

Leaders Handbook :

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Mission statement :

TO LEAD PEOPLE TO BECOME FULLY DEVOTED FOLLOWERS OF CHRIST

THIS IS WHY WE EXIST. IF WE HAVE TO HANG IT ON A WALL,
THEN IT'S NOT OUR MISSION

Every person must adopt and internalize this basic understanding
of our purpose for being.

Core Values :

- S **sacrifice**—to give up something that we love for something else that we love more.
- P **passion**—an unrelenting desire to know Christ and experience the cross.
- E **evangelism**—aggressively reaching the lost. Willing to do anything short of sin to reach people.
- C **community**—relationally connected to share our life with others
- I **integrity**—the real deal, with no pretense.
- E **excellence**—because it honors God and attracts people.
- S **stewardship**— doing more with less.Managing God’s resources well.
- People may attend, like the music, the teaching, or the kids program, and even volunteer to serve, but they will soon pick things apart, and become disgruntled if they don’t share our core values.
 - Those who do share these core values will endure through criticism, offense, misunderstandings, disagreements, and more. They will put the mission ahead of any personal agenda.

Teachability Is A Must

LifeChurch.tv is a passion-filled, aggressive, ever-evolving organization. At LC, teachability is a must. Without teachability you probably won’t last 91 days at LC. Why 91? If you’re not teachable, during your 90-day review you might hear, ‘Thanks for coming, God loves you. And, thanks for leaving, God loves you.’ What we do is just too important. Some people mistake experience for teachability. 10 years of experience + teachability = 10 years of experience. 10 years of experience - teachability = 1 year of experience, 10 times.

Here are some behaviors I’ve observed from those who are teachable:

1. They ask for adjusting feedback. What can I do better? What are my blind spots? How would you approach this situation? Etc. Those without teachability don't look for adjusting feedback, they look for a pat on the back.

2. They live as a learner. They ask questions. They pursue knowledge. They make observations. They listen more than they speak (ouch!). They experiment with new ways of doing things. Those without teachability don't live as a learner, they like to be the expert.

3. They are not defensive. They don't make excuses when receiving feedback. They receive it, process it, and adjust. Even if they disagree, they look to become more self aware. Those without teachability are simply defensive. Are you teachable? I know I need to become more teachable.

Leadership Lids

We all occasionally (or often) bump up against leadership lids. A leadership lid is anything that limits our leadership. For example, if we always have to be in control, our leadership reach will be diminished. Or if we are unwilling to delegate, our ministries will struggle to grow. We'll hit a lid or ceiling.

Five leadership lids:

Low Altitude Thinking

As usual, I'm writing this post on an airplane. The world looks very different from an airplane than it does on the ground. So will an organization.

As leaders, it is too easy to get bogged down in the details of our ministries that we rarely "rise above" for a different perspective. Instead of always working *in* our ministries, it often helps to work *on* our ministries. There is a big difference.

Low altitude questions might include:

- Did we have enough greeters?
- Did the bulletin have typos?
- Did all the first time guests receive a letter?
- Is the air conditioner in the kids' wing repaired?

It is occasionally wiser to ponder high altitude questions like:

- How can we increase the spiritual climate of our church attenders?
- How can we as a church better live the gospel?
- What needs to change about our strategy to better make disciples?
- How can we create a bigger "vision-buy-in" from the people in our ministry?

It is challenging for me to get into a higher altitude mindset in the office. The urgent often distracts from the most important leadership issues. Getting away and disrupting the norm often allows me to get a higher altitude.

When is the last time you looked at your ministry from a higher altitude? What did you see?

Stagnant Styles of Leadership

When I find something that works, it is tempting to stick with it. In leadership, we must walk the fine line between staying with our strengths and becoming stagnant. Most of us settle into comfortable leadership routines and styles. People generally do well under leaders when they know what to expect. Organizations can thrive in predictable routines. They also can become flat and stagnant.

As a leader, I constantly work to grow and allow God to evolve my style of leadership.

Here are a few examples of what I do to shake things up:

- **Invite outside feedback.** Those who work closely with us quickly lose objectivity.
- **Ask peers and/or direct reports for suggestions.** Those around us often hope for the chance to make suggestions for improvements but may not mention their ideas unless asked.
- **Follow a leadership hunch.** This might be a theory or idea that may or may not work. Following the hunch may lead us into a short-term failure. Small failures are great at spurring growth.
- **Disrupt the rhythms.** Working in different places and at different times changes our perspectives.
- **Traveling.** Seeing more of the world and meeting other leaders is invaluable.
- **Probing the organization.** Leaders can become isolated from those who are on the ground making things happen. Digging for ideas, information, and insight from people we rarely interact with is vital.
- **Work the “change” muscles.** Changing anything is better than changing nothing. Eat at a new restaurant. Read a different kind of book. Hang out with someone outside your normal circle. Preach on something you’ve never preached on before. *What keeps you from stagnant? (Or... are you stuck in a leadership rut?)*

Choosing Easy Over Right

When things are running smoothly, most of us don’t like to “rock the boat.” Instead of addressing important issues, we’ll often let potential challenges go unaddressed. I call it “choosing easy over right.”

The easy thing might be to let a weak staff member stay weak.

The right thing may be to coach, correct, or release that staff member.

The easy thing might be to stay in your current building.

The right thing may be to build, move, or add an experience.

The easy thing might be to allow a struggling ministry to continue.

The right thing may be to overhaul it, change the leader, or dismantle it.

The easy thing might be to avoid talking about money.

The right thing might be to challenge the church to be more generous and be better stewards.

The easy thing might be to preach on a subject that will draw a crowd.

The right thing might be to preach on something that will shrink the crowd but

honor God.

Is there an area in your ministry (or life) where you're choosing easy over right?

Dreaming Small Dreams

One of the biggest leadership lids is lack of vision and dreams.

- Some ministries stay mostly ineffective because the leaders don't have a vision for effective ministry.
- Some churches don't reach people without Christ because the leaders don't have a vision or heart for evangelism.
- Some kids' ministries don't develop growing disciples because no one has a vision to do so.

People follow big vision.

(And by big vision I don't mean just big fund raisers and big buildings. More than big dollars and bricks, people value life change.)

When I was 22, I met a Methodist pastor named Nick Harris who had a vision to reach downtown Oklahoma City for Christ. He also talked about bringing life back into the Methodist Church and about sending missionaries around the world. His passion and vision captured my heart and it was an honor to join his team.

Different Styles of Leaders

(Craig Groeschel)

As I've studied our different campuses and teams, I've noticed that many leaders exhibit one of four different styles of leadership. (I'm sure there are many more, but these are the common ones I've observed.)

The four styles I most often observe include:

Relational leaders: These leaders motivate others through personal connections.

Visionary leaders: These leaders move people by painting a picture of what "could be."

Administrative leaders: These leaders move the ball forward by organizing groups of people with clear boundaries, expectations, and accountability.

Innovative leaders: These leaders find new ways to accomplish old objectives.

Although no leader should be boxed into one style, recognizing and capitalizing on strengths and style can be extremely helpful.

What is your dominant and secondary style of those listed?

Relational Leaders

Some leaders accomplish a ton by leveraging their relational skills. These leaders often move others to do extraordinary things simply because they have relational equity.

I've noticed several things about relational leaders:

- **They tend to remember names.** Relational leaders (who may not be naturally inclined to remember names) care so much about others that remembering names becomes a priority.
- **They are others focused.** Instead of talking about themselves, relational leaders ask questions and love to listen.
- **They remember details.** Because relational leaders care, they'll often remember anniversaries, birthdays, or details about previous conversations.
- **They extend gratitude.** When someone helps a relational leader accomplish a goal, this leader never takes it for granted. She is quick to write a note of gratitude or brag on others publicly.

this style has some potential challenges:

- **They may be slow to make difficult calls.** Because these leaders care so much about people, they may hesitate making the right decision for fear of hurting others.
- **They can become people pleasers.** By nature, relational leaders want to please. If left unchecked, this can become problematic.
- **They may place an unnecessary lid on growth.** Some relational leaders will unconsciously limit growth because they can't get to know everyone. If this leader isn't careful, he might unintentionally slow momentum by trying to be friends with everyone.

Visionary Leaders

God often uses visionary leaders to accomplish big things. These forward looking leaders can inspire large groups to make tremendous sacrifices toward a future vision.

I've noticed several upsides about visionary leaders:

- **They are inspirational.** If you want quick movement forward, these leaders can get it done.
- **They are gifted fundraisers.** God often uses these leaders to inspire people to give generously to help those in need, to start churches, to evangelize the lost, or to build buildings.
- **They're effective during challenging times.** A visionary leader can move people to endure challenges and work through tough times with courage.

Some blind spots could include:

- **Some talk better than they do.** They may promise a different future but not know how to get there. The visionary leader must have the right people around her or she'll stall in no time.
- **Some can be hardheaded.** These visionary leaders often believe their way is best and fail to listen to the wisdom of others.
- **Some become vulnerable to pride or lusts of the flesh.** I'm not sure why, but these leaders seem to "fall" more than others.

I'm probably less objective on this type since it probably my top style. What are your thoughts?

Administrative Leaders

Some effective leaders would be called administrative or operational leaders. These people are often effective at several things.

- **They seem to intuitively select the right people.** These leaders have a gift at selecting, training and releasing the right people to do ministry.

- **They tend to build good systems.** Administrative leaders build systems with clear guidelines and expectations. They set necessary accountability to make sure there is proper follow through.
- **They cover the details.** While a visionary leader may overlook details, administrative leaders dot the “I’s and cross the “T’s”.

Some of the challenges administrative leaders occasionally have include:

- **Focusing on the task more than people.** These leaders often believe the end goal is paramount, no matter the relational cost.
- **Micro-managing others.** Because these leaders care so much about the end product, they often hover over others and frustrate those they work with.
- **Forget the relational end of ministry.** Without meaning to, administrative leaders can obsess details and overlook caring for people.

What are your thoughts?

Innovative Leaders

Innovative leaders seem to find a way to get something done when others say there isn’t a way. Here are a few of their positive qualities:

- **Limitations don’t seem to limit:** Instead of feeling defeated by obstacles, these leaders are often inspired to create a new path.
- **Exponential growth is possible:** Instead of growth by addition, these leaders often see growth by multiplication. The right idea can change everything.
- **These leaders generally attract other “out of the box” leaders:** Innovative leaders attract other innovative thinkers.

These leaders have some potential challenges including:

- **Obsession:** Sometimes these leaders can become so focused on one idea they forget the bigger mission.
- **Boredom:** When nothing “exciting or new” is going on, sometimes these leaders get bored and don’t follow through with more normal, yet

important, commitments.

- **Wrong Ideas:** Just because someone has an innovative idea, doesn't mean it is the right idea for this place and this time.

Thoughts?

If I moved to your town, would your vision inspire me to join your mission? Or would I look elsewhere for a big vision?

Ignoring God

Perhaps the biggest leadership lids form when a leader ignores what God is saying.

- Perhaps the leader might ignore some of God's moral laws.
- Perhaps a leader might ignore some of God's biblical ministry mandates.
- Perhaps a leader might ignore the promptings of the Holy Spirit.

When God directs us, we must follow him by faith.

As I think back over the years, I can remember too many times that I didn't do what I thought God was telling me to do. Some of the times, I was afraid. During one assignment, I was afraid of the certain criticism I'd draw. Several times I just felt too exhausted to extend the energy of obedience.

Each time I created a lid of disobedience.

When was a time you ignored God's direction? Is there anything God is calling you to do that you aren't doing?

Becoming better Leaders

1. To become a better leader we need to be able to look at ourselves objectively. We all have blind spots.
2. This is impossible to do alone so you must get help from someone you trust to be brutally honest.
3. Solicit feedback from those closest to you. Get more than one person to do this. Others must feel safe to be honest with us. We must receive it as a gift.
4. It doesn't matter what reality is—that person's perception of you is their truth – and how they see you whether you agree or not. It is about perception-and it is truth to them.

5. Close the gap between how we perceive ourselves and how we really are. bigger the gap, the harder it is to move forward. We must be willing to change.

6. Some things are “Hardware” (mental capacity, physical limitations, etc) others are “Software”. Software is easy to change; it includes **acquired knowledge**, **increased skills**, and **spiritual growth**.

7. The problem with insecurity is that we are worried about who gets the credit and who gets the blame.

1. perceptions – how we see ourselves and how others see us, can be very different.

Job 9:11 - When he passes me, I cannot see him; when he goes by, I cannot perceive him.

Job 33:14 - For God does speak—now one way, now another— though man may not perceive it.

Isaiah 43:19 - See, I am doing a new thing! Now it springs up; do you not **perceive** it?

2. observations – (to recognize)

2 Sam. 3:25 - You know Abner... he came to deceive you and observe your movements and find out everything you are doing.

Psalms 11:4 - The LORD is in his holy temple... He **observes** the sons of men; his eyes examine them.

Prov. 24:32 - I applied my heart to what I **observed** and learned a lesson from what I saw:

Jer. 6:27 -I have made you a tester of metals and my people the ore, that you may **observe** and test their ways.

3. interpretations –

Gen 40:16 - When the chief baker saw that Joseph had given **a favorable interpretation**, he said to Joseph, "I too had a dream:

Isaiah 30:10 - They say to the seers, "See no more visions!" and to the prophets, "Give us no more visions of what is right! Tell us pleasant things, prophesy illusions.

Gal 4:16 - Have I now become your enemy by telling you the truth?

Rom. 12:3 - For by the grace given me I say to every one of you: Do not think of

yourself more highly than you ought, but rather **think of yourself with sober judgment**, in accordance with the measure of faith God has given you.

2 Cor. 12:7-9 - **To keep me from becoming conceited** because of these surpassingly great revelations, there was given me a thorn in my flesh, a messenger of Satan, to torment me. 8Three times I pleaded with the Lord to take it away from me. 9But he said to me, "My grace is sufficient for you, **for my power is made perfect in weakness.**" Therefore I will boast all the **more gladly about my weaknesses**, so that Christ's power may rest on me. 10That is why, for Christ's sake, I delight in weaknesses, in insults, in hardships, in persecutions, in difficulties. **For when I am weak, then I am strong.**

SELF AWARENESS – If we are insecure, we cling to our dysfunctions. We choose to make excuses for our shortcomings or deny that we have any. Self Awareness is individual, private, and personal. It deals with:

1. perceptions – how we see ourselves and how others see us, can be very different.

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3. interpretations – how do I interpret feedback?

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* I once heard a person say...

"You're not who you think you are.

You're not who I think you are.

You are, who you think, I think you are!" (so think about it)

SELF AWARENESS – If we are insecure, we cling to our dysfunctions. We choose to make excuses for our shortcomings or deny that we have any. This is why we explore personality profiles. Self Awareness is individual, private, and personal. It deals with:

Terminology defined:

“Religious” terms often alienate unchurched people. We speak “Christian-ese” as though we are proud of our traditional irrelevance. The following common terms are used with defining purpose.

1. **Culture**—recognizing what is popular in music concerts, graphic arts, movies, entertainment, etc. and knowing how can we use this to reach people with the gospel
2. **Campus**—society is more likely to relate to a classroom auditorium instead of the “church sanctuary”
3. **Seeker friendly**— Do people feel at ease in our environment? Can they relate to our style? Do they fit in?
4. **Relevance**— 80% of all unchurched people don’t attend because, “*what they get out of it*” is not practical.
5. **Intentional**— Are things done by default, mistake, random, or chaotic? Are things well thought out?
6. **Vision casting**—Do we know where we’re going and how we will get there? Do we feel positive momentum? Do we understand and promote the plan ?
7. **Paradox**— Often a seeker will assume a casual laid back posture, while the leaders are very purpose driven with a well defined course of action.
(no expectations / on our terms—high expectations / on God’s terms)
8. **Network**— relationally connected with those who are like minded. Both locally and world wide.
9. **Group think**— not limited to one opinion or point of view. We welcome team interaction and clarification of ideas.
10. **Transparent**— accountability through brutally honest confession of weaknesses.

Leadership review questions:

1. Who is the most important person at church?
2. Who are we trying to reach?
3. What is our purpose?
4. What is a special interest group?
5. What is the difference in good things and the main thing?
6. Everything rises and falls on _____?
7. What is the difference in a believer and a disciple? What did Jesus expect of them?
8. What do we expect of an attender?
9. What do we expect of a leader?
10. What is a core group / inner circle?
11. What is a directional team?
12. Why don't we vote?
13. Why should you know your personality and spiritual gift?
14. Why do we evaluate every ministry?
15. What is transparency?
16. How important is excellence? What is selective application?
17. Who has old school, small church mentality?
18. What is CULTURE? What is relevant?
19. Where are we at? Where are we going? How will we get there?
20. What is God teaching me right now?
21. When is the last time I read my job description?
22. When is the last time I asked someone to evaluate my effectiveness in my current duty?
23. How well do I handle conflict? What should I do differently?
24. How well do I understand what's expected of me?
25. Who is my mentor? Who is my apprentice?
26. Am I currently making any kind of sacrifice to achieve a higher goal?
27. Am I complaining about what is asked of me?
28. What would I like to see changed by the Pastor?
29. What is our greatest strength?
30. What is our greatest weakness?
31. What will it take for us to get to the next level as a church?
32. Am I able to say no when I need to?
33. Am I intentionally building relationships with other leaders at this church?
34. What can I do to be a greater servant?
35. When is the last time I visited a different LC campus?

Failure (Bobby Gruenewald)

We have consistently told our team that failure is not an option...it's a requirement. But is that really true? The other day I had a good friend challenge me on that after I was significantly upset about some failures that affected our weekend experiences. He asked me to reconcile the statement that *failure is a requirement* and my apparent lack of tolerance for failure that weekend. The answer is that there are different types of failure— some that are necessary for success, and others that can and should be avoided.

Types of failure:

- Failure to try
- Failure to execute
- Failure to succeed

What has been your experience with failure? How has it changed your life?...or has it?

Failure to Try

The failure to try is one of the most common types of failure, and, in my opinion, one of the worst failures. It is usually the result of a fear of failure or just plain laziness.

In December of 1999, I sold my last technology company. Without going into great detail, selling the company at that time was a huge success for our investors and everyone involved. However, as I drove home from our attorneys' office the night we finalized the sale, I couldn't celebrate. I began to be overcome with the fear of failure...I didn't know what I should do next and if it would be as successful. It was so bad that it effectively kept me from trying anything new for the next several months.

I talk to so many pastors who are either living on yesterday's success or holding the pain of last week's failure. What is unfortunate is that this fear of failure actually guarantees failure...the failure to try. Over the long-term, it will almost certainly lead to a declining or dead ministry.

On our team, we ask people who are interviewing for a failure resume. If someone cannot list several failures in their life, it is sometimes a sign that they fail to take risks or try anything new.

What are some things on your failure resume? What tips do you have for overcoming the fear of failure?

Failure to Execute

Failing to execute is one type of failure that should be completely avoided. While I recognize that we all make mistakes, the failure to execute in my opinion is one of the worst. Especially when it is repeated.

It does not come as the result of taking a risk, or trying something new. It doesn't provide profound lessons...the main thing that is learned when you fail to execute is that you need to execute next time

I've seen pastors and church leaders excuse poor execution with a lack of resources. Things do not bring execution, people do. Excellence in execution is far more important than excellence in equipment, buildings, or technology. Execution takes tenacious, committed, hard-working people, and they will do more for your church than money ever could.

As leaders, we can help our teams (whether staff or volunteers) bypass the failure to execute in a few ways:

- Set clear expectations up front. Work with your team to determine the desired outcome for this project, including deadlines, results, budget, etc.
- Encourage them to identify roadblocks and be a resource in helping your team move past them.
-
- Define priorities clearly. If you're throwing projects at your team in rapid-fire succession, make sure they know to tell you when an incoming idea jeopardizes a previous deadline.

Communicate early and often. The more you are in touch with your team, the easier it is to make small adjustments along the way.

How do you and your teams avoid the failure to execute?

The Failure to Succeed

The failure to succeed is often one of the steps to success. Provided that it was not predicated with failure to try or failure to execute, sometimes things simply don't work the way we had hoped or planned. The MOST

important thing to understand is why. If you do not learn from your failures to succeed, you will never be able to make the appropriate changes or adjustments to ultimately succeed.

Don't get me wrong—I'm not saying it's going to be fun to fail. Usually it stinks. But keep this in mind: you're in good company. Any pioneer in any field is familiar with failure. Small businesses go bankrupt, web startups don't get funded, research leads to inconclusive results, and manuscripts get turned down.

But when individuals learn from those failures and persevere...that's when big breakthroughs occur. If you create a culture where the failure to succeed is expected, then the people who've failed can spend time recalibrating, innovating and advancing instead of polishing up their resumes.

As believers, it's tempting to interpret failure as a sign from God that it's time to stop. By all means, do take those seasons to pray for guidance. But remember, too, that failure is actually a foundation of our faith. We all fall short of the glory of God, and that's why we need Jesus. So as the Church, we shouldn't just accept failure, we should embrace it as an undeniable part of who we are. That knowledge gives us freedom to attempt the impossible, to risk the unthinkable, and to accomplish the incredible things that God wants to do through us.

Have we created a culture at our church to embrace failure?

How do we communicate it?

Excellence - to excel above what's expected. A superior effort, first class, highest quality. Not sloppy, random, or sub par.

Excellence is not a virtue, but a habit.

Aristotle said "we are what we repeatedly do"

Many of us say we value it. But do we really?

By Reggie McNeal

Leaders operating from a sense of mission care not only about what they do, but how they do it. They pursue excellence, not for its own sake but for the sake of the mission that orders their lives.

Pursuing excellence with this motive is not a burden; it is a privilege. It is not a pursuit of excellence born out of an obsessive-compulsive perfectionist pathology. Great leaders feel profound gratitude to God for the opportunity to give their lives to the mission he has chosen for them. For them, practicing excellence is part of a grateful response to him. Their commitment to excellence shows up in as many ways as there are for leaders to pursue mission. It may be apparent in organizing a meal for people in community centers, in training small-group leaders at church, or in maximizing the efficiency of operational costs for a global missions enterprise.

"We want to model excellence—from how people are greeted, to the quality of our coffee, to the graphics displayed in our print material, to our Web site, to our worship experiences—everything we do,"

Garrett, a church planter, commented on his ministry while giving me a tour of his facilities. "We are committed to excellence because we want people to go, 'Wow!' when they come here. We want them to be intrigued in God."

Excellence is not just a published core value of [Garrett's] congregation; it is indeed what people experience when they intersect [his] church ministry. The volunteers, not just church staff, evidence this commitment to excellence by the enthusiasm and competence they bring to their work. All this flows from a solid central mission that everyone shares now but that began in the heart and mind of the church planter.

Contrast this experience with the all-too-typical lack of commitment to excellence evidenced on the part of many organizations and ministry groups. Often you run into sloppy work, uninspired efforts, and a "whatever" attitude. When you do, you can be sure that they suffer from a lack of mission.

How have you made excellence more than a core value?

Are you known for excellence as a trademark?

Daniel 6:3 Then this Daniel distinguished himself above the governors and satraps, because an excellent spirit *was* in him; and the king gave thought to setting him over the whole realm.

Hebrews 8:6 But now (Christ) has obtained a more excellent ministry, by as much as He is also the mediator of a better covenant, which has been enacted on better promises.

Philippians 1:9,10 I pray that your love may abound still more and more in real knowledge and all discernment, so that you may approve the things that are excellent, in order to be sincere and blameless until the day of Christ ...

2 Peter 1:5-8 Applying all diligence, in your faith supply moral excellence, and knowledge, and self-control, and perseverance, and godliness, and brotherly kindness ... and love. For if these qualities are yours and are increasing, they render you neither useless nor unfruitful in the true knowledge of our Lord Jesus Christ

You've got to think about big things while you're doing small things, so that all the small things go in the right direction."
— Alvin Toffler

"Where you come from is *not* nearly as important as where you are going." — Unknown

"If you want to build a ship, don't herd people together to collect wood and finish tasks, but rather teach them to long for the endless sea."
Antoine de Saint

The man who asks "WHAT", will always be the servant of the man who asks "WHY"
unknown

Everything rises and falls on leadership - John Maxwell

Leading With a Team

If you want to see the potential of a church or ministry, don't look at the charismatic leader up front. Look at the team the leader has assembled. Most charismatic leaders can attract followers. It takes a humble leader to attract leaders.

Many pastors won't build a team because of several reasons:

- **Deep down they are insecure.** These pastors are afraid someone else will get the spotlight. They will always be limited in their potential.
- **They are full of pride.** Some honestly believe that no one can do it as well as they can. Again, this leader has a ceiling that will limit him until he changes.
- **They don't see the value of a team.** Because team ministry isn't often practiced, too many pastors haven't seen a good model.

Let's talk about the values (and dangers) of leading with a team.

Team Leadership

I don't like committees. Big groups of people rarely make the best decisions and often slow things down.

When I talk about leading as a team, I am NOT talking about ministry by committees.

On any good team, there is a head coach. Someone must be in charge. But if the coach is wise, he'll build a team of coaches.

In any ministry, I suggest the following:

- One leader who is ultimately responsible for the direction of the ministry.
- Three to seven people who become some sort of a leadership team. (Two is not enough. Three drastically improves the dynamics. More than seven becomes bulky. For some reason, I like odd numbers.) This could be an advisory team, executive team, leadership team, directional team, or whatever suits your purposes.
- When possible, the people on the team should be a diversified group.
- Each person has an equal voice—but the leader reserves the right to make the final call. (On our team, it has been years since I have overridden the wisdom of

the team. I still reserve the right at any time to make the hard call.)

Team Dynamics

In the early stages of ministry, I suggest you never make anyone a permanent member of a leadership team. Things change too quickly. Determine limited time periods for a leader to serve. You can always ask her to rejoin easier than you can ask her to leave.

When you're building a team, you have to remember a team takes time to build. (When you determine you have a "wrong" player on the team, you must remove him sooner rather than later.)

You must be willing:

To fight together. A team that can't work through conflict will never be a team.

To be loyal to the death. Even though you can fight behind closed doors, you ALWAYS stand together publicly. Disloyalty is never tolerated.

To be transparent. If you can't be brutally honest about everything, you don't have a team.

To care for each other. A team that is "all business" will eventually deteriorate. A ministry team must become a family.

To have fun together. I always know a team is not healthy when I don't hear them laughing often.

Right Hand Team

Many leaders have a right-hand-man (or woman). To maximize your leadership effectiveness, I would suggest a right-hand-team.

For years, many churches that grew large enough had a senior pastor and his right-hand-man, the executive pastor. In my opinion, this is a dated and limited model of church leadership.

I suggest breaking the traditional "second spot" into two to four roles. I can't tell you what those roles will be for you, but I'll offer some broad suggestions.

Serving alongside the leader, you'll probably want two to four team members that cover these roles:

An administrative player. You'll want to ensure someone is capable of building systems, structures, and accountability.

A relational player. Hopefully you'll have someone who is very good with people. This person could be an expert in recruiting, team building, pastoring, relational problem solving, or some combination of the above.

An innovative player. In the best environment, you'll have someone who is an idea-person. This team member is often young (but not necessarily). You'll want to make sure this innovative mind isn't rebellious and is a team player. When you find a person like this, she'll be a great asset to your team.

A stabilizing player. Most good teams have a person who can rise above the details and see the big picture. This person may not be the most visible, but is often one of the most important. He is someone who can bring objectivity and stability in the middle of challenges.