

STRATEGY: LEADERSHIP DEVELOPMENT

The Fellowship // Easton, MA

Preparing the Groundwork: Determine How Leaders Will Be Recruited

How? Three-Phase Process

Phase 1: Identification

- Who are potential leaders? (make a list)
- Pursue them

Phase 2: Investigation

- Are they qualified?
- Are they/we interested?

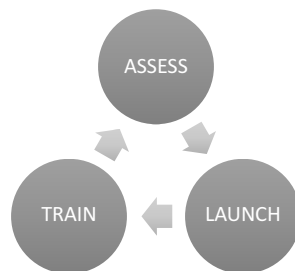
Phase 3: Invitation - begin evaluation

Create a Reproducible Leadership Development System

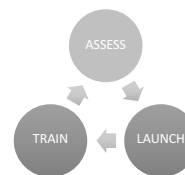
How to Continually & Intentionally Build Your
Leadership Pipeline

OUR SYSTEM IS FOUND IN OUR DEFINITION:

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



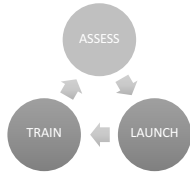
What is Assessment?



• "The evaluation or estimation of the nature, quality, or ability of someone or something."

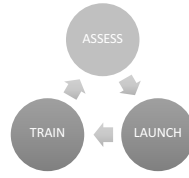
• For our specific purposes: assessment is the act of quantifying a leader's level of competency and identifying his/her Divine Design.*

How to Assess Core Competencies



- Develop a 360° Competency Review
- Filled out by Leader & Mentor (add third view, when possible*)
- Trying to measure the "Qualitative"
- Bringing objectivity to the subjective nature of personal growth

Who Evaluates & When?



- Coaches evaluate Leaders and Apprentices
- Staff evaluate Coaches
- Pastor evaluates Staff
- Board evaluates Pastor
- Staff & Pastor evaluate Board
- (At least) Yearly Evaluations!

Core Competencies Review Sample (See Printout)

CORE COMPETENCIES 360° REVIEW | CHARACTER

HUMILITY
The leader fully acknowledges their own role in their own success, is available, open to criticism, and is able to respond in a grace. The leader shares and good losses, is not proud, and does not blame others, but is able to give grace to others.

1 2 3 4 5 6 7 8 9 10

INTEGRITY
The leader does more about doing right than being right. In their own life, words and actions of which, the leader pursues a holy thought that others value. He or she "gives the extra mile" and goes the right way in a world of possibilities. The leader does not cut corners.

1 2 3 4 5 6 7 8 9 10

SELF-CONTROL
The leader is not given to excess in anything, he or she adheres to Holy Spirit and often to depend on the grace of others in any other manner for his competence and identity. The leader is marked by discipline, control, and intentionality in daily life.

1 2 3 4 5 6 7 8 9 10

FACTFULNESS
The leader displays a high level of competency in his or her spiritual, family, church, and work life. He or she is discernible and loyal and exercised to critical, relationship and responsibilities. The leader is motivated, respectful, and reliable.

1 2 3 4 5 6 7 8 9 10

SERVICE
The leader is characterized by a heart of generosity, he or she is a regular giver financially to his system work, and also gives of time in other outside of mandatory responsibilities. The leader is building for work to come, rather than avoid.

1 2 3 4 5 6 7 8 9 10

Task Skills Inventory (From Building Leaders)

Appendix D Task Skills Inventory

The following are some critical task skill sets for leaders. Rate your ability in each by placing a check in the appropriate box.

| Skills | strong | above average | below average | weak | don't know |
|------------------|--------|---------------|---------------|------|------------|
| Practicing | | | | | |
| Teaching | | | | | |
| Researching | | | | | |
| Value Assessment | | | | | |
| Communicating | | | | | |
| Ministry | | | | | |
| Development | | | | | |
| Ministry setting | | | | | |
| Vision | | | | | |
| Development | | | | | |
| Vision casting | | | | | |
| Strategic | | | | | |
| Reflecting | | | | | |

| | | | | | |
|--------------------|--|--|--|--|--|
| Researching | | | | | |
| Hiring and firing | | | | | |
| Coaching | | | | | |
| Teaching | | | | | |
| Researching and | | | | | |
| mentoring others | | | | | |
| Asking appropriate | | | | | |
| questions | | | | | |
| Disciplining | | | | | |
| Confronting | | | | | |
| Counseling | | | | | |
| Ministry | | | | | |
| Community | | | | | |
| building | | | | | |
| Challenging | | | | | |
| Training | | | | | |
| Empowering | | | | | |
| Including | | | | | |
| Managing/adminis- | | | | | |
| trating | | | | | |
| Leading | | | | | |
| Disciplining | | | | | |
| Strategic | | | | | |
| Disciplining | | | | | |
| Counseling | | | | | |

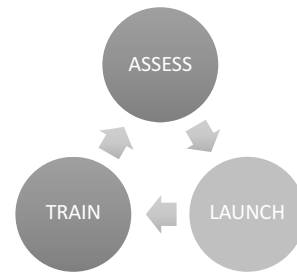
Relational Skills Inventory (From Building Leaders)

Appendix E Relational Skills Inventory

The following are some critical people skill sets for leaders. Rate your ability in each by placing a check in the appropriate box.

| Skills | strong | above average | below average | weak | don't know |
|----------------------|--------|---------------|---------------|------|------------|
| Listening | | | | | |
| Networking | | | | | |
| Conflict resolution | | | | | |
| Decision making | | | | | |
| Goal setting | | | | | |
| Problem solving | | | | | |
| Conflict resolution | | | | | |
| Encouraging | | | | | |
| Team building | | | | | |
| Empowering/mentoring | | | | | |
| Team building | | | | | |
| Community building | | | | | |

| | | | | | |
|--------------------|--|--|--|--|--|
| Researching | | | | | |
| Hiring and firing | | | | | |
| Coaching | | | | | |
| Teaching | | | | | |
| Researching and | | | | | |
| mentoring others | | | | | |
| Asking appropriate | | | | | |
| questions | | | | | |
| Disciplining | | | | | |
| Confronting | | | | | |
| Counseling | | | | | |
| Ministry | | | | | |
| Community | | | | | |
| building | | | | | |
| Challenging | | | | | |
| Training | | | | | |
| Empowering | | | | | |
| Including | | | | | |
| Managing/adminis- | | | | | |
| trating | | | | | |
| Leading | | | | | |
| Disciplining | | | | | |
| Strategic | | | | | |
| Disciplining | | | | | |
| Counseling | | | | | |



QUESTION:
What does it mean to “launch” leaders?

ANSWER:
Launching leaders means getting the right leaders in the right place doing the right things.

The Four “R’s” of Launching Leaders

| FOUR Rs | PEOPLE | PLACE | TIME |
|--------------|--------------|-------------|------------|
| 1. Reaffirm | Right people | Right place | Right time |
| 2. Re-deploy | Right people | Wrong place | Right time |
| 3. Replace | Wrong people | Wrong place | Wrong time |
| 4. Recruit | Wrong people | Right place | Right time |

Job Description + Performance Goals

JOB DESCRIPTIONS:

• People need to know what they’re supposed to be doing! Job descriptions detail what is expected in each role in each ministry at each level.

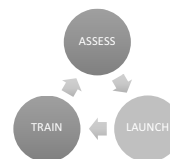
PERFORMANCE GOALS:

• Individual performance goals are the breakdown of the church-wide strategy into measurable and specific performance benchmarks designated for each role.

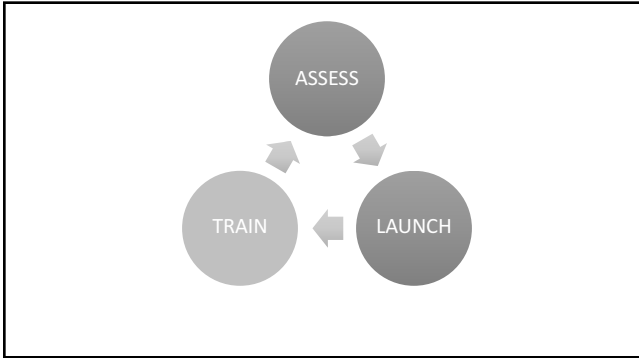
Personal Development Plans

- Leaders should not be launched into ministry and left alone!
- They’re to be evaluated regularly against a standard
- That standard is a Personal Development Plan:
 - Includes personal areas of need in Character and Capacity growth (Are they growing?)
 - Includes a job description (Are they doing the right things?)
 - Includes performance goals (Are they thriving?)

We launch in three ways:

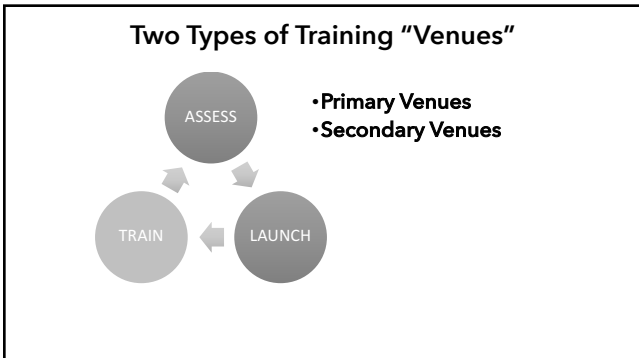


- **Initial placement** (based on Core Competencies & Divine Design)
- **Transition placement** (based on growth or wrong fit or a need)
- **New Personal Development Plans** (based on yearly goals for growth & job descriptions)
- **Every leader gets launched every year**



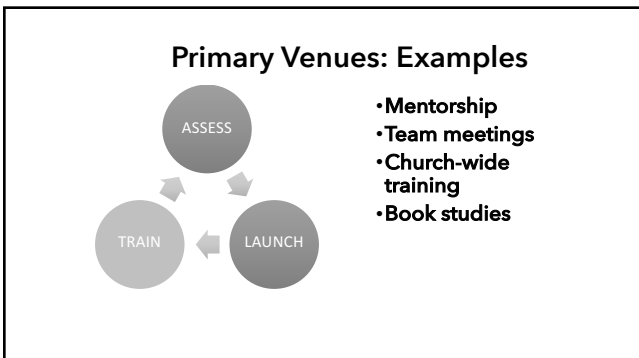
Importance of Training

1. Leadership can be learned (Drucker).
2. Leader development is "learning" to lead.
3. Leaders are incessantly looking for ways to improve themselves and the ministry.
4. Leaders are learners, you stop learning you stop leading.
5. Learning is key! The best leaders turned out to be the best learners (K&P, Truth About Leadership, 122).



Primary Venues

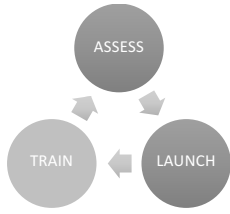
- Standard across all ministries
- The main outlet for boosting core competencies
- Mandatory* participation for all in the leadership pipeline



Secondary Venues

- Proprietary to each ministry
- The main outlet for boosting proprietary competencies
- May be necessary to move up the pipeline within a particular ministry

Secondary Venues: Examples



- Ministry-specific conference
- Ministry-specific training course
- Retreats
- Outside coaching
- Consulting

The Value of a Venue

| Leader Competencies | Leader Competencies | | | Training Types | Characteristics |
|---------------------|---------------------|--------|-----|----------------|-----------------|
| | High | Medium | Low | | |
| Classroom | ● | ○ | ○ | Classroom | Formal content |
| Small Group | ● | ○ | ○ | Small group | Formal content |
| Self Lead | ● | ○ | ○ | Self lead | Formal content |
| Apprenticing | ● | ○ | ○ | Apprenticing | Formal content |
| On-the-Job | ● | ○ | ○ | On-the-job | Formal content |
| Coaching | ● | ○ | ○ | Coaching | Formal content |
| Consulting | ● | ○ | ○ | Consulting | Formal content |
| Self Lead | ● | ○ | ○ | Self lead | Formal content |
| Retreat | ● | ○ | ○ | Retreat | Formal content |
| Workshop | ● | ○ | ○ | Workshop | Formal content |
| Role playing | ● | ○ | ○ | Role playing | Formal content |
| Benchmarking | ● | ○ | ○ | Benchmarking | Formal content |

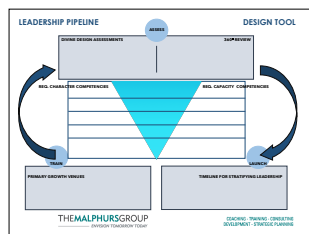
From Building Leaders by Malphurs & Mancini, 2006

Next Steps for The Fellowship How to Get Started

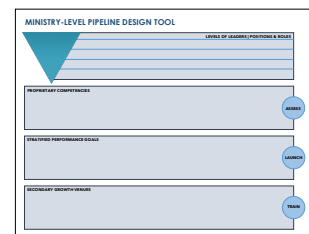
Create a Timeline & Custom Implementation Checklist

| LEADERSHIP DEVELOPMENT | |
|------------------------------------------------------------------------------|--|
| SAMPLE IMPLEMENTATION CHECKLIST | |
| 1. Identify Leadership Development Implementation Goals | |
| 2. Determine Leadership Development Implementation Strategy | |
| 3. Develop Leadership Development Implementation Plan | |
| 4. Identify Leadership Development Implementation Resources | |
| 5. Develop Leadership Development Implementation Budget | |
| 6. Identify Leadership Development Implementation Stakeholders | |
| 7. Develop Leadership Development Implementation Communication Plan | |
| 8. Identify Leadership Development Implementation Risks | |
| 9. Develop Leadership Development Implementation Risk Management Plan | |
| 10. Identify Leadership Development Implementation Metrics | |
| 11. Develop Leadership Development Implementation Reporting System | |
| 12. Identify Leadership Development Implementation Roles | |
| 13. Develop Leadership Development Implementation Roles and Responsibilities | |
| 14. Identify Leadership Development Implementation Tools | |
| 15. Develop Leadership Development Implementation Tools and Resources | |
| 16. Identify Leadership Development Implementation Partners | |
| 17. Develop Leadership Development Implementation Partnerships | |
| 18. Identify Leadership Development Implementation Feedback Mechanisms | |
| 19. Develop Leadership Development Implementation Feedback Mechanisms | |
| 20. Identify Leadership Development Implementation Evaluation Methods | |
| 21. Develop Leadership Development Implementation Evaluation Methods | |

Use the Leadership Pipeline Design Tool



Use the Ministry Pipeline Design Tool



Review:

- Lay the Groundwork:
 - Secure support from existing leadership structure
 - Select a Leadership Development "Champion"
 - Define Leadership Levels & Core Competencies
 - Determine how leaders will be recruited
- Create a Reproducible Leadership Development System
 - Evaluate Devine Design & Core Competencies
 - Launch leaders into right ministry & right Level
 - Train leaders continually through primary & secondary venues
- Create a Launch Plan and get going!

QUESTIONS?