STRATEGY:
LEADERSHIP DEVELOPMENT
The Fellowship // Easton, MA

Implementation

This is the material that the Leadership Development Implementation Team needs to craft the church's leader development strategy.

QUESTION:

What is your church's most valuable asset?

ANSWER:
Leadership!
(And there is no close second.)

"As the leadership goes, so goes the church."

Aubrey Malphurs

ASSUMPTION:
We have a leadership crisis in the church.

REALITY:

We have a leadership *development* crisis in the church.

QUESTION:

What is Leadership Development?

A WORKING DEFINITION:

The continual and intentional assessing, launching, and training of leaders.

Leadership Development in the Bible

• Moses & Jethro

"Look for able men from all the people, men who fear God, who are trustworthy and hate a bribe, and place such men over the people as chiefs of thousands, of hundreds, of fifties, and of tens."

Exodus 18:21

Leadership Development in the Bible

• Nehemiah
  • Nehemiah assessed where the trouble spots were along the wall, and who lived near each section
  • Nehemiah gave marching orders, telling the men to work on the section of wall/gate nearest them
  • Nehemiah encouraged and trained the men (They were regular folks!)
  • Results: Wall completed in 52 days

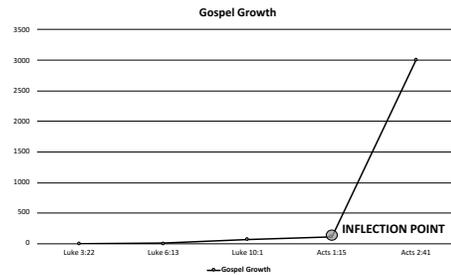## Leadership Development in the Bible

Jesus

Luke 8:1	Luke 9:1	Luke 10:1
Jesus… Leads 12	Jesus… Sends 12	Jesus… Sends 72

Leadership Development in the Bible

"And he said to them, '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…'"

Luke 10:2 (ESV)

Jesus sends them to spread the gospel… and to look for laborers (leaders)!

Gospel Growth

INFLECTION POINT

Luke 3:22   Luke 6:13   Luke 10:1   Acts 1:15   Acts 2:41

Gospel Growth

DREAM:

What impact could The Fellowship make if you reached a leadership development inflection point?

Three Approaches to Leadership Development

- Organic
  - "Let's just let it happen!"
- Programmatic
  - "We'll make it happen!"
- Systemic
  - "It's who we are."

Laying the Groundwork for a Leadership Pipeline
How to Prepare the Church

Preparing the Groundwork: Secure Support

- Determine if the empowered leadership will support the leadership development process.
  1. The Board
  2. The Pastor
  3. The Staff
  4. Patriarch/Matriarch
  5. Families
- Question: Will they follow your lead? (Will they "stand up" or "fold" under the pressure?)

Preparing the Groundwork: Select a Champion

- Someone must **lead** the process and oversee its implementation.
- Options:
  - Pastor
  - Deacon/Board Member
  - Implementation Team Leader*
  - Part-time Staff
- Note: Everyone will play a role, but who will lead and guide the process?

Preparing the Groundwork: Define Leadership & Levels

Question:
- How can you know if you are developing leaders if you don't have a consensus definition of leadership?

Definitions of Leadership

- "Leadership is a dynamic process in which a man or woman with God-given capacity influences a specific group of God's people toward His purposes for the group." - Clifton
- "In essence leadership appears to be the art of getting others to want to do something you are convinced should be done." – Kouzes & Posner
- "Leadership is figuring out what needs to be done and then doing it." – Anderson
- "Leadership is influence, the ability of one person to influence others." - Sanders

Definitions of Leadership

- "Leadership involves influencing one's peers as a team to carry out the purposes of the church." - Stroope
- "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." - Northouse
- "Leadership is the ability to influence others based upon one's character, capabilities, and the clarity of the ministry's direction." - Cooper
- "Christian leaders are godly servants with the credibility and capabilities to influence people in a particular context to pursue their God-given direction." - Malphurs

Preparing the Groundwork: Define Leadership & Levels

Question:
- Did you notice any common elements in these different definitions?

Note:
- The IT will need to develop its own definition of leadership incorporating these elements.

Preparing the Groundwork: Define Leadership & Levels

Common Leadership Attributes:
1. Influence
2. Capacity
3. Character

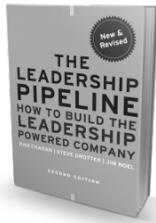## Preparing the Groundwork: Define Leadership & Levels

Fact:
•Leadership does not occur on a level playing field!

Therefore:
•We need to define and stratify leadership "levels," empowering leaders with the appropriate amount of responsibility.
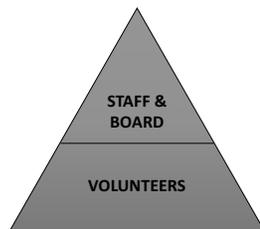
The Leadership Pipeline

•Model developed by business thinker, Ram Charan
•Based on premise that an organization requires different levels of leadership to be successful
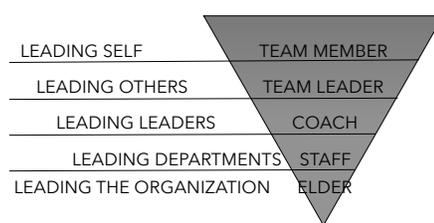•Creates a clear visual for navigating leadership "passages"

The Leadership Pipeline

PASSAGE SIX   ENTERPRISE MANAGER   GROUP MANAGER   PASSAGE FIVE
PASSAGE THREE   BUSINESS MANAGER   FUNCTIONAL MANAGER   PASSAGE THREE
PASSAGE TWO   MANAGE MANAGERS   MANAGE OTHERS   PASSAGE ONE
MANAGE SELF

What we usually see:

STAFF & BOARD

VOLUNTEERS

A better structure:

LEADING SELF	TEAM MEMBER
LEADING OTHERS	TEAM LEADER
LEADING LEADERS	COACH
LEADING DEPARTMENTS	STAFF
LEADING THE ORGANIZATION	ELDER

Leading Self {Team Member}

- Volunteers
- Focus on tasks and learning how to lead
- Submits to guidance and mentorship of ministry coach
- Works alongside a Leader to become familiar with ministry practices and gain experience serving
- Primary role: Contributing

Leading Others {Team Leader}

- Volunteers
- Focus on tasks, recruiting, and ministering to the congregation
- Submits to guidance and mentorship of ministry coach
- Works on a rotation within a specific ministry area, doing ministry tasks, serving congregation
- Primary role: Leader

Leading Leaders {Coach}

- Volunteers
- Focus on people management/development
- Works directly with staff to implement key strategies on week-to-week basis
- Organizes a specific team of leaders towards a specific goal
- Primary role: Coaching

Leading Departments (Ministries) {Staff}

- FT & PT Staff, High-level volunteers
- Focuses on how ministries align with Big Picture and Strategic Direction
- Works within provided framework to leverage their ministry for greatest impact
- Makes tactical decisions on year-to-year, monthly, and weekly basis but delegates tasks, shares management
- Primary role: Directing

Leading the Organization {Elder}

- Board & Executive Staff
- Focuses on Big Picture and fundamental Strategic Direction
- Provides framework for budget, major initiatives, events, etc.
- Advises on tactics, but delegates decision-making (with exceptions)
- Primary role: Visioning

QUESTION:

How do we determine where a leader "fits" in the Leadership Pipeline, and when it's time for them to move up?

ANSWER:

Define the Core Competencies.

Core Competencies Matrix
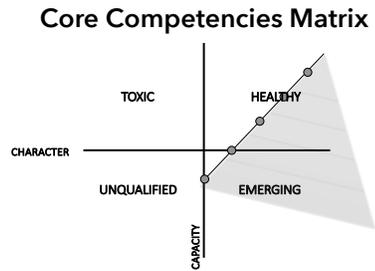
Core vs. Proprietary Competencies

CORE COMPETENCIES
- Same requirements in each level for any ministry
- Growth necessary to move up in any ministry
- Tied to level of leadership, inextricably

PROPRIETARY COMPETENCIES
- Tied to a specific ministry
- Wide variety from ministry to ministry as level increases
- Is (usually) a capacity, not character, quality

Character Competencies (examples)

- Humility
- Integrity
- Self-Control
- Faithfulness
- Service
- Prayerful
- Others?

Capacity Competencies (examples)

- Influencing Others
- Management (People & Projects)
- Communication
- Strategizing
- Emotional Intelligence
- Budgeting
- Others?

Task & Relational Skills Capacity

One option is to break out "capacity" core competencies into two categories: task skills and relational skills.

Task Skills (Examples)	Relational Skills (Examples)
Preaching	Listening
Vision development	Networking
Time management	Conflict resolution
Reflecting	Counseling
General planning	Evaluating
Strategic planning	Mentoring
Communicating	Community building

Proprietary Competencies

Individual ministries may have certain skills, unique to that ministry and leadership level. Below are some hypothetical examples:

Ministry	Leadership Level	Proprietary Competency
Worship	Coach	Song Selection
Youth Ministry	Team Leader	Developmental Psych Training
Small Group	Coach	Curriculum Screening
Children's Ministry	Team Leader	PCO Check-in's Training
Children's Ministry	Team Member	Safe Space Training
Tech Team	Team Leader	Sound Board Training

Define the "Passages"

To make the transition from one level of leadership to another, there needs to be a marked shift in three primary areas:

1. Core Competencies*
2. Time Application
3. Performance Driver

Four Passages

Passage	Core Competencies*	Time Application	Performance Driver
Leading Self to Leading Others		Personal Development	Individual Contribution
Leading Others to Leading Leaders		Coaching, Evaluating, & Scheduling Others	Maximizing Others
Leading Leaders to Leading Departments		Strategizing ministry	Strategic Development
Leading Departments to Leading the Organization		Spiritual leadership, High-leverage decision making	Visionary Thinking

Questions?