

## Ministry Coaching & Mentoring... What's It All About?

**Mentoring:** Helping to develop a healthy leadership heart and vision in the life of a gifted and called leader

**Coaching:** Coming along side a gifted leader and helping them become their best by drawing out what God has placed within them.

Relationships (spiritual, self, marriage, family, friends)

Accountability (spiritual, emotional, physical)

Vision

Skills

Mentoring is not...

- Therapy
- Theoretical
- Parenting
- o Being responsible to, not taking responsibility for...
- Indefinite
- o In time
- o In purpose

Mentoring is...

- More than dispensing knowledge and sharing expertise
- Reproducing after your own kind
- Investing in others
- Practical
- Rejoicing when their effectiveness exceeds yours

What makes a good mentor?

- The confidence that comes from some success
- The humility that comes from enough failures
- The strength that comes from enough “tough seasons”
- The experience that comes from making mistakes
- The interdependence that comes from crashing solo
- The compulsion to “give yourself away” that comes from your love of God, others and the church
- The time that comes from making mentoring a priority
- The depth that comes from being part of a team

Life vision, “Investing my life in Kingdom Impact people and organizations”

## **Spiritual Disciplines**

Spiritual disciplines are the behaviors that enable people to develop intimacy with God. They include prayer, Bible study, fasting, giving, meditation and worship among others.

## **Mission, Vision and Values Driven Ministry**

Certain people are especially skilled in their understanding and articulation of the biblical, theological and behavioral foundations upon which a church and its ministry are grounded. This area of expertise includes the ability to articulate core values, biblical mission, corporate vision and personal passion for the purpose of shaping plans, defining programs and measuring outcomes.

## **Functional Structures**

Functional structures are the ways in which congregations organize in order to most effectively accomplish their mission and achieve their vision. Functional structures are flexible, frequently changed and formed by missional objectives rather than institutional and managerial priorities. They are grounded in biblical principles but take shapes that are sensitive to the culture and ethos of both church and community. Certain people understand how to create organizational structures that prove particularly effective.

## **Systems Development**

Systems development is about the creation of effective, repetitive processes that enable the church to achieve its ministry goals. Systems are more about process than events though events may be part of the process. Basic systems include evangelism, assimilation, disciple making, leader-development, ministry deployment and stewardship of life and money. Some are gifted in thinking systemically and develop real expertise in this area.

## **Environmental Factors**

People with this expertise are the modern day “men of Issachar” of I Chronicles 12:32, “who understood the times and knew what Israel should do....” Expertise in environmental factors requires a knowledge and understanding of the multiple cultures in which a congregation lives and ministers, including global, national, local and church cultures. It includes identifying and understanding the trends and tides of the times. It seeks to come to an early understanding of current cultural changes and their impact on ministry.

## **Ministry Development**

Ministry development relates to the services and programs churches provide in order to enable worship, instruction, fellowship, evangelism, support of missions and missionaries, pastoral care, age and life-stage defined ministries and the like. It includes the ruthless evaluation of each ministry in light of its effectiveness in helping the church live out its values and accomplish its mission and vision. Those with this expertise exhibit a creativity that spawns ministry ideas that work effectively.

Mentoring is an incarnational ministry. Mentoring requires “presence.” Mentoring is accomplished by “being there” for your mentorees. Each mentoree will define what “being there” means for them. The highly effective mentor learns what each mentoree needs from them and find ways of delivering what they need in ways that connect with that individual.

### **What does a well-mentored person “look” like?**

#### **Marked by relational growth with...**

- God
- Spouse
- Family
- Fellow Ministry Leaders
- Congregation-at-large
- The unsaved and un-churched

#### **Marked by integrity...**

- Honest
- Knows the truth
- Speaks the truth
- Seamless integration between who they are and what they do
- Consonance between what God has called one to be and to do and who they are and what they do.

#### **Marked by a team orientation...**

- Not independent
- Not dependent
- But interdependent
- “Teamed” with...
  - Spouse
  - Staff and lay leaders
  - Other pastors and ministries
  - The ABCW

#### **Marked by Christ-likeness**

- Servant’s heart
- Passion for the lost
- Compassion for His people
- Love for the Church and their church

#### **Demonstrates professional skills**

- Leadership
- “Visioneering”
- Vision Casting - insuring that mission and vision are clearly stated

- Vision Promoting – insuring that all appropriate “publics” know and understand the vision
- Vision Keeping – insuring that the mission and vision drive all choices and actions
- Planning “ahead of the curve”
- Inspiring and enlisting people to follow the vision, the plan and you

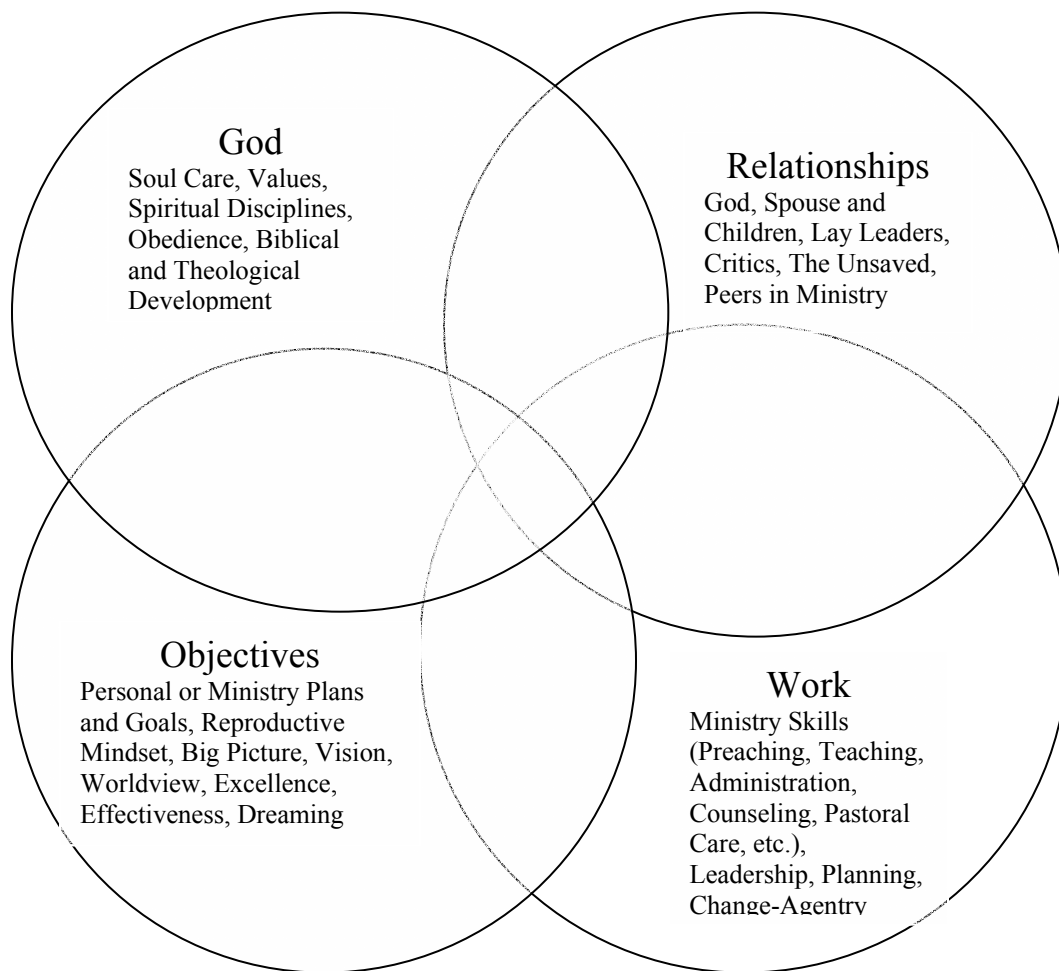
**Demonstrates professional skills**

- Preaching and teaching
- Leader development and deployment
- Systems development
- Program and ministry development and implementation
- Personal pastoral care

**What does a well-coached person “look” like?**

**A healthy person!**

The following figure depicts the uniqueness and the inter-relatedness of the “Grow” meeting matrix.



2. leadership development. This will come up again for afternoon with learning clusters, but there might be some different things you would want to share with coaches about this. How can coaches help pastors develop leadership develop plan and then work the plan? Doing it and coaching it so others do it is a bit different.

Review Coaching Definition: Coming along side a gifted leader and helping them become their best by drawing out what God has placed within them.

## MASTERFUL COACHING

There are four roles of a masterful coach:

- 1-Leaders who develop other leaders.**
- 2-Thinking partners in dealing with complexity.**
- 3-Master architect of creative collaboration.**
- 4-Performance maximizer.**

Let's look at each role more carefully.

**Leaders Who Develop Other Leaders.** John Maxwell has often talked about the difference between addition and multiplication. If a leader develops one person who is a worker, it is one person at a time. The training usually stops with the worker. However, if a leader develops another leader, it will multiply because, by definition, a leader is someone who exercises influence with others. The leader will pass along his/her development to the ones they influence.

American business leadership has been changing dramatically since the 1990's. They have been creating alliances with other companies, flattening the organization (reducing middle management to require more responsibility in those who are closest to the work) and moving to a "service economy" where knowledge is the prize skill. In this environment, coaching is the most "high-leverage" model for developing leaders.

In the church, it means the leader(s) focus most of their attention on coaching the 20% who lead the volunteers (lay ministers). This is the first focus of a coach who is working with a high-performance pastor. Focus the pastor in the area of a leadership development plan for the church.

**Being a Thinking Partner.** "Every leader today is trying to reach breakthrough goals and solve complex problems when the answers are not obvious and the solutions are unknown."

John Maxwell Leadership Coaching has chosen proven leaders. Your thinking has produced outstanding results. You had depth and breadth to your clients when you think strategically with them. Leaders today cannot afford to lead in a vacuum. They need your thinking to accomplish their projects.

In Hargrove's "Fieldbook," he describes our thinking with clients. He says most leaders have a goal, take action and then produce unintended results. When a coach thinks with a client, he asks three things: (1)How is the client seeing himself/herself in this situation? (2)What is the client's mental model of this goal? and (3)How can I help the client improve the action to be taken? In other words, coaching does not immediately give answers. First, we ask how the client's self-image is impacting this decision. In your assessment material, you began to get a picture of the client's self-image. Now it is affecting the client's decision-making process. Then the coach asks about the mental model inside the client's mind. Your mental model will be different so it allows the client to think differently when presented with 2 mental models. Finally, you suggest "alternative solutions" to give the client more options that have a high percentage of success.

**Master Architect of Creative Collaboration.** Today, the world is becoming increasingly interdependent. Business is now done on a global scale. The information age now requires every leader to be a "lifelong learner." Because information has outgrown any individual, we must encourage to clients to think collaboratively. Business leaders form "alliances" with multiple sources to improve their ability to provide goods and services.

For instance, a company who makes a software package will often have an alliance with a marketing company, a shipping company and a service network. For pastor/leaders, it means we must collaborate with pastors inside our denomination, pastors outside our denomination and other service providers. As a coach, it means we must not be the answer to every question but in many instances, we connect our clients with a book, a tape, another pastor who has successfully achieved a similar goal or a parachurch organization with expertise in a particular area. If we don't have the answer, we can help the client connect with some who has answer. You can use other coaches, internet searches, etc. to teach your client to think "collaboratively." The client who is in the most trouble is the "lone ranger." Widen his/her circle of competence by suggesting new sources of help.

**Performance Maximizer.** As Dwight Bain told us in our initial training as coaches, "Coaching is all about results." In John's terms, you must move to levels 3 & 4 of his five levels to produce results. In that model of five levels, John describes the levels as (1) position (2) relationship (3) results (4) leadership development (5) respect.

As a coach, begin with a very clear statement of the coaching contract. Expectations must be clearly understood. The coaching contract in the manual clarifies those expectations. Second, the assessment material moves the coach to level two. It should take 2-4 sessions to examine each of the assessment tools. The process not only acquaints the coach with the client but also reveals the client to himself/herself. You move to level 3 when you ask the most important question of the first two months: "What would you like to achieve with the coach by the end of this process?" The majority of unsatisfied clients have the same complaint: "It was a good conversation but we didn't really get to what mattered in my results."

Coaching is about improved performance. Be sure the coach and client are clear about expected results.

Ref.: “Masterful Coaching Field Book” by Robert Hargrove (Jossey-Bass, 2000)

## 4 Things That Leaders Do

1 ) Cast Vision

2) Create Environments

3) Develop Systems

4) Equip Leaders

Effective leaders do four things: they cast vision, they create environments, they develop systems, and they equip leaders. Of all these things, equipping leaders has got to be the most difficult! But, over time and with lots of blood and sweat, I’ve learned a few things I think might be worth your consideration. In my ministry as a pastor, writer, and speaker, I’m most often asked about developing other leaders (see [www.pastorpreneur.com](http://www.pastorpreneur.com) for additional resources). How do you grow people to spiritual maturity and maximum Kingdom impact? How can we develop our leadership team to our greatest potential? In my experience, there are 5 specific practices that produce positive benefits:

**Life on Life.** I know of no other way to sow into a life other than doing life together. Sharing your life with those you lead will involve formal and informal times together. The journey is a combination of parenting, dating, marriage, and team sports! By the way...EVERY time I’ve had a leadership failure on my teams, it is due (at least in part) to the fact that we didn’t stay connected “life on life”

- WE GO OUT FOR COFFEE WITH NO AGENDA.
- WE SPEND TIME IN EACH OTHERS HOMES
- WE SHARE RECREATIONAL PASSIONS (SKIING, FISHING, HIKING, THE GYMN, VIDEO GAMES, ETC.)

**Training.** One of the meanings of the Hebrew word for training is “to make narrow”. Specific skill training helps to provide skills and strategic understandings. Since vision is always more “caught” than “taught”, the process of training often provides great vision refining moments.

- EACH OF OUR PROGRAM STAFF IS EXPECTED AND ENCOURAGED TO SHARPEN THEIR OWN STRENGTH BASED TOOLKIT
- WE ATTEND 1-2 KEY TRAINING EVENTS A YEAR TOGETHER WHERE WE HAVE AN “IRON SHARPENING EXPERIENCE”

**Benchmarking.** There is great value in exposing your leadership team to greatness. Visiting other churches that are doing a great job in ministry can elevate the thinking of everyone involved. I’ve become so committed to this practice, that each member of our pastoral team is encouraged to visit at least two other churches annually for the purpose of learning their story and benchmarking their ministry practices. Not only are these trips in addition to conferences, but we provide the funds for the trip to include the spouse and possibly the family.

- WE TRACK 10-15 KEY CHURCH WEBSITES AND LEARN FROM THEIR COMMUNICATIONS AND STRUCTURES
- WE ALWAYS WATCH CHURCHES THAT ARE AT LEAST TWICE THE SIZE WE ARE...THEY’VE BEEN WHERE WE HAVE BEEN AND THEY ARE GOING WHERE WE ARE GOING

**Leadership Development.** Both Jim Collins and John Maxwell talk about “levels” of leadership. My experience suggests that we must teach people that leadership is a process, NOT an event. Helping people to see their leadership potential unfold over time is part of the process of effective equipping. We are working hard in our own church to provide “first serve” opportunities in every ministry and to cultivate “high capacity” leaders who can effectively lead other leaders.

- EACH MINISTRY TRIES TO PROVIDE BOTH KINDS OF SERVICE OPPORTUNITIES(FIRST SERVE AND HIGH CAPACITY)
- WE ARE CONSTANTLY “ON THE PROWL” FOR EMERGING AND DEVELOPING LEADERS; EACH OF OUR KEY LEADERS IS POURING THEIR LIFE INTO OTHERS AND COMMITTED TO PERSONAL LIFE LONG LEARNING

**Shared Experiences.** Leadership equipping happens best in community. At our church ([www.cvcwired.com](http://www.cvcwired.com)), we have an 8 year history of some amazing growth and leadership development. There have been some incredible individual moments of ministry. But the more we do ministry, the more we are committed to doing ministry together—as teams of people with shared vision and passion. So, we are structuring lots of experiences where people can have the shared experience of working together, facing challenges, cultivating vision, and deepening their relationships with Christ and one another. Leadership equipping is not a solo sport!

- WE TRY NOT TO LET ANYTHING BE A “SOLO” SPORT....WE’RE CONSTANTLY TRYING TO CONNECT PEOPLE IN TEAMS
- MANY OF OUR TEAMS ARE STARTING TO DO LOCAL OUTREACH PROJECTS TOGETHER AS A WAY TO GROW FORWARD IN MINISTRY

Effective leaders equip leaders. The fruit of that ministry produces a ripple effect that reaches the shores of heaven. The Apostle Paul was clear about that in 1 Thessalonians 2:19-20 when he wrote, “For what is our hope, our joy, or the crown in which we will glory in the presence of our Lord Jesus when he comes? Is it not you? Indeed, you are our glory and joy”. At our church, we say “Changed Lives are Our Business”. We’ve learned over time that equipping leaders is a core technology that is at the heart of our business!

## Size or Impact—Do You Have to Choose?

© Dr. John Jackson, 2007

If you had to choose between the attendance size of your church and the size of its community impact, which would you choose? The altruistic part of all of us says community impact. But, we pastors are often measured at those infernal conferences by one question, “how many people were in your church last weekend?” I’m deeply committed to reaching everyone we can, but I’ve increasingly become interested in the number of churches that are having “out-sized” impacts in their local communities.

Many of the churches and leaders I’ve found aren’t necessarily the largest churches in the country, but they are making a difference in undeniable ways. I think the way they view their mission and vision makes a difference, and in my own leadership and study I think I’ve grabbed some specific steps their leaders take to increase their Kingdom impact. In fact, based on these conversations and my own experience, when I teach about being a Pastorpreneur ([www.pastorpreneur.com](http://www.pastorpreneur.com)), I teach these 3 essential steps for community impact:

### **1) Grip God’s calling on your life**

Gripping God’s call on your life is equally important as a business person and as a pastor. Author Os Guinness says that the calling of God is not just for pastors. “Calling,” wrote Guinness, “is the truth that God calls us to himself so decisively that everything we are, everything we do, and everything we have is invested with a special devotion and dynamism lived out as a response to his summons and service.” (Os Guinness, *The Call*, (Word Publishing, Nashville, 1998, p. 4.).

Understanding and gripping God’s calling helps to root the leader (pastoral or any other type) in a relationship with God and His vision for your life and ministry. While former President Bush was at times frustrated by “the vision thing”, most of us know that if we are not gripped by a compelling vision of the future that comes from the heart of God, we will not last during the tumultuous journey of life and ministry. Seeing what God wants us to see, and radically being gripped to pursue that course is the starting point of all effective ministry in the local church and in the marketplace.

### **2) Grasp the needs of your community**

Since Jesus called us to “Love God with all our heart and our neighbor as ourselves” and He told us that our neighbors are those in need, how should we then live?

Robert Schuller says “find a need and fill it, find a hurt and heal it...and you’ll never lack for ministry opportunity”. He’s right

Bill Hybels says that it is a tragedy that the average McDonalds owner knows more about our communities than do the Pastors...and all they want to do is sell a burger and fries. He's right.

You can go to "Anytown USA" and attend Chamber of Commerce meetings, community forums, school gatherings and ask 3 simple questions:

- 1) What do you think is the greatest need in our community?
- 2) If you were to go to a church, what would you suggest that church focus on in order to meet the needs in our community?
- 3) What one factor might make you consider attending church? We started our church ([www.cvcwired.com](http://www.cvcwired.com)) with a missionary awareness of these issues in our community.

According to George Barna, about 2/3 of the unchurched people in the United States call themselves Christians! But, when drilling deeper, their worldview is not at all consistent with Scripture. How can you reach your community and understand what they believe?

Mark Driscoll and others have recently been calling the Body of Christ to be both attractional **and** missional. Meeting needs in the name of Christ opens the door to community impact. Christian business leaders and entrepreneurial pastors can transform a community with the power of God through need-meeting and innovative impact strategies.

When we see the needs of the people in our community, our heart should break. Not just because of the needs, but the reality that so many are seeking to have those needs met outside a relationship with Christ. We in the church know that the only complete answer to the questions of life is a vital union with Jesus Christ.

### **3) Understand the gifts that God has entrusted to your church**

When we understand the needs of the local community, we seek awareness of what we can offer to our community that will help people come to relationship with Jesus Christ. In our own local community, the expressed needs of people relate to wholesome experiences for children and youth and a way to connect faith and recreation together. Though our church has only been around for 8 years, we have used many exciting activities to reach our community:

- A martial arts program where 50% of the participants don't attend our church; the ministry leader had wanted to launch such a program for 10 years but couldn't find the right setting
- A dance ministry led by a woman who has had her life transformed by God's grace and now uses her skills to the glory of God
- Focusing on special events to match the rhythm of our community as it is a tourist area with several existing festivals

- A sports ministry led by a former pro football player that is just now starting to see tremendous synergy in our local community by connecting children/youth and families in positive recreational environments
- A recovery ministry that has become an “Umbrella of Safety” for people in our community
- A marketing ministry that creatively communicates the life changing message of God’s love using contemporary media

#### SIDEBAR ARTICLE: TWO CHURCHES

Tim Wullah is the Founding and Senior Pastor of The African Church in Sacramento, CA (<http://www.theafricanchurch.com/>). One of their key challenges is to reach first generation, 100% African immigrants. In learning to speak to the various sub-cultures of African immigrants, the need for effectively reaching and integrating young people into the life of the community is key. Tim’s church has intentionally connected newly arrived African immigrant teenagers with others who have already settled in order to minimize the transition. Many in the church have testified as to how this assistance has helped smooth their entrance into American society and into the church.

Kyle Hedwall is the Founding and Senior Pastor of Be the Rock Church in Lathrop, CA (<http://www.betherock.org/>). In their community one of the schools had over \$5,000 stolen from the Parent-Teacher club. Kyle engaged his church family and they gave the entire offering of that weekend to the school. Another opportunity presented itself when Kyle read an article in a local community paper about an angler who goes fishing at a major river that flows through our community. He mentioned that he often brings a trash bag empty and comes back home with the bag filled with trash. He said that lately it's gotten to be too much for him, especially when someone dumped an entire months worth of trash in one spot. Kyle tracked him down through the phone book and asked him if he wanted some help and a couple Saturdays later a group of people went and cleaned up the river banks. This ministry of presence and healing in the community is building bridges to sharing the gospel with people as relationships develop.

Robert Lewis’ book, The Church of Irresistible Influence, has a great line at the opening: “The message of this book is simple: the church must rediscover its essential role and craft as bridge builder. For the world’s sake. For the church’s sake. For God’s sake. We can no longer simply afford to stand on one side of the Great Chasm and shout to those on the other side. We must connect. Otherwise, the greatest unbridged chasm will remain the gap between the stunning vision of Jesus Christ and the ever-receding influence of the contemporary church in the world.” (page 28)

I’m more certain than ever that we need proclamation and incarnation.

Laura & Curt Cotter came to CVC through their daughter’s involvement in a children’s choir. Laura rededicated her life to Christ and Curt received Christ here at CVC. Today,

they have produced world class direct marketing pieces in our local community and we've done some really funny video and cable television pieces (including some Indiana Jones, Fab Five, and other take-offs from popular television and movie shows). Every time we do something creative we take flak from other churches and reach unchurched people in our community who are willing to give church a try. We'll take the flak from the established church folks as long as we are impacting

Wayne Cordeiro of Hope Chapel helped me with this seminal thought: Everyone is a 10 somewhere! We believe that equipping and releasing people for ministry is the unfinished task of the Protestant Reformation! Scripture teaches us that each person has an assignment in the body of Christ. When we discover and live out that assignment, it is like the "sweet spot of the racket" for a tennis player. Recently I had the chance to prognosticate a little....and I said that the church of the future would involve 80% of its people in ministries OUTSIDE the local church. In fact, one of the goals we are launching for our church next year is for 1,000 people to contribute 10 hours per month in direct community service...OUTSIDE the walls of our church! A church with a vision for innovative community impact will engage EVERY one of its members in life changing outreach ministry. Can you imagine what a full-employment policy would look like in your church?

God wants your church to impact your community for His glory. My bet (I'm from Nevada, we do that here!) is that if you impact your community for His glory, you won't have to decide between size and impact. Size will happen for His glory. Be gripped by God's call, understand your community, and release the gifts of your people!

SIDEBAR ARTICLE...ALAN—MAY NOT BE USABLE FOR YOU...BUT THIS IS AN AFFIRMATION ABOUT THE RESPONSIBILITY OF EVANGELICALS TO ENGAGE THE PUBLIC SQUARE...

### The Evangelical Church: Changed Lives Are our Business

At one level the notion that churches exist to change lives seems self evident. The church, by definition, is the gathering of the "called out" ones. We are the people who have responded to God's call in our lives. Committed evangelicals realize that ultimate change in the lives of people only occurs with the new birth. Entering into relationship with Jesus Christ through His atoning blood on the cross makes it possible for Mary, Zaccheus, Lydia, Paul, and you and me to experience forgiveness and new life from Almighty God. Peace with God is only possible through a transformed life on the basis of God's free gift in Christ.

On another level, many in the evangelical church today would resist the idea that changing lives is the "business" of the church. Many of us would demur that since only

God changes lives, that our business is proclamation alone. “We proclaim it, people decide whether or not to respond, and our job is finished”. This mindset has been cultivated concurrent with a changing American landscape where more people than ever before affirm a basic belief in God and live lives of ever greater moral decay. Some would suggest that we are not “slouching to Gomorrah”, rather that we are freefalling towards it. Something is radically wrong with our society and the church is, tragically, often found either on the sidelines or locked into a presumably safe haven.

We want to make the argument that the evangelical church in Northern Nevada must engage our culture. We want to contend that it is the responsibility of the church to minister to people in pain, to lift up the light of God’s righteousness in the dark places of our world, and to engage our culture in the “public square” in order to impact the environment in which our proclamation takes place. In short, we want to suggest that being “salt and light” means the church and its members do more than simply proclaim. We proclaim, we reach out, we minister, we challenge, we advocate, and we confront. At every level, we engage in what we recognize as a battle that has serious spiritual consequences. We also affirm that the battle is not “out there”, but indeed it is right within our churches as well.

To these ends, we the undersigned commit ourselves to faithful witness in our communities and to becoming a powerful witness for Christ in our respective ministries. We are not interested in forming yet another organization to take its place in the crowded field of self interested lobbyists. Rather, we are concerned to let the light of Christ shine in both our individual AND corporate witness. Listed below are several affirmations which have helped shape our hopes and dreams for the future of evangelical ministry here in Northern Nevada.

\* *All Social problems have spiritual roots.* Teen pregnancy, alcoholism, suicide, abortion, gambling, prostitution, pornography, serial divorce and child abuse all are social symptoms of a longing for peace, fulfillment and joy. Northern Nevada is full of people pursuing destructive means to achieve what only a right relationship with Christ can bring into their lives. Our adversary Satan is providing a full menu of alternative meals which, when consumed, produce only pain, brokenness, and despair. Our culture has paid the price for its sin. The church must reach into these pits of pain with ministry to reach the hurting and wounded. Ultimate transformation in our world will only come when people are rightly related to Christ. When the church has broken through the barriers of unbelief and sin, we will see social transformation such that the specific behaviors in our culture will change.

\* *The church will engage the culture at every level.* Most importantly, we commit to passionate praying for righteousness to prevail in our society. We will also commit to challenging, confronting, and engaging our society at the places where decisions get made and values get shaped in our world. This means that spiritual leaders (pastors, elders, teachers, and others involved in the shepherding ministry of the church), will equip and mobilize Christ followers to focus outward in their Christian experience. We will not be content to have a “holy huddle”. We see our mission field as the

neighborhoods, workplaces, malls, schools, government centers, and centers of powers of our day. We will engage our culture at every level and not abdicate our presence or purposes in the larger spheres of society.

\* *Our mandate for ministry is inherent in our message.* Scripture makes it clear that the heart of God is for the lost, the last, and the least. We are compelled to reach not only to the ends of the earth with the Gospel, but to the darkest corners of our own culture. Were we to abandon our own culture as a stronghold of evil, we diminish the entire Great Commission and suggest its powerlessness to bring about transformation of the heart. Sound Biblical exegesis compels us to meet the needs of people around us rather than withdrawing within our various subcultures. Paul, in Acts 24:25 took his opportunity for conversation with a highly placed elected official to discourse about “righteousness, self control, and the coming judgment.

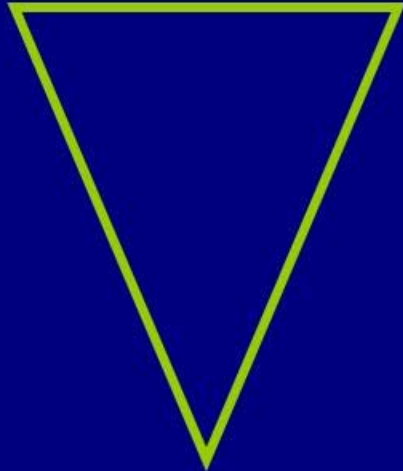
\* *The evangelical church in our area can have a united witness to our world.* We are NOT advocating some form of “super church”, nor are we interested in any form of ecclesiastical union. What we are interested in is the fulfillment of Jesus’ prayer in John 17 in our community. Differences in worship style and philosophy of ministry are both understood and accepted. However, we affirm that the Bible is God’s Word and that people who do not have a relationship with Jesus Christ are lost and without hope. To that end, we are united in our desire to proclaim Jesus Christ by word AND by our deeds in the public square. We endeavor to “maintain the unity of the Spirit in the bond of peace” in our relationships with one another so that the Gospel can be proclaimed and portrayed in our culture.

SIDEBAR ARTICLE... Growth or Control...Take Your Pick...but you can’t have both!”

Churches face a tough dilemma...either the pastor (or the board or a select group of people) can decide to control all the ministry of the church OR they can equip and train people for ministry and RELEASE it...and therefore lift the lid on capacity to reach others for Christ. It is my experience that if pastors and leaders will cast a clear vision, put their focus on equipping and training, and release ministry into the hands of gifted and called men and women, that God will bless! Wherever I have taught this principle, either nationally and internationally, people have all said, “Yes! I’ve experienced that reality in my church or ministry...” Are you choosing growth or control?

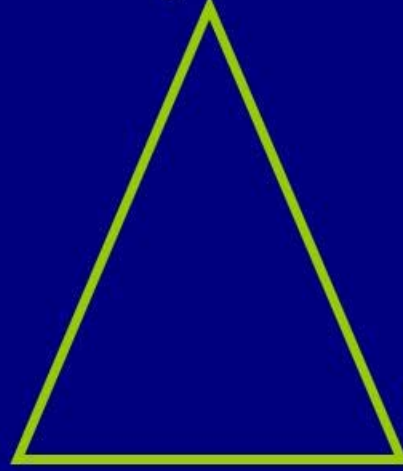
# Two Views of Leadership Strategy

**Growth Limits**



**Control**

**Clarity of Vision**



**Developing Leaders**

**VS.**

3. How do coaches balance coaching and pastoring their local churches? One of our coaches was overloaded recently (mainly due to 8 year church relocation process in West Palm Beach where the local gov't doesn't want churches). Other coaches also tend to be high commitment people who tend to overload schedule and lives. We want them to be healthy and part of health is learning to balance coaching and pastoring. What have you learned that can help us?

### The Art of Execution

By GuyKawasaki

If my memory isn't failing me, after the Robert Redford character gets elected in The Candidate, he whispers to one of his supporters, "Now what?" Raising money is like running for office: it's very exciting and even fun if you get the money. But after you raise the money, now what?

The good news is that you got the money. The bad news is you got the money. At the end of the process, every entrepreneur has to answer the same question as the candidate: "Now what?" The answer to this question is, "Now you execute." And the next question is, "How do we execute?" This is the topic of this blog.

1. Create something worth executing. You're going to get tired of my obsession with great products but pitching, demoing, bootstrapping, and executing are a lot easier if you've created something meaning-full. It's hard to stay motivated and excited about executing crap. It's easy if you're changing the world. So if you and your team are having a hard time executing, maybe you're working on the wrong thing.

2. Set goals. The next step is to set goals. Not just any kind of goals, but the right goals, and the right goals embody these four qualities:

- **Measureable.** If a goal isn't measureable, it's unlikely you'll achieve it. For a startup, quantifiable goals are things like shipping deadlines, downloads, sales volume, whatever. The old yarn, "What gets measure gets done" is true. This also has ramifications on the number of goals because you can't (and shouldn't) measure everything. Three to five goals are plenty.
- **Achievable.** Take your "conservative" forecast for these goals and multiply them by .1; then use that as your goal. For example, if you think you'll easily sell one million units in the first year, then set your goal at 100,000 units. There is nothing more demoralizing than setting a "conservative" goal and falling short; instead take 10% of your forecast, make this your goal, and blow it away. You might think that such a practice will lead to under-achieving organizations because they aren't being challenged--yeah, well, check back with me after you don't sell a million widgets like you conservatively thought you would.
- **Relevant.** A good goal is relevant. If you're a software company, it's the number of downloads of your demo version. It's not your ranking in Alexa, so telling the company to focus on getting into the top 50,000 sites in world in terms of traffic is not nearly as relevant as 10,000 downloads per month.

- Rathole-resistant. A goal can be measurable, achievable, and relevant and still send you down a rathole. Let's say you've created a content web site. Your measurable, achievable, and relevant goal is to sign up 100,000 registered users in the first ninety days. So far, so good. But what if you focus on this body count without regard to the stickiness of the site? So now you've gotten 100,000 people to register, but they visit once and never return. That's a rathole. Ensure that your goal encompasses all the factors that will make your organization viable.

3. Postpone, or at least de-emphasize, touchy feely goals. I'll get lots of negative feedback about this, but touchy feel goals like "create a great work environment" are bull shitake. They may make the founders feel good. They may even make the employees feel good. But companies that execute on measurable goals are happy. Those that don't, aren't. As soon as you start missing the measurable goals, all the touchy feely stuff goes out the window. As my mother used to tell me, "Son, sales fixes everything."

4. Communicate the goals. Many executive teams set goals, but they don't communicate these goals to the organization. For goals to be effective, they have to be communicated to every employees in the organization. Employees should wake up in the morning thinking about how they're going to help achieve these goals.

5. Measure progress on a weekly basis. The goals that people achieve are the goals that are measured. If you don't measure progress towards a goal, you might as well not set it. This is also another reason for setting only three to five goals: people can't focus on more than five, and measuring many more than five is difficult too. The optimal time period to review progress is weekly: monthly is too little pressure; daily is too anal.

6. Establish a single point of responsibility. If you ask your employees who is responsible for a goal, and no one can answer you in ten seconds, then it means that there's not enough accountability. If more than one person is responsible for the achievement of a goal, then no one is responsible. Good employees accept responsibility. Great employees seek responsibility. Lousy employees avoid responsibility.

7. Follow thru on an issue until it is done or irrelevant. Many organizations set goals and even measure progress towards them. However, after a short period of time, some goals are no longer on the radar because people start focusing on the coolest and most interesting stuff. For example, fixing bugs in the current version of a software application may not be as interesting as designing a new, breakthrough product, but your current customers think so.

8. Reward the achievers. Rewarding the people who achieve their goals has two positive effects. First, the achievers feel rewarded and become even more excited about doing their job. Second, the under- and non-achievers know that the company takes execution very seriously. The form of the reward can be money, stock options, time off--whatever works to serve notice to everyone that "this person delivered."

9. Establish a culture of execution. Execution is not an event--a onetime push towards achieving goals. Rather it is a way of life, and this way of life (execution versus non-execution) is set in the early days of the organization. The best way to establish this culture is for the founders, particularly the CEO, to set an example of filling goals, responding to customers, and heeding and measuring employees. This obsession should go right down to the level of the CEO answering emails and responding to phone calls.

10. Heed your “Morpheus.” Morpheus is the character in The Matrix who gave Neo the choice between the blue pill and the red pill. He was, essentially, the adult supervision. Cold, brutal reality is the ally of execution, so find a Morpheus who distributes the red pills and enables employees to see things as they really are.

"How do you nurture a culture that values and practices leadership development?" Since my plane was late we didn't get to spend much time on this question so I promised him that I would send him some thoughts. And since I'm sending them to Alan, I thought I would also give them to you. So here are 10 Simple (But NOT Easy) Practices For Creating a Leadership Culture:

Make sure that leadership development is directly tied to the success of the vision. I know there is no way that Community Christian Church will ever be a church of 200 locations that has mobilized 100,000 3C Christ Followers without intentional and rigorous attention to leadership development. I know that our NewThing Network will never catalyze a movement of reproducing churches unless we prioritize leadership development.

Give leaders a dream worth sacrificing and trading their lives. The reason many churches do not attract leaders and in particular high capacity leaders is that the church has not put before them a vision or dream so compelling that they are willing to trade their lives for it. Leaders want a big hill!

Vision casting should include leaders in the details. When I share the vision of 200 sites in the Chicago area I always say it will come down to two things: developing more and better artists and developing more and better leaders. I will also talk about the number of leaders it will take to accomplish this God-sized vision: small group leaders, ministry team leaders, Kids' City leaders, Student Community leaders, etc. The trigger point for every new site is the rising up of a leader to become the campus pastor for that location. Leadership is in the details of the vision.

Tell stories of leadership development. Some of my favorite stories are the stories of some people who are now on our executive leadership team who started at CCC as an apprentice leader in a small group or a Kids' City group. In time they became a leader of a group; then a coach; soon they transitioned to staff leadership and now they have as much influence at CCC as anyone. When you tell these stories other leaders think, "maybe I could do that too."

Make known your leadership pipeline. I was at lunch the other day with a high capacity leader and they told me that one day they would like to be on staff at CCC and then asked me how that could happen. I drew on a napkin the following: apprentice leader -> leader -> coach -> staff. That simple explanation is our leadership pipeline. Some people refer to it as a career path. I see it as the way that a leader proves their faithfulness and expands their influence. If you want to create a leadership culture you should be able to write your leadership pipeline on the back of a napkin.

Make risk-taking a value. At CCC risk-taking is not only a value; for us it is a synonym for faith. And risk-taking is attractive to leaders

Success is measured in terms of leadership development. In the last few years we have developed a tool we call a dashboard. It comes out once a month and it gives us an update on how the overall church is doing and how each CCC site is doing. There are

about a half dozen key indicators that we watch and one of the most significant indicators is the development of new and emerging leaders.

Reward faithful leaders. We try to reward people who faithfully fulfill their leadership capacity. There are lots of ways to reward leaders but the best way to reward an emerging leader is with greater influence and responsibility. This perhaps as much as anything will foster a leadership culture.

Use small groups to develop leaders. Small groups are a great and safe place to take risks on emerging leaders. It is a great place because the emerging leader knows these people and they are really rooting for him/her and will give them good feedback. It is a safe place because there are only 6-15 people in a small group.

Have high expectations, but easy entrance into leadership. Set the bar for leaders really high. Leaders want to be a part of something that is challenging and exceptional. But at the same time do not insist that a person has to be around for a long time to move into a leadership role. If an emerging leader will adhere to the leadership expectations they should be able to move into leadership asap!

I call these "simple" because you just read these ten practices and understood each of them. However, they are "not easy" because for you to do these ten practices will take rigorous intentionality. But to do them is worth it! I love how Carl George once put it to me, "...after hearing from God the most important task of the church is leadership development."

10 Simple (And Easy) Ways to Obliterate a Leadership Culture  
By Jon Ferguson

Maybe you saw Dave Ferguson's post "10 Simple (But NOT Easy) Practices for Creating a Leadership Culture." Great stuff . . . I taught him most of that myself. But I couldn't help thinking that sometimes the best way to communicate what something is, is to communicate what it's not. So here is my list of 10 Simple (And Easy) Ways to Obliterate a Leadership Culture.

1) Make Really Small "ASKS" of People. In other words don't challenge people to anything that requires a significant level of investment or sacrifice. Minimize whatever you need them to do just so they'll say "yes" to being a "leader."

2) Decide Today That Small Groups Don't Work Anymore. Conclude that people are really best cared for and leaders are better developed in a classroom setting. This alone could kill your leadership culture overnight.

3) Lead With "NO" (this is the opposite of leading with "YES") Get really good at helping people understand why their idea is not a good one and how it will never work. Phrases that can help you expand your "no" vernacular are: "I doubt it," "I don't think so," "Probably not," etc.

4) Never Celebrate "Wins". No matter how successful a leader or team of people may be, don't take time to honor their accomplishments in any way. Send the message that what they did was simply expected and deserves no special recognition.

5) Don't Expect Artists to Develop Artists.

Establish such high standards for your artists (vocalists, musicians, etc.) that they convince themselves and everyone else that they are irreplaceable and couldn't possibly find anyone that could be developed to to their level.

6) Hire More Staff to Coach Leaders. Believe the lie that developing an unpaid layer of leaders to coach other leaders is nearly impossible and does not work. This will force you to hire way more staff than you could ever afford.

7) Make it Really Difficult to Step into Leadership. Create lots of red-tape and put people through all sorts of hoops so that it is extremely difficult to step into leadership. One way to do this would be to insist that anyone aspiring to lead needs to attend a weekly leadership class for six months.

8) Turn Your Teams into Committees. Stop your leadership teams cold in their tracks by insisting that they are now committees, that they can only make a decision if there is unanimous agreement, and that they must operate based on Robert's Rules of Order.

9) Offer No On-going Training. Make the assumption that once people have said "yes" to leading they have all the tools and resources they need to be successful. In addition, provide absolutely no coaching, just figure if they need some help, they'll let you know.

10) You Tell Me . . . What would you say is another "Simple (And Easy) Way to Oliberate a Leadership Culture?"

12:00-1:00 Lunch. Coaches will be included along with incoming cluster members.

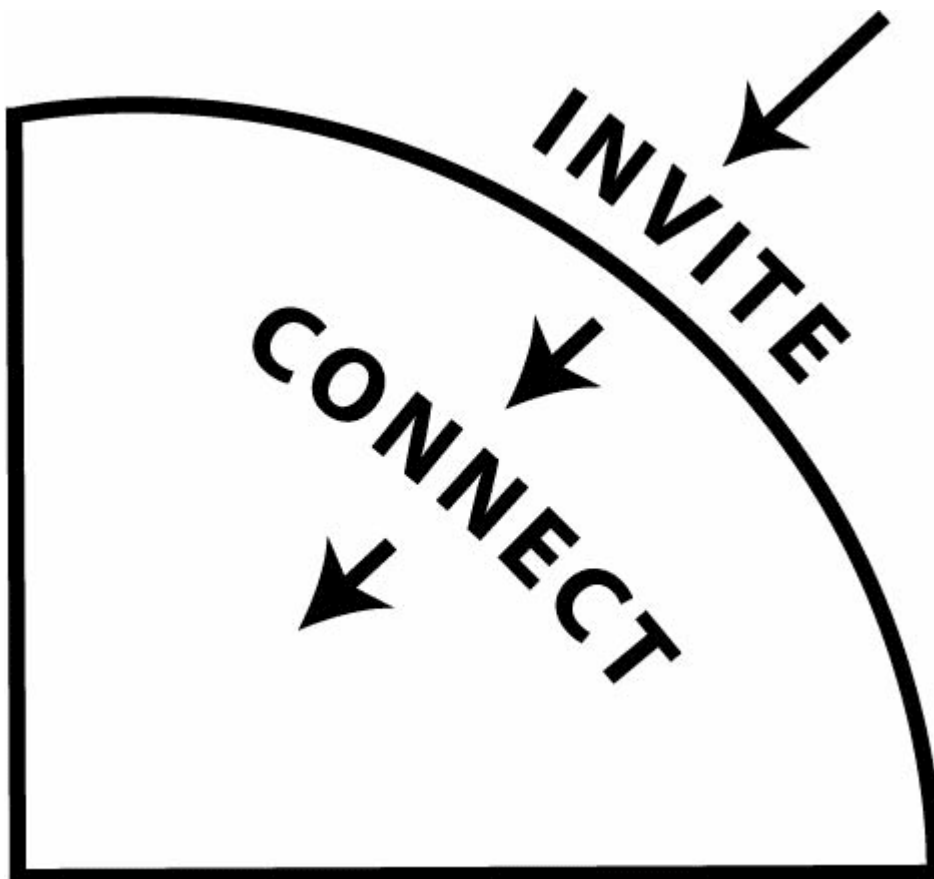
1:00-5:00 Supercluster. Our newest cluster is comprised of pastors who are in the coaching relationship with us and their churches have had consultations and adopted the recommendations and covenant. The other cluster that will be present predates the consultation ministry and are part of a previous ministry to foster health and excellence among pastors. We are not in a coaching/covenant relationship with these churches/pastors and their churches have not done consultations - at least not yet. However, they are very receptive to our involvement. Don't change what you would say based on this, but I wanted you to be aware. I am expecting 15-25 people.

High Impact Churches break through spiritual, social, and leadership barriers to establish new churches, new ministries, and reach large numbers of new people for Christ. High Impact churches confront the law of inertia and the reality of human lethargy with a passionate purposeful pursuit of God's plan for evangelism in their area.

George Hunter ([Reaching the Unchurched](#)) & George Barna ([www.barna.org](http://www.barna.org))

Built on needs of people in local context  
Focused on the unchurched  
Multiple entry points into the church  
System of segmentation and sequencing for spiritual growth  
Leadership is the most important role of the Senior Pastor  
High expectations of membership and preaching involves a call to action  
Leadership is developed from within  
Many specialized ministries in addition to the basics

*“Churches that are effective reaching people for Christ see the needs of the unchurched, establish ministries that allow the church to be present in the community, and have a process by which they are able to draw these unchurched people into the safety of Christ and a local church”*  
(McIntosh & Martin, [Finding Them, Keeping Them](#), 22).



### GROWTH BARRIERS.....

The barrier of **VISION** - A breakthrough of **CLARITY**

The barrier of **LEADERSHIP** – A breakthrough of **CERTAINTY**

The barrier of **TEAM** – A breakthrough of **UNITY**

The barrier of **COMMUNITY** – A breakthrough of **CONNECTION**

The barrier of **PRESENTATION** – A breakthrough of **EXCELLENCE**

The barrier of **FOLLOW-THROUGH**- A breakthrough of **FAITHFULNESS**

Breaking Through Your Growth Barriers  
© Dr. John Jackson, for Rev! Magazine

Athletes often describe hitting a “wall” of performance. It is a barrier where no apparent amount of effort appears able to push through the pain of the moment. Athletes who hit such a barrier either surrender to it, or they devise new understandings of the mind and disciplines of the body to help break through the barriers of their efforts. Are there such barriers that affect the life and ministry of churches?

Well over 85% of the churches in America have fewer than 200 people attending worship services each week. Church leaders have also reported specific challenges reaching between 300-500 people each week, just under 1,000 people, and around 2,000 people. Are these “barriers” God-ordained or are there specific understandings and disciplines that we can acquire that will help us lead through these barriers?

Bill Sullivan wrote Ten Steps to Breaking the 200 Barrier in 1988 and recently (2005) released an updated version. Carl George and Warren Bird wrote their book, How to Break Growth Barriers in the early 1990’s. I’ve learned from these books and others, along with seminars and conferences I’ve attended. But most of what I’ve personally learned about growth barriers has come in the context of leading an established church for 10 years, leading a denominational agency working with over 200 churches, and now planting a church for these past 9 years and working with other churches as a consultant. In my experience, there are 3 major areas of breakthrough understanding to help your church break growth barriers...the breakthrough of *clarity*, the breakthrough of *consistency*, and the breakthrough of *congruence*.

**The breakthrough of clarity is all about having a clear and focused vision of a preferred future that is shared by the key leaders in the church.** I am convinced that God wants to give each local church

a convicting and compelling vision for being “Jesus with skin on” in their community. Many churches that I have worked with over the years are really struggling with this question: “What has God called us to do in this local church in this local community?” While the question is seemingly innocent and elementary, I’ve seen churches go down in flames (sometimes literally!) over the answers. Hearing clearly from the heart of God and making sure the pastor and the key leadership are united in these matters is absolutely non-negotiable.

I’ve recently had the privilege of connecting with several churches that are working on this very issue of clarity. Interestingly, one of the churches I’m working with has over 2000 people each week and is very fruitful in a number of ways. Yet the key leadership is clear that they are wandering and in need of a clear word from God. That same experience is happening with another church that I’m working with that has fewer than 200 people. Both churches are just beginning to understand the benefit of hearing God clearly and getting the church leadership on the same page. Larry Osborne’s book, The Unity Factor, is a great little resource on this matter.

Question: *Are you clear about what God is specifically calling your church to do in your community?*

**The breakthrough of consistency is all about insuring that the strategies and programs of the church are executed with regularity and excellence.** We’ve all heard the false saying, “practice makes perfect”. Many of us now know that is simply not true. The truth is that “perfect practice makes perfect”. I’ve experienced the need to discern the will of God and then DO the will of God. It’s what I call the “lather-rinse-repeat” cycle of obedience. You know the phrase from hair shampoo. I think it applies to our ministry in the church. Once we’ve heard the Lord clearly about His vision, we develop strategies and programs to fulfill the vision. At that point, walking out our excellent strategies is a matter of consistency and evaluation.

In our church ([www.cvcwired.com](http://www.cvcwired.com)), we have done what we call “Discovery 101” (our “first step” welcome class) virtually every single month on Sunday afternoons since we started 9 years ago. I personally teach that class and have now taught the class just over 100 times! Our evaluations consistently show that getting someone to our 101 class is a key to connecting them to the vision, mission, and community of our local church. The book, Execution: The Discipline of Getting Things Done is a great resource from a business perspective to help your ministry focus on accomplishing your vision with excellence and consistency.

Question: *Are you consistently doing with excellence what you are called to do in your community?*

**The breakthrough of congruence is all about insuring that the message of your church is the same in all of your programs and activities.** My experience in working with churches over 200 is that there are often competing visions and values in the various departments of the church. Many times in churches under 200 there are competing family networks that have different visions of the future. Congruence is about making sure that what people hear and receive from the parking lot, the platform, the pulpit, and the program activities are all the same. I've been really excited to see how our church has benefited from a focus on alignment in our strategies throughout the ministries.

We have described our ministry system as "Invite-Connect-Serve". Each time we've made sure that our guests and regular attenders were all on the "same page", we've seen huge benefit. Our childrens, student, and adult ministry all utilize the same framework of Invite-Connect-Serve and it has become a great strength of our entire ministry. More recently, we did an entire teaching series called, The Ripple Effect, where we helped our church "Focus on Five". You can visit my leadership blog at <http://leadership.pastorpreneur.com> for additional information about that series experience. Another strategy we've utilized several times is what we call layered learning. It essentially uses the 40 day campaign type of strategy with weekend teaching, daily devotions, and small group materials. The power of getting the whole church in agreement and focused together is huge!

Question: *Do each of your programs and activities communicate the same message of your mission, vision, and values?*

#### Five Behaviors of Sheep Herders:

- Personally do all the caring
- Attempt to meet all expectations
- Work to the limit of time/energy
- Keep work close to themselves
- Base perspective on present conditions

#### Five Behaviors of Sheep Ranchers:

- Concerned for high quality pastoral care
- Set expectations
- Perceive the church organizationally
- Delegate and involve others

Develop leadership and management skills

200-400 key factors

Self –identity – Who are we - What we used to be  
Leadership crisis  
Multiple services  
Power issues  
Staff, Programming  
Staff led model, pastor to leader vs. manager  
Align resources to vision  
Restructure for success

400-700 key factors

Awkward size church  
Vision directed values enhanced.  
Release ministry rather than retain it  
Pastor as leader or stagnate  
At this level, pastor becomes leader or else stagnation  
Elevate the thinking of the pastor  
Hire exceptional staff  
Create multiple entry points  
Provide assimilation and discipleship via small groups/classes

800+

Worship Excellence  
Communication is Key  
Excellence, Simplicity, Synergy

### **Leading At A Higher Level**

**By The Founding Associates and Consulting Partners of The Ken Blanchard  
Companies  
Prentice Hall**

In recent years, we have changed our definition of leadership to *the capacity to influence others by unleashing their power and potential to impact the greater good.* - page xix

Leading at a higher level, therefore, is a process. We define it as *the process of achieving worthwhile results while acting with respect, care, and fairness for the well-being of all involved.*

- page xx

Over the years, I have found that in organizations where leading at a higher level is the rule rather than the exception, people do four things well:

- They set their sights on the right target and vision.
  - They treat their customers right.
  - They treat their people right.
  - They have the right kind of leadership.
- page xxii

SCORES is an acronym that represents the six elements evident in every high performing organization.

*S = Shared Information and Open Communication*

*C = Compelling Vision*

*O = Ongoing Learning*

*R = Relentless Focus on Customer Results*

*E = Energizing Systems and Structures*

*S = Shared Power and High Involvement*

- pages 10-13

Research has demonstrated time and again that an essential characteristic of great leaders is their ability to mobilize people around a shared vision. - page 24

The purpose of a vision statement is to create an aligned organization where everyone is working together toward the same desired ends. - page 26

Visit [www.LeadingAtAHigherLevel.com](http://www.LeadingAtAHigherLevel.com) to access the free virtual conference titled *Set Your Sights on the Right Target and Vision*. Use the password “Target” for your FREE access.

- page 36

Visit [www.LeadingAtAHigherLevel.com](http://www.LeadingAtAHigherLevel.com) to access the free virtual conference titled *Treat Your Customers Right*. Use the password “Customers” for your FREE access. - page 63

Leaders need to do what the people they supervise can’t do for themselves at the present moment. - page 95

To become effective in using Situational Leadership® II, you must master three skills: *diagnosis, flexibility, and partnering for performance*. - page 99

In fact, we have found that leadership is a four-stage transformational journey that includes self leadership, one-on-one leadership, team leadership, and organizational leadership.

Self knowledge gives you perspective.

The key to ***one-on-one leadership*** is being able to develop a trusting relationship with others.

The next step on a leader's transformational journey is ***team leadership***.

***Organizational leadership*** is the final stage in the transformational journey.

The key to developing an effective organization is creating an environment that *values both relationships and results*. - pages 101-102

Establishing an Effective Performance Management System

**Performance planning.**

**Performance coaching.**

**Performance review.** - page 122

Seven key characteristics of all high performing teams, represented by the acronym PERFORM.

Purpose and values.

Empowerment.

Relationships and communication.

Flexibility.

Optimal productivity.

Recognition and appreciation.

Morale.

- pages 176-177

**Predictable Reasons Why Change Efforts Typically Fail**

1. People leading the change think that announcing the change is the same as implementing it.
2. People's concerns with change are not surfaced or addressed.
3. Those being asked to change are not involved in planning the change.
4. There is no urgent or compelling reason to change. The business case is not communicated.

5. A compelling vision that excites people about the future has not been developed and communicated.
6. The change leadership team doesn't include early adopters, resisters, or informal leaders.
7. The change isn't piloted, so the organization doesn't learn what's needed to support the change.
8. Organizational systems and other initiatives aren't aligned with the change.
9. Leaders lose focus or fail to prioritize, causing "death by 1,000 initiatives."
10. People are not enabled or encouraged to build new skills.
11. Those leading the change aren't credible—they undercommunicate, give mixed messages, and do not model the behaviors the change requires.
12. Progress is not measured, and no one recognizes the changes that people have worked hard to make.
13. People are not held accountable for implementing the change.
14. People leading the change fail to respect the power of the culture to kill the change.
15. Possibilities and options are not explored before a specific change is chosen.

- pages 203-204

The best definition of management we've ever heard:

"My job is to reorganize the department on a moment-to-moment basis, depending on citizen (customer) need." - page 256

So profit really is the applause you get from taking care of your customers and creating a motivating environment for your people. - page 262

You finally become an adult when you realize that life is about what you give rather than what you get. - page 263

One of the keys, therefore, to becoming a servant leader is humility. We have found two compelling definitions of humility. The first one appeared in a book by Ken Blanchard and Norman Vincent Peale, *The Power of Ethical Management*:

***People with humility don't think less of themselves; they just think about themselves less.***

The second definition of humility comes from Fred Smith, author of *You and Your Network*:

***People with humility don't deny their power; they just recognize that it passes through***

*them, not from them.*

- page 267

*The Secret: What Great Leaders Know—And Do* - a book Ken Blanchard wrote with Mark Miller, vice president of training and development for Chick-fil-A.

Great leaders **SERVE**:

**S stands for See the Future.**

**E stands for Engage and Develop People.**

**R stands for Reinvent Continuously.**

**V stands for Value Results and Relationships.**

**E stands for Embody the Values.**

- pages 268-272

## **EVALUATION OF THE MENTOR PROGRAM**

### **CONTEXT**

1. I want to restate the theology that underlies our mission and vision. Remember our mission has not changed it still is to grow healthy (reproducing) churches. Our vision of a "Double Portion" is still in place meaning we plant 150 congregations by the year 2012.

Our strategy has changed in that we are no longer viewing ourselves bound by geographical boundaries. Our theology:

Genesis Three  
Genesis Twelve  
I Kings Ten and Eleven  
Isaiah Forty-Nine  
Matthew Sixteen  
Ephesians Three  
Revelation Five

2. I also reaffirm that we have a stewardship for what God is and has done in our Region.

We have experienced transformation that has not happened to the same degree anywhere else in any other denomination.

We are experiencing continuing growth in congregational reproduction.

We must have an infrastructure that allows transformation and reproduction to continue with greater effectiveness.

We are a model and testimonial to other denominations and regions across the nation.

### **CONCERNS**

1. As happens in every life cycle, we are beginning to lose some momentum in our Region of established congregations. That is to be expected but it cannot be tolerated. The Region leadership must step up just as pastors must step up to move all of us to the next level of effectiveness. It is time to re-invent.

2. Some of our more effective pastors, including GHC Mentors are not getting the help they need, to be effective pastors. Some effective pastors do not come to clusters, which may say more about them or the cluster, I am not sure. However, we must find out. I know Mentors who are frustrated because they do not get the response they would like in their clusters and they are not getting the help they need from else where in the Region.
3. I am not convinced that many of our pastors are being as challenged as they need to be within our clusters.
4. The bottom line is that I do not believe our clusters are working across the board as they have in the past and we are not getting the results we should for the resources invested as we have in the past.

**RESPONSIBILITY** (MISSING THE BULLSEYE)

1. I must own what I have done or not done in relation to the situation in which we find ourselves. Here is where I see that I have not been the leader I should be:

I have not continually cast the vision for the clusters and how they fit into our overall vision.

I have not always clearly communicated what I have expected from the Mentors.

I have not been as responsible as I should have been in expecting certain behaviors from the Mentors.

I have assumed too much in expecting the Mentors to act as leaders without making sure they took advantage of available resources.

2. I also believe the Mentors must assume responsibility for their involvement in the current situation. Please recognize what I am going to say does not apply to all Mentors in all situations. However, this is a reflection of my biggest frustrations in looking at the general picture.

I am disappointed that Mentors have not led a number of their clusters to a higher level of accountability and asking more from their pastors.

I am disappointed that Mentors have not taken advantage of training opportunities given or funded by the Region and therefore have not modeled well for other pastors the need to continue to learn.

I am disappointed that on some occasions Mentors have not helped promote the mission and vision of the Region more.

I am disappointed that Mentors have not always been leaders in showing financial support for the Region in making sure their congregations have been doing their part in getting their mission dollars to the Region.

**RESULTS AND DEDICATION** (ON TARGET)

1. I am convinced the Mentor program has been a success for the last five years. The problems I am addressing are recent and we are addressing them before they become embedded in our system.
2. We would not be where we are today, in seeing more and more new congregations being started, if it were not for the Mentor program. This infrastructure has worked well to get us to where we are today. The Mentors have been the face and voice of the Region each month that has made much of this possible.
3. I know all the Mentors on different occasions have gone beyond their expected responsibilities to work with congregations and pastors in situations that have been most difficult.
4. I have sensed the support of all the Mentors for me, our mission, and our vision. I count the Mentors, along with a number of other GHC pastors as my friends and colleagues in ministry.
5. The reason I am coming with all of this to you and the other pastors at this meeting is so we can model that we will change, because we need to and we will do it before the situation becomes drastic. You are my heroes and I need your help to create, promote, and lead the changes that must occur.

## **PROPOSED NEW MENTOR/CLUSTER MODEL**

*NOTE:* This model is a proposal for you to respond and react to in order that we might develop a cluster and mentor system that meets needs and enables us to be more effective in accomplishing the mission and achieving the vision.

### **OVERALL CONCEPT**

1. From my perspective, clusters should help pastors accomplish two major objectives. The clusters should provide a place for learning which is designed to help the pastor develop as a pastor and lead the congregation to greater levels of health and effectiveness. Secondly, clusters should be a place for personal and group spiritual formation in order to help pastors become healthier as people and develop interdependent relationships with the other pastors within the cluster.
2. I also recognize that some pastors value these two major objectives differently and therefore want different things when it comes to cluster gatherings. Therefore I am proposing two kinds of clusters.
3. First there would be **community clusters**. The primary purpose of these clusters is to focus on personal and group spiritual formation. The GHC Mentor would design spiritual formation exercises to help pastors develop individually and as a group that cares for one another while attempting to help meet personal needs faced by individuals within the cluster. The Mentor would also provide training on how pastors can become more effective in leading their congregations. The focus however, would be on spiritual formation and personal development.

4. The second kind of cluster would be **coaching clusters**. The primary purpose of these clusters would be to help pastors become more effective in leading their congregation, while also developing spiritually as a person, and caring for the other pastors in the cluster. The key ingredient in this cluster would be mutual accountability between the pastors, including the Mentor. Training would be a high focus in such clusters, with the training being designed to help pastors achieve that for which they want to be held accountable to achieve.

5. Pastors across the region would choose the cluster that meets their needs and desires. Each cluster would meet every other month (which means they would meet for a minimum of five hours, including a meal) for ten months out of the year. Coaching clusters would meet on different months than community clusters. This would allow pastors and Mentors to attend both kinds of clusters if they desire to do so.

5. There would be fewer clusters with fewer Mentors. This also means that some pastors may have to drive further to be a part of the cluster. However, along with the fewer meetings, hopefully they will be worth attending because of the planning of the Mentor. A number of pastors would be asked to be GHC Resource Pastors. These are effective pastors whose ministry experience would enable them to be Mentors. Their role is to be resources to Mentors in various areas of congregational health and reproduction as well in areas of spiritual formation. Mentors would be expected to take advantage of these Resource Pastors to provide various kinds of training for the clusters, particularly the coaching clusters. I am assuming that all Mentor Pastors and Resource Pastors would be in a cluster.

6. Twice a year our pastors with the largest church experience would put on training events for all pastors, particularly those involved in coaching clusters.

7. The bottom line is that there would be two kinds of clusters; community and coaching. There would be three kinds of pastors providing leadership in the clusters: Mentors, GHC Resource Pastors, and pastors with large church experience.

### **COMMUNITY CLUSTERS**

1. The primary purpose of these clusters would be to help pastors develop in their spiritual formation, particularly as individuals and with the group with which they meet. Pastors would be expected to set goals, with the Mentor and the group, for what they want to accomplish in the year they meet together. The Mentor will help the pastors set group goals for what the group will achieve together.

2. The Mentor will also be expected to provide training on how a pastor can lead an effective healthy congregation.

3. The Mentor does not have to do all the training in the cluster. The Mentor can bring in a GHC Resource Pastor for the training piece if the Mentor so desires.

4. The Mentor is expected to plan and develop the cluster so the pastors are led through spiritual formation exercises that help them meet their individual goals and help the group meet its goals. The Resource Center will evaluate the plans and sign off on them.

5. The Mentor will also be in contact with each pastor in the cluster by phone at least once each month during the five months the cluster does not meet.
6. The Mentor will submit plans for each cluster to the Resource Center detailing, to some degree, how the five clusters will be conducted and where each cluster will meet. The Mentor will also submit the goals that are developed by individual pastors and the group. If some of the goals are highly personal, the Mentor will note that certain goals (the number) have been set by a particular pastor but will not be asked to reveal what those goals are. At the end of the year the Mentor will report on how the pastors did in achieving their goals.

### **COACHING CLUSTERS**

1. The primary purpose of the coaching clusters is to develop an accountable group where pastors set goals for the health and growth of their congregations. The pastors may also want to set personal goals that relate to their personal and professional development. The Mentor will take the lead in helping them set all goals.
2. The Mentor is expected to provide training by either leading it or by bringing in a GHC Resource Pastor (or Staff member) to lead it.
3. Again the Mentors are expected to plan the time for these longer clusters so that the time is used well and wisely. Also, the Mentor is expected to stay in touch by phone with pastors at least once each month during the five months the cluster does not meet.
4. The Mentor will submit the plan for the cluster year to the Resource Center. The Mentor will also submit the goals that are developed and report on how those goals were achieved at the end of the year.
5. Within two years, the accountability clusters will take on, as a group endeavor, the planting of one or more congregations within the region on an annual basis.

### **ALL MENTORS**

1. Mentors will fulfill their expectations well and if there is need of help, they will contact the Resource Center in a timely manner so we can provide any assistance that is required.
2. Mentors will respond to all messages sent from the Resource Center within 24-72 hours.
3. Mentors will attend all the training conducted by the Region unless there is an emergency situation that arises. Any training that is offered that conflicts with any dates already set by the Mentor will be communicated to us immediately. They will also do their best to get the pastors in their clusters to attend Region training events.
4. Mentors recognize that they are an extension of the Region staff and will constantly communicate to pastors that they are the face of the Region to them.

They will also inform the Resource Center immediately upon hearing of any issues that might require the Region's help or communication.

5. Mentors will communicate with the Resource Center when the mission dollars in their churches are, for whatever reason not meeting expectations. The goal of the Region staff is to provide help and also to understand when certain conditions provide for extreme measures.

6. Mentors of community clusters will also be a part of coaching clusters. All Mentors will take part in the two larger cluster events that are led by our larger church pastors.

### **GHC RESOURCE PASTORS**

1. These pastors will attend coaching clusters, all training events (unless there is an emergency) and the two cluster events led by large church pastors.

2. These pastors will submit to the Resource Center the topics they feel confident in leading in clusters. After consultation with the Resource Pastors a list will be generated and sent to the Mentors, in order to match the right Resource Pastor with the appropriate cluster.

3. When leading clusters these pastors recognize that they are the face of the Region to the pastors they are leading and will help the pastors understand that.

4. Resource Pastors will also deal with the Resource Center in a forthright manner when the mission dollars from their congregations are not meeting expectations.

### **FINAL THOUGHTS AND TIMELINES**

1. Any Mentors of current clusters that express their desire to continue to meet as they are now doing need to clear that with me. However, any current cluster that meets must designate itself either a community or coaching cluster and then meet any requirements that become part of this plan.

2. I want and need your feedback on this proposal today and the rest of this month. I will then gather four current Mentors to process feedback and develop the final plan. We will develop a list of Mentors and GHC Resource Pastors and ask you to participate. If you are a Mentor now and would like to be involved in either category please let me know.

3. I am asking all current Mentors and any pastors here today to help us communicate positively this new plan, however it is developed.

4. Once the new plan is developed it will be communicated to the Mentors and you will be asked to present it to your clusters and help them accept it and adopt it.

5. By the way, if you want to present the proposal to your clusters, being sure to let them know it is a proposal, in order to get more feedback that is fine and we can wait until the end of February to begin to make final decisions.

6. The new plan will then start in September. This would mean that each kind of cluster would meet twice before the end of the year. Community clusters might meet in September and November with coaching clusters meeting in October and December.

7. Now it is time for your questions and feedback.

If this is not enough explanation or if you have other questions, give me a call on my cell at 321.279.5144