slides for the sermon, proofreading and formatting documents, booking rooms at the church, coordinating workers who are doing repairs, sending and receiving regular communications, updating the website and social media, gathering and distributing prayer requests, maintaining the church's physical and electronic files, and so on.

<sup>5</sup> Dave Allen, *Getting Things Done*, (New York: Penguin Books, 2001), 98.

<sup>6</sup> Dr. Sid Buzzell, Denver Seminary.

<sup>7</sup> 1 Corinthians 12:28, Romans 12:7.

<sup>8</sup> This may not be possible in some church plants or smaller churches where budget is limited. However it may be possible to find a volunteer who can provide admin help.

### Maximizing Meetings

Most of us know that meetings can be huge time wasters, but they are also a necessary part of ministry. Here are a couple of ways to maximize meetings:

#### *Plan a start and end time*

The end time is key, because it will encourage everyone to say what they really need to in a given time, rather than dragging it out and talking in circles. If you really need more time, you can extend the meeting or plan a follow-up meeting.

#### *Always have an agenda*

When you have an agenda, it tells everyone what you are trying to accomplish together, and allows them to prepare for the meeting. Sometimes you don't have time to share the agenda in advance, but it is still helpful to jot down the items you plan to discuss.

### Read the Best Books, Not the Good Ones

There is not enough time to read all the "good" books, so you should only read the "best" books.<sup>9</sup> Think about how many books you have time to read in a year. If you are going to spend five to ten hours (or longer) reading a book, it is worthwhile to research whether it is a good or great book.

Audiobooks are another way to maximize your reading, as you can listen to them in the car, while exercising, or at other times "when your hands are busy but your mind is free."<sup>10</sup>

### Take your Sabbaths and Plan your Holidays

It is important for both you and your family that you take your Sabbath, holidays and other breaks. Pastoral work is demanding and often involves being out at night and having to go somewhere at the last minute to help someone.

Aim to be strict with your weekly Sabbath, asking your church to respect it and try not to disturb it unless there is an emergency. It is also important to take holidays in blocks of two weeks or more, because it often takes a week to shut down from work and start to rest. Turn off email and avoid work-related contacts unless it is an emergency.

### Get Adequate Sleep and Exercise

Part of your personal stewardship involves getting enough sleep and exercise. You will not have the energy you need for the long haul if you don't. If you are rested and healthy, you will have more energy for your family as well as your ministry.

### Pace Yourself as You Age

One of the great frustrations of life is that as you age, you grow in wisdom but decline in the energy. We have all heard it said to "work smarter, not harder." As you age you need to use wisdom to make up for having less energy.

<sup>9</sup> Gerry Organ, Personal Communication.

<sup>10</sup> Nelson Searcy uses this line in a resource, possibly his audio teaching *Time Management for Busy Pastors*.

## 2. Managing Your Family

*He must manage his own household well, with all dignity keeping his children submissive, for if someone does not know how to manage his own household, how will he care for God's church?*  
 1 Timothy 3:4–5 ESV

### Choose to Win with your Family

In his book *The Prevailing Church*,<sup>11</sup> Randy Pope notes that the people who criticize you as a pastor or leader for not spending enough time doing church work will be the same ones who criticize you later when your family is a mess because you spent too much time at the church. Pope decided that since he would lose with those people either way, he might as well choose to win with his family.

### Prioritize God First, your Spouse Second, your Kids Third, and the Church Fourth

Please don't misunderstand with the church being down the list at fourth. It's a high fourth and still very important, but you need to put the others ahead, or your relationship with God, your family and your ministry will pay the price.

Note: Many families in our world today would put kids first on this list, and this can cause strain in many marriages.

### Love and Respect

Ephesians 5 teaches that husbands are to love their wives and wives are to respect their husbands.<sup>12</sup>

### Five Love Languages

Gary Chapman's book, *The Five Love Languages*,<sup>13</sup> teaches that people receive love in five different ways. You can apply this teaching with your wife and kids.

- Words of Affirmation
- Acts of Service
- Receiving Gifts
- Quality Time
- Physical Touch

<sup>11</sup> Randy Pope, *The Prevailing Church*, (Chicago: Moody, 2002).

<sup>12</sup> Emmerson Eggerichs, *Love and Respect*, (Nashville: Thomas Nelson, 2004).

<sup>13</sup> Gary Chapman, *The 5 Love Languages*, (Chicago: Northfield Publishing, 1992).

### **Manage your Money**

One of the challenges of ministry is managing your personal finances, because most pastors are not paid huge salaries. With increasing living costs, and churches often unable to keep pace, this issue could become more of a challenge in days ahead.

There is good biblical financial teaching available.<sup>14</sup> However, even if you manage your money wisely, things can still be tight. You may need to be creative to make ends meet financially. Be sensitive that financial stress can be harder on your wife than it is on you.

### **Make Some Friends**

As a leader it is important to have friendships with people who do not have an agenda with you beyond your friendship. Some people in the church can separate ministry agendas from your friendship, but some cannot. This often means you will need to find friends outside the church. As much as your spouse and family are your friends, it is healthy and important to develop meaningful friendships where you can let your guard down and be yourself.

You may feel like you don't really have many friends. Maybe in the past you did have quite a few friends but for whatever reason, now there aren't so many. Ask the Lord to help you to develop and maintain friendships and possibly even renew old ones.

### **Find a Hobby**

While most of your life revolves around family and ministry, it's important to have activities you enjoy, to unwind and relax. God has given us many activities that help us relax and enjoy life. When you have a hobby that helps you relax, it often energizes you for when you get back to family and ministry.

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<sup>14</sup> For example, Crown Financial Ministries' *Managing our Finances God's Way* is an excellent small group course, available on Right Now Media. Randy Alcorn's book *Money, Possessions and Eternity* is also an excellent resource.

# SESSION 8 COACHING GUIDE

## MANAGING TIME, ENERGY, AND FAMILY LIFE

### Session 8 Content Summary

- I. Devotional: Psalm 90: When you know your days are numbered, it makes you wise
- II. Teaching Overview: Managing Time, Energy and Family Life
  1. Managing Time and Energy
    - Nieuwhof: Working within your High, Medium and Low Energy Times
    - The Principle of Focus
    - Managing Energy: Tasks vs People
    - Task Management
    - Delegation and Servant Leadership
    - Additional Points
  2. Managing your Family
    - Choose to Win with your Family
    - Prioritize God First, your Spouse Second, your Kids Third, Church Fourth
    - Love and Respect
    - Manage your Money
    - Make some Friends
    - Find a Hobby

### Coaching Discussion Starters

1. What does it mean for you to “number your days” (Psalm 90)? Discuss.
2. What are your high, medium and low energy times? What work do you do during each of those times? Are you more energized by tasks or people? How can you plan your work to maximize your energy and time?
3. How do you manage your tasks? Is your system working well for you? How could you improve it?
4. Do you have any ministry tasks that you could delegate? What is holding you back? Discuss a plan for delegating these task(s).
5. “Prioritize God First, your Spouse Second, your Kids Third, Church Fourth” - Do you agree with this order? How can you follow this order practically each week?
6. Discuss how you can build into your spouse and work to strengthen your marriage.



## AN OUTWARD, MISSIONARY FOCUS

*Thesis Excerpt by Tim Strickland<sup>1</sup>*

The fundamental shift that a leader in church revitalization must lead is the shift from being inwardly focused to outwardly focused. Instead of asking, “How will this bless us?,” the church should be asking, “How will this bless others?” Decisions, dollars, programs, and prayers need to have an emphasis on reaching out beyond the church walls. Spending months and years working through change processes, adopting new bylaws based on an Accountable Leadership Strategy, launching new ministry programs, and other revitalization activities are all done to ensure the church can reach out effectively.

This fundamental shift is repeatedly emphasized by church revitalization authors. Paul Borden writes, “The whole purpose of congregational transformation is to get congregations once again fulfilling God’s mission.”<sup>2</sup> Using a team sports metaphor for the church, Kaiser writes, “The object of the game for a congregation is the Great Commission: making disciples of Jesus Christ.”<sup>3</sup> Borden and Kaiser recognize that this Great Commission focus will impact behaviors in the pastor and the congregation. Regarding pastors in their judicatory, Borden states, “We asked pastors to forget that they are pastors and think of themselves as missionaries. Behaviors and priorities are changed when the leader sees the culture as ‘pagan’ and opposed to the Gospel message, with the local congregation functioning as a mission outpost designed to reach that culture.”<sup>4</sup> The pastor in church revitalization must shift from viewing oneself as a chaplain primarily giving spiritual care to church members to viewing oneself as a missionary leader who leads the church in sharing the gospel in the church’s community. Stetzer and Dodson echo Borden when they write,

Thus, missional leaders and churches are ones that are thinking and acting like missionaries. They understand their culture, lead biblically faithful and culturally relevant churches, and think in missionary ways about their contexts. ... Just as we’d need to learn the language, culture, context, and accepted avenues through which we could

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<sup>1</sup> Timothy Strickland, *Leadership in Church Revitalization* (D. Min Thesis, Denver Seminary, 2017), 112-124.

<sup>2</sup> Borden, *Direct Hit*, 57.

<sup>3</sup> Kaiser, *Winning on Purpose*, 61.

<sup>4</sup> Borden, *Hit the Bullseye*, 38.

communicate the gospel overseas, we need to adapt our church to the changing culture in which God has placed us.<sup>5</sup>

Leaders in church revitalization need to think and act like missionaries.

Kaiser talks about a similar shift in the congregation when he writes, “In a missional congregation, the members choose to serve newcomers before they serve themselves. The implications of this outward focus include connecting with people who are new to the church, inviting friends who might come to the church, and reaching out to those not yet interested in church.”<sup>6</sup> It is not only the pastor whose ministry orientation must change, but the whole congregation as well. Many congregations do not realize that they need to make this shift to be outwardly focused. Stetzer and Dodson describe the challenge. “Most pastors reading this believe that the church exists, at least in part, to fulfill the Great Commission. . . . But the average person in a church believes that the church exists to meet his or her needs and the needs of the family.”<sup>7</sup> It is a basic task of a leader in church revitalization to lead a change in thinking so that church members believe and behave in ways that reflect the church’s outwardly focused mission.

But what does it mean for a church to be outwardly focused? Rick Rusaw and Eric Swanson wrote their book, *The Externally Focused Church*, to advocate and describe a church that is externally focused. They write, “Externally focused churches are internally strong, but they are oriented externally. Their external focus is reflected in those things for which they staff and budget. Because they engage their communities with the good works and the good news of Jesus Christ, their communities are better places in which to live.”<sup>8</sup> Rusaw and Swanson argue that “good deeds and good news can’t and shouldn’t be separated.”<sup>9</sup> However, while not diminishing the need for evangelism, the clear emphasis of their book is on churches becoming active in good deeds to their community. They recognize that evangelistic opportunities will come through this service. Their emphasis on service has much to offer and reflects many biblical commands to love and care for others. The question becomes, do they have the right

<sup>5</sup> Stetzer and Dodson, *Comeback Churches*, 56.

<sup>6</sup> Kaiser, *Winning on Purpose*, 89.

<sup>7</sup> Stetzer and Dodson, *Comeback Churches*, 29-30.

<sup>8</sup> Eric Swanson and Ric Rusaw, *The Externally Focussed Church* (Loveland, CO: Group Publishing, 2004), 17.

<sup>9</sup> *Ibid.*, 24.

balance in their external focus? Gary McIntosh recently completed a significant evangelism study about how people come to faith in Christ and how they attend church. While not addressing Rusaw and Swanson directly, McIntosh addresses their emphasis on missional service when he writes,

There is less emphasis on evangelism in our churches than there used to be just two decades ago. ...In place of evangelism, churches have adopted a concept of missional outreach, which usually means they do acts of love, mercy, and justice in their communities. Any sort of outreach that affects our communities and families for Christ is good, but it is equally important in today's postmodern society for Christians and churches to proclaim the Good News of salvation in Jesus Christ. Good works and deeds do open doors for sharing the gospel, but it is only the message of Jesus Christ's death, burial and resurrection that has saving power. This is the reason I am writing this book. While it is important in today's postmodern society for Christians to let their light shine through missional acts of service, it is equally important, perhaps more so, to proclaim the Good News of salvation in Jesus Christ.<sup>10</sup>

It is important to note that McIntosh published in 2016, while Rusaw and Swanson published in 2004, twelve years earlier. McIntosh writes with the benefit of hindsight, observing how over a decade of missional outreach has impacted evangelism. He states that there has been a noted decrease in evangelism over the past two decades, with missional outreach replacing evangelistic outreach in many churches. McIntosh does not intend to criticize the good deeds that have been done, but he seeks to remind the church of its core purpose: evangelism that brings people to the saving knowledge of Christ. It is interesting to note that McIntosh, Rusaw and Swanson all advocate for both service-oriented outreach and evangelistic outreach. The difference is in their emphasis. McIntosh emphasizes evangelistic outreach while Rusaw and Swanson emphasizes outreach through works of service. Both are biblically mandated, worthwhile activities. Is not the answer simply to be balanced and do both? The researcher believes that a similar dynamic is taking place to one described by Kaiser in *Winning on Purpose*. Kaiser notes the biblical teaching that evangelism and discipleship are both key activities of the church. However he points out that when choices have to be made for what a church is to do first, something has to take priority. He advocates for placing a priority on evangelism, while not neglecting discipleship, because he notes that if a church tries to be balanced, experience shows that

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<sup>10</sup> McIntosh, *Growing God's Church*, 19-21.

evangelism inevitably takes the back seat.<sup>11</sup> It appears that McIntosh has discovered the same dynamic at work in the church over the past two decades, regarding good deeds and good news. While Rusaw and Swanson promoted the church both doing good deeds and sharing good news, the reality was that evangelism received less emphasis. With this concern in mind, the researcher advocates for an externally focused church placing priority on evangelism, while not neglecting missional outreach in the community. The need in the Canadian urban context is for evangelism, as the statistics cited in the opening chapter attest. There are many social and community service needs that the church can and should be involved in. But like Oswald J. Smith noted almost a century ago regarding world missions, no one but the church will care for the evangelization of those without Jesus.<sup>12</sup> If the church does not prioritize evangelism, no one else will.

### Outreach Strategies and Methods

With evangelism as the priority in an outwardly focused church, what strategies and specific methods should a leader in church revitalization employ? It was noted in the previous chapter that Western culture has shifted dramatically, and that strategies and methods of evangelism, which worked in a Christianized culture where people had a basic understanding of Christian values, are now much less effective in an increasingly secularized culture.<sup>13</sup> Evangelism strategies and methods for church revitalization need to consider this new cultural reality. Sonlife Ministries Founder Dann Spader discusses evangelism principles in the new cultural setting when he writes, “Outreach is a process. Many Chair 1 people [unsaved people] will need to hear the good news several times before they are ready to receive it. Few respond to the Gospel the first time it is shared.”<sup>14</sup> Referring to the Biblical farming metaphor for evangelism, Spader teaches a process that he calls “Spiritual CPR. ... ‘C’ stands for Cultivation.

<sup>11</sup> Kaiser, *Winning on Purpose*, 25-27.

<sup>12</sup> Ministering in the mid-20<sup>th</sup> century, Oswald J. Smith insisted the church prioritize missionary support above local ministry, as he determined that others would support local needs but no one else but the church would support world missions. The researcher read this information in the past, most likely in one of Smith’s many books, a biography, or other source related to The Peoples Church, Toronto, but was not able to locate the reference.

<sup>13</sup> Keller, *Center Church*, 182-84.

<sup>14</sup> Spader, *4 Chair Discipling*, 61.

...‘P’...stands for Planting. ...‘R’ stands for Reaping.”<sup>15</sup> He argues that unbelievers are like hard soil, and that the soil needs to be cultivated before the gospel seed can be planted. He states, “Breaking up the hardened ground is the hardest part of the process.”<sup>16</sup> Many churches will want to skip to planting before breaking up the soil. But in this new culture, the cultivation is essential. Next comes planting the word of God in a person’s life. Spader says, “Planting is sowing the seed at the right time, the right depth, and in the right way (Isaiah 28:25-26).”<sup>17</sup> Finally the time comes to reap the results of the cultivation and planting. “Spiritual harvest requires sharing the Good News, clearly and concisely, and calling for a response.”<sup>18</sup> Spader’s Spiritual CPR process gives a framework that both individuals and churches can utilize in contemporary evangelism. Some practical ways to cultivate, plant, and reap will be discussed further below.<sup>19</sup> But first, some recent research on how people become Christians will be presented.

Gary McIntosh’s book, *Growing God’s Church*, contains the results of a survey to determine how people come to faith in Christ, conducted between 2006 and 2010.<sup>20</sup> McIntosh reports that 43% of people were led to Christ by a family member, and 16% by a friend. He also found that 17% came through a church staff member, and 8% through a lay teacher in the church.<sup>21</sup> When the survey results were narrowed down to only include new converts who had trusted in Christ more recently, McIntosh found that 32% were led to Christ by a family member, 23% by a friend, and 23% by a church staff member.<sup>22</sup> McIntosh also investigated the methods that most influenced people to trust in Christ. He found that 39% reported it was a conversation with family, 15% a conversation with friends, and 13% an evangelistic event. In comparison, 4% reported a teaching ministry and 2% a worship service.<sup>23</sup> For new converts, 18% were most

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<sup>15</sup> Ibid., 61-62.

<sup>16</sup> Ibid., 62.

<sup>17</sup> Ibid.

<sup>18</sup> Spader, *4 Chair Discipling*, 62.

<sup>19</sup> Many evangelism resources are available today and the discussion will not be exhaustive.

<sup>20</sup> McIntosh, *Growing God's Church*, 22-25.

<sup>21</sup> Ibid., 95. McIntosh’s percentages have been rounded to the nearest whole number, for simplicity.

<sup>22</sup> Ibid., 97.

<sup>23</sup> Ibid., 105.

influenced by conversation with family, 23% through conversation with friends, 9% through evangelistic events, 9% through visitation, and 9% through special needs that they had in their own lives. 27% were influenced through numerous other methods.<sup>24</sup> When we review the results of McIntosh's research, we find that a majority of people come to faith in Christ through conversation with family or friends. McIntosh concludes, "The main methodology that is effective in winning nonbelievers to faith in Christ is simply conversation."<sup>25</sup>

McIntosh's findings combine with Spader's teaching on the evangelism process he calls Spiritual CPR to suggest some important conclusions. First, in light of the importance of cultivation, and the findings that a majority of people come to Christ through conversation with family or friends, leaders in church revitalization must both teach and model building relationships with unbelievers. Spader writes, "Often the hardest part of evangelism is this process of building friendships with the lost so they will be receptive to the seed of the gospel."<sup>26</sup> Many believers (and pastors!) have few significant friendships with unbelievers, and many unbelievers do not have significant relationships with any believers,<sup>27</sup> and may only have a caricature of what a believer is like. When they meet a genuine believer, and learn that they are not that different from themselves, it provides an opening for them to consider the gospel.<sup>28</sup>

McIntosh states,

There is a direct connection between the number of unchurched friends the adult worshippers of your church have and the potential growth of your church. If your adult attendees average only three unchurched friends, your church is likely to decline. If they have an average of six unchurched friends, your church is probably plateaued. However if each of the adults in your church has nine or more unchurched friends, your church is very likely to be growing.<sup>1</sup> The more relationships with non-Christians adults have outside of your church, the greater the potential to see people coming to faith in Christ and to your church.<sup>29</sup>

<sup>24</sup> McIntosh, *Growing God's Church*, 109.

<sup>25</sup> *Ibid.*, 155.

<sup>26</sup> Spader, *4 Chair Discipling*, 62.

<sup>27</sup> *Ibid.*, 57-58, 62, 64; Paul Borthwick, *Stop Witnessing...and Start Loving* (Colorado Springs, CO: Navpress, 2003), 119-20.

<sup>28</sup> Keller, *Center Church*, 282-83.

<sup>29</sup> McIntosh, *Growing God's Church*, 157; Gary McIntosh and Charles Arn, *What Every Pastor Should Know* (Grand Rapids, MI: Baker, 2013), 25-26. McIntosh references *What Every Pastor Should Know* for the statistics noted by footnote 1 in the quotation.

McIntosh's words drive home the need for believers to develop meaningful relationships with unbelievers. Second, leaders need to train their people how to have evangelistic conversations with unbelievers. McIntosh reports, "*Effective evangelism is the result of training believers to share their faith with others. ...As churches train their members to share their faith, around 12 percent of the family members, friends, and colleagues of those trained come to faith in Christ over a five-year period.*"<sup>30</sup> McIntosh recommends teaching people listening skills and arranging space in the church facilities in ways that encourage conversation.<sup>31</sup> Third, leaders need to plan events that will put people in their church in conversations with friends whom they bring or other people that they meet. McIntosh writes, "Plan church events where your people will feel comfortable bringing their friends, family members and colleagues."<sup>32</sup> He adds, "...churches that effectively reach others for Christ usually offer several events each year for the sole purpose of connecting nonbelievers to the church *before* they accept Christ."<sup>33</sup> Knowing that cultivation of relationships is needed and that spiritual conversation is essential, here are some practical ways to strengthen a church's evangelism.

The Alpha Course has been a popular and successful evangelism program during the last two decades.<sup>34</sup> The course is designed to engage unbelievers in evangelistic conversations on a weekly basis over ten weeks. The meal is a central part of each meeting, which encourages conversations between believers and unbelievers. The gospel is presented through the video teaching, and time is given to discuss it together. A highlight of the course is a weekend retreat where there is even more opportunity for spiritual conversation. In short, the Alpha course is a practical method that combines Spader's cultivation and McIntosh's conversations. Courses such as Christianity Explored, which utilize a similar structure, have also been effective in many

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<sup>30</sup> McIntosh, *Growing God's Church*, 159.

<sup>31</sup> *Ibid.*, 113.

<sup>32</sup> *Ibid.*

<sup>33</sup> *Ibid.*, 159-60.

<sup>34</sup> Alpha Canada, "Alpha Canada," accessed August 28, 2016. <https://www.alphacanada.org/>.

churches.<sup>35</sup> Leaders in church revitalization can lead these courses and at the same time train people in their church how to have evangelistic conversations. The pastor or other leader can model how to interact with unbelievers and then give other participants from their church the opportunities to lead and interact in the course.

McIntosh's research suggests that church staff members also have a significant role in leading people to Christ.<sup>36</sup> He recommends that pastors model evangelistic relationships when he writes, "Build relationships with unbelievers and spend at least 10 percent of your time with them outside of church ministries and programs."<sup>37</sup> He also encourages pastors to preach evangelistically and share the gospel regularly as part of their sermons, expecting opportunities for reaping.<sup>38</sup> Andy Stanley and Tim Keller, leading pastors in Atlanta and New York City respectively, both recommend preaching with unbelievers in mind. Stanley echoes Spader's call for cultivation when he writes, "If you are going to create a church unchurched people love to attend, then unchurched people need to *love* the weekend message. Even if they don't love it, they need to engage with it to the point that they want to return the next weekend."<sup>39</sup> He goes on to describe his approach to preaching to unchurched people.<sup>40</sup> Keller also describes preaching to reach unbelievers. He writes, "The challenge for the urban preacher is to preach in a way that edifies believers and engages and evangelizes [sic] nonbelievers at the same time."<sup>41</sup> In listing several ways a preacher can do this he states, "Try to devote one of the three or four sermon points mainly to the doubts and concerns of nonbelievers. Keep in your head a list of the ten or so biggest objections people have to Christianity. More often than not, the particular Scripture text has some way to address them."<sup>42</sup> Resources such as Keller's *The Reason for God*, Christian

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<sup>35</sup> Christianity Explored, "Christianity Explored," accessed August 28, 2016. [http://christianityexplored.org/Groups/276315/CE\\_ORG.aspx?redirected=1](http://christianityexplored.org/Groups/276315/CE_ORG.aspx?redirected=1).

<sup>36</sup> McIntosh, *Growing God's Church*, 95-96.

<sup>37</sup> *Ibid.*, 151.

<sup>38</sup> McIntosh, *Growing God's Church*, 151.

<sup>39</sup> Andy Stanley, *Deep & Wide* (Grand Rapids, MI: Zondervan, 2012), 229.

<sup>40</sup> *Ibid.*, 229-59.

<sup>41</sup> Keller, *Center Church*, 177.

<sup>42</sup> *Ibid.*

philosopher William Lane Craig's *Reasonable Faith*, journalist and pastor Lee Strobel's *The Case for Christ* and his related follow-up books, all can provide helpful content to pastors for engaging nonbeliever's apologetic concerns.<sup>43</sup> In summary, both Keller and Stanley recommend preaching with unbelievers in mind, in such a way that their presence is welcomed and encouraged, yet believers are still built up by the sermon.

Leaders in church revitalization need to utilize and creatively employ other methods for leading their people to engage their community. Community BBQ's, fun fairs, concerts and other events are all practical ways to meet new people in the community and begin the cultivation process. Being a gathering point for food or clothing donations for underprivileged people in the city is another way to connect. Opening the church facility for community groups to use for reasonably priced or free rentals is another way to invite unbelievers to connect with believers.<sup>44</sup> Searcy teaches the idea of hosting a "Big Day" that is designed to attract people from the community who do not normally attend.<sup>45</sup> McIntosh recommends servant evangelism activities such as neighborhood window washing, leaf raking, balloon giveaways or yard cleanup, all as ways to connect with neighbors.<sup>46</sup> All of these ideas provide opportunities for the cultivation of relationships between the church and the community, and between believers and unbelievers.

Leaders in church revitalization must keep the evangelistic mission front and center. This section concludes with a quotation from Gary McIntosh, challenging church leaders to make evangelism a top priority.

Even though God is the one who saves, people are needed to persuade nonbelievers of their need of salvation. Normally people do not come to Christ by accident. Instead, God works through faithful churches that plan, strategize and train their people for evangelism. Left on their own, churches will turn inward, focusing on the people already in attendance instead of reaching out to win new people to Christ. . . . church leaders must work hard to keep evangelism the main thing.<sup>47</sup>

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<sup>43</sup> William Lane Craig, *Reasonable Faith*, Third Edition ed. (Wheaton, IL: Crossway, 2008); Timothy Keller, *The Reason for God* (New York: Dutton, 2008); Lee Strobel, *The Case for Christ* (Grand Rapids, MI: Zondervan, 1998).

<sup>44</sup> McIntosh, *Growing God's Church*, 168-69. The researcher has observed that these and other methods are practiced in many churches today.

<sup>45</sup> Nelson Searcy, *Ignite* (Grand Rapids, MI: Baker, 2009), 26.

<sup>46</sup> McIntosh, *Growing God's Church*, 165-66.

<sup>47</sup> McIntosh, *Growing God's Church*, 158.



## SELECTED LEADERSHIP DEVELOPMENT BIBLIOGRAPHY

Here is a list of recommended Leadership Development books. The list is divided into six categories: *General Leadership*, *Church Systems*, *Personal Leadership*, *Spiritual Leadership*, *Doctrinal Leadership*, and *Church Revitalization*. Note that many of the books overlap into more than one category.

### 1. General Leadership

#### ***The 21 Irrefutable Laws of Leadership* by John Maxwell**

- This is an excellent book about general leadership principles. It comes in multiple formats so you can read or listen. Maxwell has written many other good leadership books.

#### ***The Book of Leadership* by John MacArthur**

- MacArthur teaches Biblical leadership principles from the life of the Apostle Paul.

#### ***Nehemiah***

- *Nehemiah* presents a wealth of general leadership knowledge, and was written a few millennia before modern leadership experts discovered the same principles.

#### ***Proverbs***

- *Proverbs* is filled with timeless leadership principles. I once heard Joe Stowell suggest reading it monthly, as you can read one of the 31 chapters each day.

#### ***The 21 Most Powerful Minutes in a Leader's Day* by John Maxwell**

- This book combines general leadership and spiritual leadership principles. It teaches through the lives of Biblical leaders such as David, Joseph, and Nehemiah, showing how they put the laws of leadership into action. It also is available in audiobook.

#### ***Values Driven Leadership* by Aubrey Malphurs**

- Malphurs does a good job explaining core values and how they impact leadership and ministry. You can use it to lead your board in identifying your church's core values.

#### ***The Leadership Challenge* by Kouzes and Posner**

- This best-selling secular leadership book presents leadership principles that have been thoroughly researched over decades. Not surprisingly, the principles echo Biblical teaching on leadership.

## 2. Church Ministries and Systems

### ***Center Church* by Timothy Keller**

- This is a long but important book about being an effective church in the city. *Center Church* covers many categories of leadership from general leadership to theological leadership.

### ***Deep and Wide* by Andy Stanley**

- I read *Deep and Wide* around the same time as Keller's *Center Church* and found it interesting that they drew many of the same conclusions, though they followed different paths to get there. Stanley is excellent on leadership and church systems.

### ***Taking Your Church to the Next Level* by Gary McIntosh**

- This book discusses church lifecycles and how your church size impacts how it functions.

### ***Growing God's Church* by Gary McIntosh**

- This is an important evangelism study that reveals how people come to faith in Christ. His basic conclusion is that conversation with family and friends is the most common way people come to faith. This simple result has important implications for evangelism.

### ***Winning on Purpose* by John Kaiser**

- This is an insightful book on healthy church governance.

### ***Multiple Resources* by Nelson Searcy**

- Nelson Searcy pastored in New York City and developed teaching around eight core systems that exist in every church. He has a number of books, audio and video resources. If you get on his email list, he will email you a lot, but he has some excellent resources.

### ***Multiple Resources* by Thom Rainer**

- Thom Rainer has many excellent resources on church health, revitalization, and ministry systems. If you get on his email list you will hear from him often, but he offers a lot of helpful resources. An example of a good church systems book by Rainer is *Becoming a Welcoming Church*, a book about integrating newcomers for the sake of the gospel.

### ***The Nine Marks of a Healthy Church* by Mark Dever**

- Dever's classic book gives principles for being a biblical church.

### ***City on a Hill* by Philip Ryken**

- Ryken calls us back to biblical principles for a healthy church.

### ***Building Leaders* by Aubrey Malphurs and Will Mancini**

- Malphurs provides building blocks for a leadership development plan for your church.

### ***The Multiplication Effect* by Mac Lake**

- Lake provides a system for building a Leadership Pipeline in your church. It is directed to a medium to large church, but the concepts are adaptable to a small church.

### 3. Personal Leadership

#### ***Leaders who Last* by Dave Kraft**

- Dave Kraft helps you to understand your gifts and calling as a leader. This is a good book to read through with a younger leader to help them discern God's calling in their life.

#### ***The Making of a Leader* by Robert Clinton**

- This is an insightful leadership book that looks at stages in the life of a leader. Clinton examines the lives of Biblical and historical Christian leaders and shows the five stage journey that God leads Christian leaders through.

#### ***5Q* by Alan Hirsch**

- Hirsch provides an overview of the APEST gifts of Ephesians 4:11-12. He provides an exposition of the surrounding verses and a detailed explanation of APEST. You may not agree with every theological conclusion but the overall thrust of it is excellent in determining how God has gifted you to lead in His church. You can do the APEST gifts test at [5qcentral.com](http://5qcentral.com) for a modest cost.

#### ***Strengthsfinder 2.0* by Gallup/Tom Rath**

- *Strengthsfinders 2.0* provides an online assessment that identifies your top strengths from a list of 34 themes they have compiled. I have found the tool to be insightful and appreciate the focus on working in your strengths.

#### ***Getting Things Done* by David Allen**

- This is a classic secular book about personal organization and productivity.

#### 4. Spiritual Leadership

##### ***Spiritual Leadership* by Henry Blackaby**

- Blackaby's classic book teaches that spiritual leaders move people towards God's agenda.

##### ***Spiritual Leadership* by J. Oswald Sanders**

- Sander's classic book provides a blend of spiritual and general leadership principles.

##### ***Don't Waste Your Life* by John Piper**

- This is not specifically a leadership book but it has Piper doing his usual great job of blending solid theology and spiritual passion. It's a good book to read with a younger person to help ignite spiritual passion for the Lord and his ministry. Other Piper books could be on this list as well.

##### ***The Passion for Souls* by Oswald J. Smith**

- Smith's classic is not a leadership book, but it is an inspiring spiritual book about being on mission to see souls saved, written by one of the great Canadian church leaders of the 20th century. Smith has other books worth reading such as *The Man God Uses*.

##### ***Various Biographies and Classic Books***

- You can learn a lot about spiritual leadership by reading biographies and classic spiritual books from the past. I've mentioned Oswald J. Smith above, but there are many others.

## 5. Theological/Doctrinal Leadership

There are countless books on theological topics about which we need to be thought leaders. I have listed a few books below but the key is to find the best books you can on a given topic, based on recommendations, and study them.

### ***Systematic Theology* by Wayne Grudem**

- There are many systematic theologies, but I like Grudem because he is clear and accessible to people without formal theological education.

### ***Foundations* by R.C Sproul**

- Sproul combines sound systematic theology with spiritual passion and great illustrations in this multi-part audio series, divided into sixty 23 minute teachings covering about 23 hours of listening.

### ***Apologetics Resources* by various authors**

- It is important for a pastor to have grounding in apologetics that can be weaved into sermons and conversations. Authors such as William Lane Craig, Lee Strobel, Craig Blomberg, Gary Habermas, Norman Geisler and others provide great material.

### ***Anything* by D. A. Carson**

- I always appreciate hearing and reading Carson, as he thinks so clearly and carefully about issues and makes a compelling case for whatever he is discussing.

### ***Other Theological Topics***

- In our culture today, it is important to be conversant in contemporary theological issues such as the ones listed below. I have not listed a bibliography for each, but you can research recommended books and other resources on each topic.
  - Christian sexual ethics
  - Egalitarian/Complementarian issues
  - Inerrancy/Authority of Scripture
  - Understanding the Gospel
  - etc...

## 6. Church Revitalization

Church Revitalization books tend to a blend general leadership principles and church systems principles so I've given them a category of their own.

### ***There's Hope for Your Church* by Gary McIntosh**

- This is my all-round favourite church revitalization book.

### ***Every Pastor's First 180 Days* by Charles Stone**

- An excellent book that is filled with practical Revitalization and Leadership Principles. We give it to pastors who are starting at a church, but it is good to read at any stage in your ministry journey.

### ***Re:Vision* by Aubrey Malphurs and Gordon Penfold**

- One of my top five favourites on church revitalization.

### ***Autopsy of a Deceased Church* by Thom Rainer**

- An excellent yet short book that will help you assess your church's health and recognize signs of sickness.

### ***Direct Hit* by Paul Borden**

- Another one of my top five books on church revitalization.

### ***Make or Break Your Church in 365 Days* by Paul Borden**

- Chapter 3 is especially helpful with a list of things to do when you start in a new church.

### ***Comeback Churches* by Ed Stetzer and Mike Dodson**

- Lessons learned in a study of 300 churches that experienced revitalization.

### ***Revitalize* by Andrew Davis**

- A thoughtful book that emphasizes spiritual dynamics in revitalization.

## NOTES FROM TAKING YOUR CHURCH TO THE NEXT LEVEL BY GARY MCINTOSH<sup>1</sup>

*Compiled by Tim Strickland - Leadership Development Director, FEB Central*

The following notes are guidelines regarding church size and growth. They are general principles and represent helpful steps to take in most church situations. However, there will be exceptions based on unique conditions in each local church.

### **Relational Church (0-200)<sup>2</sup>**

#### **1. 35 - Consists of:**

- bi-vocational pastor
- may be just one family and closer friends

#### **2. 85 - To grow from 35-85, the church needs to add:**

- F/T pastor with good personal skills to cast vision publicly and personally
- Basic children's ministry up to elementary ages
- Critical mass of 50 (means 65 in practice)
- Facility that seats 100-125, 40-50 parking spaces
- Add people outside the immediate "family" group - this is the small church's most difficult challenge

#### **3. 125 - To grow from 85 to 125:**

- Add 3 new adult programs for men and women
- Children's ministry up to 6th grade
- Start a small groups ministry (7 groups per 100 in worship)
- Add a secretary for the pastor
- Facility that has minimum capacity of 150, 70 parking spaces

#### **4. 200 - To grow from 125 past 200 there are 9 key factors:**

- Add staff - add 1 pastor and 2 support staff (1:1 ratio of ministry staff:support staff) Be creative in how to fund it
- Lead Pastor moves to more administrative shepherd and less caregiving
- Pastor delegates ministry to others, can't do it all himself
- Lay people must be mobilized to use their gifts and natural talents
- Keep adding programs - i.e. youth program (but not necessarily a youth pastor yet, can be lay-led at this point)
- Add a 2nd worship service
- Add classes - a church of 200 should have 6 adult classes or other mid-sized groups, and 14 smaller groups
- Maintain a simple decision-making structure - avoid bureaucracy
- Expand facilities

<sup>1</sup> Gary McIntosh, *Taking Your Church to the Next Level* (Grand Rapids, Baker, 2009) 115-206.

<sup>2</sup> Note that 90% of Relational Churches will find the steps listed here necessary and helpful, though some will need additional steps due to their unique situations.

### **Managerial Church (200-400)**

#### **Characteristics:**

- A Mid-sized church is squeezed between wanting to go back to being smaller and wanting to grow to be bigger - one of these pulls will win
  - *May have pressure to eliminate multiple worship services, let staff go under guise of cutting costs, have pastor do more visitation*
  - *May have pressure to add more programs*
- Focus shifts from relationships to managing the growing programs
- Pastor shifts from caregiver to administrative leader

#### **Key Issues to grow from 200 past 400:**

- Add staff - about 125:1 (or 150:1) pastors to people, 1:1 pastors to support staff
  - *Need 3 to 4 ministry staff people, (4 if not enough support staff)*
- Senior Pastor becomes Leader
  - *Shifts from administering ministries to long range planning, vision, overseeing staff, preaching excellent sermons, designing systems to reach, win, disciple and keep people*
- More congregational care by congregation, less by pastor
- Specialization of staff roles, rather than just being generalists
- Add a worship service - 2nd or 3rd, depending on facility capacity
- Build on success (80/20 rule)
  - *Pour resources into the 20% of ministries that are producing the best fruit*

### **Organizational Church (400-800)**

#### **Characteristics:**

- Pastor becomes player-coach
- He is the leader, but still involved personally in some ways

#### **To grow beyond 800:**

- Pastor must become a leader, not a caregiver or administrator
  - *Small and medium church caregiving/administrator expectations must be dropped*
- Staff must be specialists who build teams of people to do the ministry, not do it themselves
- Leadership Development emphasis
- New Ministry Development
  - *Develop niche ministries to help specific groups of people*
- Caregiving by laypeople
  - *Small group leaders, Bible class teachers, music leaders, etc. become pastors*

### **Centralized Church (800-1500)**

#### **Characteristics:**

- Pastor becomes a visionary
- Multi-level staff
- More decision-making authority for staff

- Pastor-directed and board-protected
- Management divisions/silos

### **To grow past 1500:**

- Board must become a policy-setting board, not a management board
- Typically call an executive pastor to manage on-campus ministry, somewhere between 1200-1500 people
- Staff transition from being practitioners to "team builders"
  - *Note that some staff cannot make the transition*
- Be a church *of* small groups, not just *with* small groups
- Think beyond the local church, since outside people will be coming, watching and learning from this larger church, beyond the local neighbourhood

### **Decentralized Church (1500+)**

#### **Characteristics:**

- The centralization of the previous size becomes limiting to growth
- Must become interconnected matrix rather than silos

### **To keep growing past 1500:**

- Add more than one executive pastor (often 2 divided between ministry and admin functions)
- Add staff members who build teams
- Select experienced board members
- Add new departments (ie. tech or HR)
- Maintain the church's image/branding (since it is well-known now)

### **Final Note About Authenticity and Size**

#### **Growth and Authenticity are not incompatible.**

#### **Authenticity relates to four strands of meaning:**

- The church's **Story**
- **Passionate** people
- Being connected to a **Great Purpose**
- Being connected to **Values** that align with the story

#### **Also, see charts on pages 192-197, that combine lifecycle and church size insights**

- Larger churches tend to have longer high points of effectiveness (multiple decades rather than a few years or a decade)
- The goal is to find the sweet spot - the growth point - can last for 20 years and be reinvented





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