

**GENERATION CHURCH
LEADERSHIP PIPELINE**

**Leading Leaders
Leaders Guide**



Leadership Pipeline | Leading Leaders
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HOW TO FACILITATE LEADING LEADERS PIPELINE

Prerequisites for Coach Level Pipeline

Questions to ask before inviting them to start the process:

- Is he/she a partner of Generation Church?
 - Has he/she lead a small group?
 - Is he/she currently serving as a Team Lead?
 - Does he/she have a consistent pattern of giving?
 - Ask Direct Report for this step.
 - Is he/she spiritually ready for this next step?
-
- If the answer to any of these prerequisites is no, that does not eliminate them from the process, but gives an opportunity to have a conversation with them for growth.

If they meet all prerequisites, you can begin the process by setting up a meeting with them. Make sure to let your direct report know who you are multiplying in this season.

If you plan to meet in a group:

Make sure when you meet up and discuss, you allow everyone to speak during the discussion time. Help refocus the conversation on the pertinent content for the night. Make plans on the weekend to discuss the content with each individual, or allow them to shadow you.

If you plan to meet one on one:

Make sure you are meeting in a visible/accountable place. Make plans to meet up during the weekend to use practical experience to follow up with the discussion from lesson or allow them to shadow you so they can see ministry in action.

Leading Leaders Pipeline Meeting Format

- Attendee is to have completed their homework competency via Ministry Grid or on paper prior to your meeting.
- Attendee needs to commit to serving each weekend during the Pipeline process. May miss up to one week.

MEETING

- *Open in Prayer*
- *Open discussion on Competency*
 - *Go over Bible Story from the beginning.*
 - *How does this scripture apply to the ministry you are serving in?*
 - *Go through the Time to Think Section - discussing the main topic of the competency.*
 - *Go through the Homework portion - "Time to Try".*
 - *Go over how they evaluated themselves in the "Time to Talk" section.*
 - *Finish up with a discussion on "Equip - Put it all into Action".*
 - *Q&A time over this week's competency.*
- *Close in Prayer.*

AFTER MEETING

- Over the next weekend, find a way to put this competency into practice or bring to light by conversation to help drive this point home. This may be through opportunities to serve/lead, or constructive conversations.
- After the meeting is over, you (the Mentor) complete the Assessment section at the end of the Competency according to where they are at right now in their understanding of the competency.

Hands on Coach Leader Training:

- How to do 6 month evaluations of Team Leads and Ministries.
- How to lead a one on one meeting and a team meeting and how often.
- How to facilitate Team Leads coming out of Pipeline.
- Gone over expectations of a Ministry Coach and goals.
- How to use R.A.C.I.
- How to create 90 Day Goals.

Leading Leaders Pipeline Assessment

Fill out Leadership Pipeline Assessment form.

- Assessment Numbers (Attendee and Mentor)
 - If the question is orange, the number they have will need to be changed to the opposite (ex. 1 is a 5, 2 is a 4, exc.) This will ensure that the calculation is accurate with a “negative” question.
- Assessment Result - Red light, Yellow Light, Green Light
- Next Steps - Any steps they need to work on to grow.
- Remarks - Any comments/words of encouragement.

Evaluation Meeting

- *Set up a time to meet with Attendee to go over the Assessment results.*
- *Open with prayer.*
- *Explain the chart at the top (Self Assessment/Mentor Assessment).*
- *Go over result (what does color mean for them).*
- *Go over any next step suggestions.*
- *Go over any comments.*
- *Q&A time.*
- *End in prayer.*

Turn in Assessment form once process is complete to your Direct Report.

****Hands On Coach Leader Training**** You can either go over the hands on leader training during the pipeline competency meetings or you can setup meetings after Pipeline is complete. These should be completed for each coach to be able to lead effectively.

LEADING LEADERS

Read over this in your first meeting together and discuss the questions below.

Since becoming a leader at Generation Church you have continued to make steps toward your full potential in Christ. In preparation for your next step of leadership, you and your trainer will review your journey so far...

When becoming a “Partner” of Generation Church, you took the step of “Leading Self” by making four basic commitments:

- Attending regularly
- Serving
- Being involved in a small group
- Tithing

What has been your favorite part of being in a small group?

How has being in a group challenged you?

How has your faith been stretched in generosity?

Was it difficult for you to begin tithing?

How do you feel the discipline of tithing has benefited you?

As you moved to leadership, you completely the first level of Leadership Pipeline, Leading Others.

Since leading others in your area, what has been the most challenging thing?

How do you feel you have grown as a leader?

Are there any specific areas in which you feel you especially need growth in right now?

Now we will begin the journey into “Leading Leaders.” In this level, we will assess and work to develop the following competencies:

- Empowerment vs. Delegation and Abdication - Learning how to truly Empower
- Managing Conflict - Learning to manage conflict in a healthy way that makes others better
- Communicating Effectively and with Clarity - Increase your capacity to lead in clearly communicating the “why’s” and to lead by example.
- Building Teams of Volunteers - Increase your capacity to build a team, not just a working group.
- Managing Healthy Relationships for Effective Discipleship-Effectively pour into those you lead and receive investment from those who lead you.

COMPETENCY #1:
EMPOWERMENT VS. DELEGATION
AND ABDICATION

EMPOWERMENT VS. DELEGATION AND ABDICATION

In this competency we will discuss the difference between empowerment, delegation and abdication. Our plan at GC is to **ENGAGE** those far from God, **CONNECT** them to Jesus and the local church and **EMPOWER** them to make a difference. We will better understand how to lead others and how to empower others to lead as well, essentially learning how to truly empower.

Read Acts 1:4-11 (NLT):

4 Once when he was eating with them, he commanded them, “Do not leave Jerusalem until the Father sends you the gift he promised, as I told you before. 5 John baptized with water, but in just a few days you will be baptized with the Holy Spirit.” 6 So when the apostles were with Jesus, they kept asking him, “Lord, has the time come for you to free Israel and restore our kingdom?” 7 He replied, “The Father alone has the authority to set those dates and times, and they are not for you to know. 8 But you will receive power when the Holy Spirit comes upon you. And you will be my witnesses, telling people about me everywhere—in Jerusalem, throughout Judea, in Samaria, and to the ends of the earth.” 9 After saying this, he was taken up into a cloud while they were watching, and they could no longer see him. 10 As they strained to see him rising into heaven, two white-robed men suddenly stood among them. 11 “Men of Galilee,” they said, “why are you standing here staring into heaven? Jesus has been taken from you into heaven, but someday he will return from heaven in the same way you saw him go!”

Definitions:

- Empowerment: To give away authority.
- Delegate: To give away tasks.
- Abdicate: To avoid or withdraw from a position.

Question

1. According to these definitions, what was Jesus’ role and what did He empower or delegate?
2. Has Jesus ever abdicated His authority in our ministry? How did He give away authority without giving up His position?

Evaluate:

According to the book; “The E-Myth Revisited” by Michael Gerber, there are 3 types of leaders who start businesses. There are Entrepreneurs, Managers, and Technicians.

Entrepreneurs:

- They live in the future.
- They are high energy dreamers, visionaries, and normally see people as the problem that gets in the way of the dream.

Managers:

- They live in the past.
- They are pragmatic and need structure and order.
- They cling to status quo and will see problems before they see opportunities.
- They constantly worry.

Technician

- They live in the present.
- They want to work on the dream. They can do it better so everyone else might as well move out of the way.
- They think deeply.
- They don't do well with oversight; they see it as meddling. (Which is why the manager and Technician will have tension.)
- Technicians want to work for themselves. But without a dream to work on and a manager to manage the work, they end up failing.

God is the essence of all three. He can dream, create, manage, and do the work. But He chooses US to be a part of His creativity and dream! And GREAT leaders have characteristics of all three. But it doesn't mean you're not a good leader if you lean towards one of the three characteristics only. But self awareness goes a LONG way!

1. According to the definitions, do you see yourself as an Entrepreneur (dreamer, visionary), Manager (puts together structure), or Technician (loves to work on projects and doesn't want anyone else to touch it.)? Explain. Answering this will go a long way in helping to grow in this competency.

Explore: A Time to Think

Watch the podcast from Craig Groeschel “What’s Your Motivation? Q&A with Patrick Lencioni. ([https:// www.life.church/leadershippodcast/q-a-with-patrick-lencioni-whats-your-motivation/#](https://www.life.church/leadershippodcast/q-a-with-patrick-lencioni-whats-your-motivation/#))

Answer the questions that follow.

1. Which of the 5 things that all leaders should be doing that you find yourself abdicating or wanting to run from? Explain.
2. Do you struggle with wanting to know what someone you lead may be working on? Do you just give it to them and not want to think about it anymore?
3. Do you struggle with giving away authority? Tasks?
4. Do you prefer to see a job get done or a team get developed? Explain.

Note:

- You can give away authority and still manage it. Managing is NOT the same as micro-managing. Micro-Managing is about control, Managing is about consulting
- If you have the right people working on it (Technicians), you’ll run them off by trying to control them/the task
- But good leaders will always INSPECT what they EXPECT. If you don’t know what they are working on and how it works, how can you fix it if it breaks or they leave?
- To abdicate in a healthy way is to remove yourself from controlling the leader and move towards consulting and encouraging the leader.

Experience: A Time to Try

The following exercise(s) are designed to help reinforce the principles you are learning about this competency. Complete each assignment listed.

1. Discover Your Own Tendencies

Answer the following questions about yourself and then send them to at least 3-4 people who you've lead (work, church, or home). Attach all answers to a separate sheet:

- Am I Controlling?
- Do I tend to takeover a project because I don't feel like it's being done to my preference?
- Do I love being my own boss?
- Do I love to dream something up and share with people who can help get it done?
- Do I tend to see the problem with something before I see the opportunity?
- Do I tend to hand something off and run away from it?
- Do I see possibilities in every situation before I see problems?
- Do I tend to care more about the structure of HOW it will work instead of seeing WHO can help get it done?
- Do I tend to be a worrier?
- Do I tend to give people tasks but not authority?

2. Practice Empowerment

- In your current context of leadership in ministry; make a list of EVERYTHING you are currently DOING. (Don't leave anything out)
- Now, highlight the items from that same list that you believe are the things ONLY YOU CAN DO.
- With your serve team, discuss as a group those tasks and have others in the group speak into whether or not your list is accurate or whether or not you have a control problem. Then, EMPOWER someone from your team to do the other tasks.

Describe the results of your assignments below:

Evaluate: A Time to Talk

To guide your conversation with your mentor, discuss your response to the following:

1=Strongly Disagree 5=Strongly Agree

I am someone who empowers well (gives away authority)

1 2 3 4 5

I do not struggle with abdicating the important things

1 2 3 4 5

I am someone who sees the problem before seeing the opportunity

1 2 3 4 5

I tend to always have the idea or dream, but don't know how to make it work

1 2 3 4 5

I need to do the job so that it gets done well

1 2 3 4 5

I love seeing others get credit for my ideas

1 2 3 4 5

I work better when things are structured and problems have been eliminated

1 2 3 4 5

Equip: Put it All Into Action

1. Write down what you learned from this lesson. According the goal of the competency, what is are some of your next steps to become better at empowering, but not abdicating?

Assessment:

Name: _____

To be completed by mentor after training for this competency is completed and discussed with apprentice.

1=Strongly Disagree 5=Strongly Agree

Demonstrates self awareness of their ability or lack thereof of empowerment

1 2 3 4 5

Demonstrates a priority on growing their ability to empower

1 2 3 4 5

Displays a tendency to control and doesn't want to let others have authority

1 2 3 4 5

Loves to dream and come up with ideas but struggles with how to implement them

1 2 3 4 5

Demonstrates the need to have structure and only focuses on what is going wrong with a particular project or assignment

1 2 3 4 5

Displays a healthy priority on growing in this competency

1 2 3 4 5

Demonstrates a behavior of handing off tasks and completely disengages from them

1 2 3 4 5

COMPETENCY #2: **MANAGING CONFLICT**

MANAGING CONFLICT

In this competency you will learn how to manage conflict in a healthy way that makes others better. Conflict is inevitable at times in life because we work with people. There will be conflict that you will need to manage as a leader that needs to be healthy for all people involved. Conflict isn't a bad thing, it is something that grows everyone!

Read Matthew 18:15-17 (ESV)

"If your brother sins against you, go and tell him his fault, between you and him alone. If he listens to you, you have gained your brother. But if he does not listen, take one or two others along with you, that every charge may be established by the evidence of two or three witnesses. If he refuses to listen to them, tell it to the church. And if he refuses to listen even to the church, let him be to you as a Gentile and a tax collector."

Ephesians 4:31-32 (ESV)

"Let all bitterness and wrath and anger and clamor and slander be put away from you, along with all malice. Be kind to one another, tenderhearted, forgiving one another, as God in Christ forgave you."

Colossians 3:13 (ESV)

"Bearing with one another and, if one has a complaint against another, forgiving each other; as the Lord has forgiven you, so you also must forgive."

James 4:1-5 (ESV)

"What causes quarrels and what causes fights among you? Is it not this, that your passions are at war within you? You desire and do not have, so you murder. You covet and cannot obtain, so you fight and quarrel. You do not have, because you do not ask. You ask and do not receive, because you ask wrongly, to spend it on your passions. You adulterous people! Do you not know that friendship with the world is enmity with God? Therefore whoever wishes to be a friend of the world makes himself an enemy of God. Or do you suppose it is to no purpose that the Scripture says, "He yearns jealously over the spirit that he has made to dwell in us"?"

Question

1. According to the texts above, what seems to be the key theme in each of them when it comes to conflict with others as a believer? What is God's desired outcome?
2. Why do you think forgiveness and reconciliation is so difficult?
3. According to James, where does conflict arise from? Discuss.

Explore: A Time to Think

Read the lesson below and the answer the discussion questions.

INSIGHTS ABOUT CONFLICT

Conflict is inevitable in ministry. Why? Because people are involved. And people are different. They have different backgrounds, value systems, opinions, and stories. But that's also the beauty of the Church. God takes people from all of these differences and makes them a part of one body. But that comes with tension, doesn't it?

1. 25-40% of a Leader's Time at Work is Spent Managing Conflict

- If you've led long enough, you know that sometimes that percentage seems low. What's worse? About the same percentage of people know how to deal with it correctly.
- There are 3 types of conflict managers:
 - **Passive**—They hate conflict, so they avoid it. They hope that by not confronting it, it will eventually go away on its own. But it doesn't.
 - **Aggressive**—Handle conflict out of emotion instead of wisdom. You get angry easy, become sarcastic, and see the worst in people.
 - **Passive Aggressive**—Doesn't deal with it face to face but through talking to others about it.
- Conflict can become a nightmare to your mission. If you don't address it, it can become a bigger problem.

2. Conflict Management is Discipleship

- Any correction, encouragement, reconciliation is all Gospel based. It's helping others (including yourself) become a better version of themselves.
- Once you see it as discipleship, the end goal is to help them become like Jesus, which all of us should be striving for.
- If you refuse to correct someone, you are assuming they are happy with not growing and becoming better. I wouldn't want anyone thinking that of me!

3. 95% of Conflict in the Church Has Nothing to Do With the Church

- You don't go to church with just the "good side" of people.
- People are bringing their baggage from home, work, relationships, their past, their parents, etc.
- Instead of always seeing the surface level conflict, try and see why the person reacts or acts the way they do. Take time to LISTEN to who they really are and where they have come from.

4. The Jesus Model

- Quickly
- Face to face
- One on one
- Get help

A. Do it quickly (Matthew 5:23-25)

- In the Sermon on the Mount, Jesus warned that a believer who harbored anger against a brother or sister was just as guilty in God's eyes as a murderer. Since that is how God sees your anger, how important is it to get rid of it quickly? And I know that is hard for a lot of people. When someone has wronged you, you have a right to be angry, don't you? There are those of us who have held on to anger and resentment for so long that we literally do not know who we would be or what we would talk about if we didn't have that hurt to define us.
- I also realize that there are some of you with some very painful backgrounds. I don't want to minimize the pain you have experienced in abusive relationships. What Jesus calls for in this passage is not easy, and may require professional help to accomplish. But Jesus is clear. Conflict needs to be handled quickly. In verses 23-24, He even implies that settling conflict is even more important than worship - to the point that if you are in the middle of a worship service, and you remember that your brother has something against you, you need to leave the worship service, be reconciled to your brother, and then come back to worship. Could it be that God won't even accept our worship until we make things right with our brothers and sisters? That's what this passage seems to be saying, and passages such as 1 John 4:20 back it up: "If anyone says, 'I love God' yet hates his brother, he is a liar. For anyone who hates his brother, whom he has seen, cannot love God, whom he has not seen."
- So, when you have an issue with another believer, deal with it quickly. How quick is quick? Ephesians 4:26 says not to let the sun go down on your anger.

B. Face to face (Matthew 18:15)

- Notice we did not say "Facebook to Facebook" face to face communication gets harder everyday. Our society is moving further and further away from face to face communication. That used to be the only option. Then came the invention of handwriting, and you could write a letter to someone. After that came the telephone. Followed by email. Then texting. Now, if you are mad at someone, you can just Tweet about it, and the whole world knows. But this is not the way Jesus taught. There is value in face to face confrontation. It is very hard to communicate emotion in an email or a text, and so it's very easy to misunderstand someone else. And while firing off an angry email gives you a chance to vent or get something off your chest, it does nothing for the other person.

C. One on one (Matthew 18:15)

- Pay attention to the second part of Matthew 18:15: "just between the two of you." Now right away, I may have just identified a sin your small group or your accountability partner has been helping you commit for years. Raise your hands if you have ever talked about someone before you talked to someone. Come on. Let's have some mutual accountability here. We've all done it. And if we are really spiritual, we've made it into a prayer request: "I need you guys to pray for my relationship with Bob. He is being such a jerk . . ." No matter how we dress it up and spiritualize it, it is wrong to talk about someone before you talk to someone.
- The one exception to this rule is when you talk to God about the conflict you are having. This is a necessary step. Pray about the conflict you are having before you address it with the other person. But go into prayer humbly. Ask God to show you where you are wrong. Ask for wisdom to help you identify the parts of the conflict that you own, and work on those things before you talk to the person. I know of one marriage counselor who always applied what he called the "ten percent rule" when couples came to him for counseling. He would try to get each spouse to take responsibility for ten percent of a problem. Most reasonable people would be willing to own ten percent, right? So this counselor would tell each spouse to work on their ten percent before the next session. The logic was that the next time they met, the problem would be 20 percent solved.
- So in a nutshell, talk to God about the other person before you talk to the other person. Talk to the other person before you talk to others about the other person.
- I want to stop and address an obvious question related to these three principles before we get to the fourth one. But what if you can't get to the other person before the sun goes down? What if the sun has gone down on your anger lots and lots of times since you first became angry? Or what if the person you are harboring anger against is dead? If it isn't possible to resolve, or if you've been hanging on to anger for years, then do this: say to yourself, "I am canceling the debt this person owes me." This doesn't mean that the other person really and truly did not do you wrong,

or that you don't deserve an apology. It is simply saying, "that apology I am owed, I am canceling the debt. I am no longer obligating this person to an apology."

D. Get help (Matthew 18:16-17)

- Here, Jesus lays out a biblical system for escalation. What happens when you and the person you are in conflict with can't resolve things? You take it to the church. First, to one or two trusted (and mutual) friends who can help you mediate your conflict. If there is still no resolution, then there are "next levels" you can go to.
- **Conclusion**
 - I am convinced that there are conflicts in our congregation that could be resolved if we were just willing to take these steps. Let's review them together: Quickly. Face to face. One on one. Get help. During our time of invitation, I'd like you to think through any relationships that have gone sideways in your life. Remember the priority Jesus put on resolution: it may be that resolving this conflict is even more important than coming back to worship next week. So I'm going to assume that if you aren't here next week, it's because you are off resolving a conflict. And if you can't resolve it, get help!

Discussion:

- Which of the 3 categories would you put yourself in when it comes to conflict management? Or would you categorize yourself as someone who manages conflict well
- Where in your life do you need to have some conflict resolution? What prevents you from taking initiative to do so? What steps can you take now to start the process?
- Why is it difficult for some leaders to have a one on one talk that involves conflict? What strength did the article affirm about your ability to lead through conflict? What weakness did it reveal?
- Who do you know that best demonstrates healthy conflict? What makes them great at it? (give examples)
- What are three steps you need to take in order to become better at having one on one conversations as a leader?

Experience: A Time to Try

The following exercise(s) are designed to help reinforce the principles you are learning about this competency. Complete each assignment listed.

1. What conversations need to be had around you so you can be on a path to reconciliation? You have the next week to either begin this process with someone who you harbor hard feelings toward. How does the uncomfortableness of this relationship effect your life in ministry/home/ school/work? What resulted when you followed the process of quickly; face to face; one on one; get help? Describe the feelings you had before, throughout, and after the conversation. Was the situation resolved without getting help?

Describe the results of your assignments below:

Evaluate: A Time to Talk

To guide your conversation with your mentor, discuss your response to the following:

1=Strongly Disagree 5=Strongly Agree

Healthy Conflict comes naturally for me.

1 2 3 4 5

I regularly work through healthy conflict.

1 2 3 4 5

I find myself only worrying about my feelings and emotions but no one else's.

1 2 3 4 5

I believe that healthy conflict strengthens my leadership potential.

1 2 3 4 5

I rarely speak of my feelings with others and harbor past hurts.

1 2 3 4 5

I normally handle conflict quickly and not with passive aggressive tendencies.

1 2 3 4 5

I usually wait on the person to come to me first and apologize.

1 2 3 4 5

When I run into a conflict, I discuss with an outside party first.

1 2 3 4 5

When I run into a conflict, I tell my leader about it and expect them to resolve it.

1 2 3 4 5

When I run into a conflict, I am quick to listen and slow to respond.

1 2 3 4 5

I ask God to be my voice and help me to understand the other person's feelings.

1 2 3 4 5

I realize that I am not always right and am open to others ideas and feelings.

1 2 3 4 5

Equip: Put it All Into Action

Answer the questions and complete the tasks.

1. Have a conversation with at least 2 people on your team in the next 2 weeks having healthy conflict and what it means to them. Give them the same assignment in the "Experience" section and discuss it together. What did they learn about healthy conflict? What was their experience like?

Describe the results of your assignments below:

Assessment:

Name: _____

To be completed by mentor after training for this competency is completed and discussed with apprentice.

1=Strongly Disagree 5=Strongly Agree

Demonstrates a priority on handling healthy conflict.

1 2 3 4 5

Realizes the importance of having healthy, honest conversations.

1 2 3 4 5

Understands the difference in conflict and healthy conflict.

1 2 3 4 5

Places priority on solving conflict themselves.

1 2 3 4 5

Displays willingness to listen to others with an open heart.

1 2 3 4 5

Demonstrates humility and apologizes when wrong.

1 2 3 4 5

Strives to have healthy relationships with others.

1 2 3 4 5

COMPETENCY #3:
**COMMUNICATING EFFECTIVELY AND
WITH CLARITY**

COMMUNICATING EFFECTIVELY AND WITH CLARITY

Communication can be a very powerful tool if used to the full potential. When leading others it is very important to make sure communication is used to make sure your team knows what they need to know, encourage, and teach. There are many different ways to communicate. In this lesson we will dive into how to have effective communication within the team.

Read Titus 2:1-8, 15 (NLT)

As for you, Titus, promote the kind of living that reflects wholesome teaching. Teach the older men to exercise self-control, to be worthy of respect, and to live wisely. They must have sound faith and be filled with love and patience. Similarly, teach the older women to live in a way that honors God. They must not slander others or be heavy drinkers. Instead, they should teach others what is good. These older women must train the younger women to love their husbands and their children, to live wisely and be pure, to work in their homes, to do good, and to be submissive to their husbands. Then they will not bring shame on the word of God. In the same way, encourage the young men to live wisely. And you yourself must be an example to them by doing good works of every kind. Let everything you do reflect the integrity and seriousness of your teaching. Teach the truth so that your teaching can't be criticized. Then those who oppose us will be ashamed and have nothing bad to say about us.

You must teach these things and encourage the believers to do them. You have the authority to correct them when necessary, so don't let anyone disregard what you say.

Question

- How many times does the word “teach”, “train”, or “teaching” appear in these verses?
- Name at least 3 things Paul told Titus to communicate and teach to others.
- What did Paul say were the 1-2 best ways to teach others? (ENCOURAGE & LIVE IT OUT YOURSELF!)

Explore: A Time to Think

Read the lesson below and the answer the discussion questions.

TELLING VS. TEACHING

Do you ever have that situation that keeps happening over and over and over and it just frustrates you because someone just "doesn't get it"? Like when your kid won't shut the back door when they go outside? Or the volunteer/leader that keeps showing up late? Or the volunteer/leader that doesn't communicate in a timely manner (or ever) on Slack, etc.? Or the volunteer/leader that shows up to meetings without taking notes and normally has nothing to add because they “didn't know they were supposed to”? (Sorry, that's MY pet peeve!) It's possible that you're telling, not teaching.

*** Weak leadership tells people. Strong leadership teaches people. ***

You've probably told your people to give, or serve, or join a group, or to help at the event. But it's also possible you did not teach them and give them the full weight of the vision behind what you told them. If you have kids you know that telling isn't teaching. And you know that teaching once isn't teaching at all. There's an example to be repeated. There's walking them to the door, showing them to shut the door, showing them the thermostat, then the electric bill, then showing them where the monster lives in the closet because you let them in, then you even show them how their stuff gets stolen ... all if they don't shut the door. (Monster part go too far?) "Shut the back door" just doesn't cut it, does it?

Titus 2 has some great visuals and language in there. See how many times it uses the word "teach." And other great emphasis like "urge" and "encourage." These are all active and engaging words, not just empty syllables.

1. Telling Gives Information; Teaching Brings Understanding.

- Most people communicate because to them, it's simply distributing information. But, communication is CARE. When you care about someone or something, that communication becomes LIFE.
- Example: Your child passes out and stops breathing. When you call 9-1-1 are you simply relaying information or are you trying to save your child's life? Maybe an extreme example, but you get the point.
- Sometimes, what's being communicated is more important to one person than it is to others. Sometimes, it's reversed. THEY care more about the information than YOU do. Why? Because you already have it.
- Example: You knew about the volunteer dinner and put it on your calendar, but failed to tell the rest of your team important details such as RSVP or that there was a limit in seating. You may have even failed to tell your wife. And she had planned a family outing that you also agreed to 2 weeks before. Both instances, you were clear on the information, just not effective. Now, your team doesn't trust you and your wife is mad at church leadership for scheduling something on your family night. Extreme? Maybe. Or maybe this has really happened.

2. Communication is 100% My Responsibility; and So Is Clarity.

- We always talk about the value in asking questions as a leader. We are never just "waiting" to be communicated with; it's our responsibility to ask for information. You should never "be in the dark" or misunderstand an assignment or task.
- Clarity is today's currency. It's more valuable than the information itself. But it requires BOTH parties asking the right, clarifying questions:
 - Example: "Let me make sure I understood you correctly. You want me to empower someone to clean the Elementary classroom and have it set up for tomorrow's meeting. Is that correct?"
"Now, that the meeting is almost over, let's review action items: Who is creating

the RSVP document? Who is sending that out? Who is ensuring that the catering is done? What date did we decide as our deadline?"

"When you say you want us there at 5:00, does that really mean 4:50? I know you are big on being on time, I just want to clarify."

****When you aren't clear and they don't meet your standard, you get frustrated. You begin to devalue their leadership and lose trust...and trust is like money. That's why it's today's currency. The more trust, the more investment.****

3. Repeat the Example

- The biggest question to ask: DO I COMMUNICATE AND LEAD THE WAY I EXPECT OTHERS TO? Paul reminded Titus "And you yourself must be an example to them". We spend a lot of time defending our deficiencies when in reality, you should take ownership of ALL miscommunications and vow to be a better example.
- Because 1 of 2 things are true: You either need to be a better example (YOU'RE the wrong leader), or you have the wrong leader in place.

4. Give Expected Outcomes

- Paul gave Titus the reasons for teaching, encouraging, and training. The outsiders who opposed them (unbelievers) would see their lives and be ashamed and have nothing bad to say about them. The outcome was a life lived with character, wisdom, and power. Why do you have meetings? Why do you communicate? Shouldn't it be to make people better?
- Communication is Discipleship. It's saying "Here is a clear way to become better and be more like Christ". Your ability to disciple is only as good as your ability to communicate.

Discussion:

1. Have you been guilty of telling vs. teaching? If so, how? Name some examples.
2. Are you good at asking the right questions? Do you often ask clarifying questions over informational questions? Why or why not?
3. Have you lost trust in others or lost trust FROM others due to a lack of clear communication? Discuss.
4. Have you ever been guilty of expecting something from others that you don't practice very well? Discuss.
5. Do you struggle with taking ownership of communication mistakes? Why or why not?

Experience: A Time to Try

The following exercise(s) are designed to help reinforce the principles you are learning about this competency. Complete each assignment listed.

- Write down at least 2 teaching points that would improve your team's effectiveness.
- Set up a special, unscheduled team meeting to teach these points.
- Use Slack to communicate and have them respond by a certain day/time.
- Tell them the purpose of the meeting.
- Tell them the required essentials to bring to the meeting.
- Tell them the expected outcome at the beginning of the meeting.
- Ask clarifying questions at the end.
- Give specific action items at the end that will be held accountable.
- Send out a survey to your team.

Ask the following questions:

1. Do I communicate in a timely manner?
2. Is my communication clear and does it have next steps or action items?
3. Do I ask questions often? Do I encourage YOU to ask me questions often?
4. Do you think I live out the standards I expect from you as a leader when it comes to clear communication?
5. Do you know what's expected as a leader or volunteer in our ministry?
6. Do I communicate expected outcomes at our meetings? Are our meetings clear and to the point?
7. Do I spend more time TELLING information or do I do well at TEACHING you what's expected and the WHY behind it?

Describe the results of your assignments below:

Evaluate: A Time to Talk

To guide your conversation with your mentor, discuss your response to the following:

1=Strongly Disagree 5=Strongly Agree

I do a good job at teaching vs. telling.

1 2 3 4 5

I regularly ask clarifying question to my leader.

1 2 3 4 5

I regularly ask those that I lead to ask clarifying questions.

1 2 3 4 5

I take full responsibility when someone on my team drops the ball.

1 2 3 4 5

I have gained trust by those I lead due to my clarifying communication.

1 2 3 4 5

I live out the example of what I expect from my team.

1 2 3 4 5

I see my communication as care for my team.

1 2 3 4 5

I prioritize asking questions and accountability.

1 2 3 4 5

Equip: Put it All Into Action

Meet with your leader this week. Ask the following questions:

-Do I communicate to your expectations and standards?

-What can I do to communicate more effectively in your opinion?

-Do I ask the right questions?

-Do I show up to meetings ready to be communicated with appropriately? Do I value YOUR communication?

-Do you feel that I exemplify the type of communication and leadership that you expect?

After surveying your team and meeting with your leader, answer the following:

-What action steps can you take immediately to increase your effectiveness as a leader and in your communication?

-What was the biggest discovery about yourself during this lesson? How did it impact you?

-Take time to write down what kind of disciples you want to make and how your communication determines that.

Assessment:

Name: _____

To be completed by mentor after training for this competency is completed and discussed with apprentice.

1=Strongly Disagree 5=Strongly Agree

Demonstrates a priority on becoming more effective in their communication.

1 2 3 4 5

Realizes the importance of taking full responsibility for miscommunication and clarity.

1 2 3 4 5

Understands the difference in TELLING VS. TEACHING.

1 2 3 4 5

Exemplifies the kind of clear communication that is expected at GC.

1 2 3 4 5

Places priority on asking clarifying questions.

1 2 3 4 5

Can effectively communicate up to leaders and down to teams.

1 2 3 4 5

Genuinely cares about hearing feedback and receiving questions.

1 2 3 4 5

Clearly sees that leading is discipleship and that communication is care.

1 2 3 4 5

Shows growth and ownership of this current competency.

1 2 3 4 5

COMPETENCY #4:
BUILDING TEAMS OF VOLUNTEERS

BUILDING TEAMS OF VOLUNTEERS

Team work is dream work. Working together with a team can be exciting and fun. Leading others is all about building a team. We want you to increase your capacity to build a team, not just a working group.

Read Luke 10:1-20 (NLT) and then answer the questions below.

1. According to Jesus' instructions, was He more concerned with how His team would be received or more concerned about the mission? Discuss.
2. Jesus spent more time prepping them for what to expect than how to do the mission. Why do you think He didn't tell them specific details on "what" to do or even "how" to do it?
3. In your opinion, what was the ultimate thing Jesus had with this team if He expected them to be successful? Or for any team to be successful?

Explore: A Time to Think

Read the lesson below and the answer the discussion questions.

BUILT TO WIN

We know that building a team is important. We know that volunteers are the life blood of our mission. We don't have our mission and then add people to accomplish it; people ARE our mission. If that's true, why do so many teams struggle to recruit, develop, and grow their volunteers? It may not be an answer of "what" they are doing wrong; but "how" they are going about doing it.

1. Trust and Candor are Essential

- This is where many teams start to implode. There isn't trust or vulnerability.
- Most people build "working groups," but not teams.
- If you can't be honest with your team, you don't trust your team. Not derogatory, not mean, not rude, just candid. Vulnerable.
- Do they know your fears about where you're headed or how you're getting there? Do they know where you stand about each of them? And their performance? How comfortable are you with giving specific encouraging feedback? Negative feedback? Do they know you're nervous giving them heavier weight?
- This is true for the volunteer/leader as well. If they don't trust YOU, then they won't be bought in.

- How do you build trust? Never leave a frustration unsaid and never leave a good deed go unnoticed and unrecognized. AND GIVE THEM PERMISSION TO DO THE SAME!

2. If You Want the Team to Bleed, the Leader Has to Hemorrhage.

- As the team goes, so goes the church.
- Are they exempt from tithing? So is the church.
- Are they exempt from attending church? So is the church (staff standing in the lobby isn't attending. We see this a lot with people who will serve all weekend but never physically attend a worship experience. They may have learned it from a leader).
- Are they exempt from inviting? So is the church.
- Most struggling teams fail to keep volunteers because they are being asked to do something they've yet to see their leader do.
- Most volunteers will only do about 60-70% of what you do as the leader.

3. Define Your Culture.

- There are 2 types of culture: Intentional and Accidental.
- You may think your team is the best to serve under (Most leaders would say that, unless they had to serve under themselves). But an attractive, intentional culture will have volunteers coming out of the woodwork to serve on your team.
- Is there:
 - Fun
 - Accountability (Non-Negotiables)
 - A Direct Win That is Celebrated
 - Care
 - Community
- It doesn't mean you won't lose or push away volunteers, it just means you'll attract the right ones and keep them.
- Stop feeling like you have to audition for people. They should feel like they are auditioning for you! Don't be afraid to build teams with people that you actually like!
- Recruit, but don't sell. If you feel like you have to sell them on serving, then you'll create consumers. But if you show them why serving will change their life, you'll recruit DEEPER, not just WIDER. Don't just fill a spot, fill a purpose.

4. Define Your Success.

- How do your volunteers know you're winning as a team?
- Do you share REAL wins? (do you have wins for your team?)
- Do you celebrate volunteers who display great culture and who move the ball down the field? (By the way, if you don't consistently do this, then you probably subconsciously serve and lead out of a place of insecurity. Or you care more about getting the job done than you do people.)
- Volunteers do not get paid. But volunteers will give their life to something that they feel like is worth it and it's actually accomplishing something.

5. Keep the Team Moving.

- Volunteers also need to know that serving will lead to their own personal growth and the growth of the ministry.
- If people sign up to serve with the "house is on fire" mentality, they will quit once they feel like they've thrown enough buckets of water on it.
- But when volunteers sign up to serve on a team that is built to win and continues to dream and plan to win in the future, they will want to stay a part of that team.
- Are you constantly thinking of change? Improvements? Ways to grow your volunteers? Ways to recruit and develop?
- If the team is only showing up to serve on the weekend and that's the extent of their involvement, then once again you only have a working group, not a team.

Discussion:

1. Do you currently feel like the team you lead has trust/candor? Why or why not?
2. Have you ever felt like you were recruiting to fill spots instead of building purpose in people? Discuss.
3. Name how your team defines success. Does it line up with the Mission, Vision, Values of Generation Church? Does it inspire people to want to win?
4. What are some things about your team's culture that is attractive? What are some things about your team's culture that could push people away or that are accidental? Discuss.

Experience: A Time to Try

The following exercise(s) are designed to help reinforce the principles you are learning about this competency. Complete each assignment listed.

Survey Your Team

Sometimes, hearing from your volunteers can give you the heartbeat of what it's like to serve on your team. There is usually a gap between how the leader sees things and how the volunteers see it. That's ok as long as you are working hard to narrow that gap.

Ask your team the following questions:

1. What made you want to serve on this particular team? Were you recruited? If so, what convinced you to want to serve on this team?
2. Do you know what our team's ultimate WIN is? Or what are some WINS for our team?
3. What are some of the things about our team's culture the you love? What are some things you feel that we need to work on that is accidental and not attractive?
4. Do you feel like you serve a great purpose in the church? Why or why not?

Describe the results of your assignments below:

Evaluate: A Time to Talk

To guide your conversation with your mentor, discuss your response to the following:

1=Strongly Disagree 5=Strongly Agree

I do a good job at striving to build trust within our team.

1 2 3 4 5

I regularly celebrate WINS for our team.

1 2 3 4 5

I am intentional about the culture that is being created with my volunteers.

1 2 3 4 5

I take full responsibility of accidental culture and seek to correct it.

1 2 3 4 5

I have gained trust by those I lead and trust them as well.

1 2 3 4 5

My volunteers know how we define success.

1 2 3 4 5

I never ask my volunteers to do something I'm not already doing.

1 2 3 4 5

I have defined our team's culture.

1 2 3 4 5

Equip: Put it All Into Action

Answer the questions and complete the tasks.

1. How is TRUST with your team?

- Is there a corrective conversation that needs to happen?
- Who do you need to celebrate that has gone unnoticed?
- Does your team REALLY know how you feel about the state of your team right now?

- When was the last time you asked THEM their opinion of whether or not they feel that you trust them? Ask the hard questions.
- Are there any volunteers on your team that you find yourself avoiding? Ask yourself why. Is it because you don't trust them? Or is it because you know they don't fit on your team? Have the hard conversation.

2. Name Your Team's Ultimate WIN—How You Define Success.

- What action steps can you take to ensure people are serving towards those WINS each week and sharing them?

3. Define Your Team's Culture (How it Behaves):

- Write out a mini "Culture Guide" that reminds your team of how it should look, feel, and act as a part of this winning team.

4. How Has This Competency Shaped the Way You Recruit, Build, and Assess Your Volunteers?

Assessment:

Name: _____

To be completed by mentor after training for this competency is completed and discussed with apprentice.

1=Strongly Disagree 5=Strongly Agree

Understands the “how”, not just the “what” of building teams of volunteers.

1 2 3 4 5

Realizes the importance of culture and how it affects a team.

1 2 3 4 5

Fully understands how to define success within their team.

1 2 3 4 5

Works hard to build trust within their team.

1 2 3 4 5

Places priority on developing their volunteers, not just giving them tasks.

1 2 3 4 5

Fully aware of the team’s perspective of success and culture of the team.

1 2 3 4 5

Genuinely cares about the community and care of their team.

1 2 3 4 5

Has a better understanding of how to recruit volunteers and build stronger teams.

1 2 3 4 5

Shows growth and ownership of this current competency.

1 2 3 4 5

COMPETENCY #5:
**MANAGING HEALTHY RELATIONSHIPS
FOR EFFECTIVE DISCIPLESHIP**

MANAGING HEALTHY RELATIONSHIPS FOR EFFECTIVE DISCIPLESHIP

We are going to learn how to effectively pour into those you lead and receive investment from those who lead you. Healthy relationships are vital in leading others. If your team knows you care for them, they will continually show up and show out. It is more about just the weekends that make a relationship in ministry. It is the day to day care and relationship that makes for effective discipleship.

Read 2 Timothy 2:2 (NLT)

'You have heard me teach things that have been confirmed by many reliable witnesses. Now teach these truths to other trustworthy people who will be able to pass them on to others.'

Matthew 26:36-39 (NLT)

'Then Jesus went with them to the olive grove called Gethsemane, and he said, "Sit here while I go over there to pray." He took Peter and Zebedee's two sons, James and John, and he became anguished and distressed. He told them, "My soul is crushed with grief to the point of death. Stay here and keep watch with me." He went on a little farther and bowed with his face to the ground, praying, "My Father! If it is possible, let this cup of suffering be taken away from me. Yet I want your will to be done, not mine.'"

Colossians 1:28-29 (NLT)

'So we tell others about Christ, warning everyone and teaching everyone with all the wisdom God has given us. We want to present them to God, perfect in their relationship to Christ. That's why I work and struggle so hard, depending on Christ's mighty power that works within me.'

Questions

1. According to 2 Timothy 2:2, why is it important to teach others what you know?
2. What does Jesus' garden moment say about how we should be intentional with our relationships? Have you ever taken the wrong people to the garden with you?
3. Paul obviously went to prison and ultimately to his death for the sake of the Gospel. But what 4 key words from Colossians 1:28-29 does he mention that describes the heart of someone who is trying to invest in others?

Explore: A Time to Think

Read the lesson below and the answer the discussion questions.

Leaders Must Have Relational Intelligence in Order to Maximize Your Leadership Investment

-There are 4 types of relationships: Associates, Friends, Advisors, and Assignments.
-You must assess your relationships, align them, and then become intentional with them.

-Think about the following categories and Assess where your relationships are:

Associates

- You may spend time around these people, but just not investing in them.
- Associates don't go to the garden with you. You are authentic, but not transparent.
- These people may include co-workers, extended family, etc.

Friends:

- The investment is mutual—both parties share their life.
- Must be selective—Jesus had 12 disciples but only took 3 to the garden.
- You are transparent and authentic.
- They can be trusted and counted on.

Advisors:

- They invest in you; Mentor relationship.
- Advisors are sought out.
- They can tell you the hard truths.
- They can hold you accountable.
- They ARE the garden (safe place to be vulnerable). They can see you at your worst and still see potential in you.

Assignments:

- You pour into them—you do NOT expect investment in return.
- You invest as long as they are growing. Eventually should be to the point to invest in others.
- These are selective or assigned. Not everyone can be an assignment or has the capacity to be one. These are the 12—The Father gave Jesus the 12.
- Assignments can be transparent and authentic with you without judgment.

Experience: A Time to Try

The following exercise(s) are designed to help reinforce the principles you are learning about this competency. Complete each assignment listed.

The two most important relationships as a leader are to have an Advisor and Assignments.

1. Let's dive into what you should look for and desire from an ADVISOR/MENTOR relationship:

Teaching

- Mentors are not just counselors who hear your issues; they are people who are intentionally teaching you how to grow spiritually, mentally, and relationally.
- You should seek books, devotions, Bible Studies, and life questions from a Mentor/Advisor.

Accountability

- If you're not willing to be held accountable, then you don't want an Advisor, you want affirmation.
- Accountability means hearing hard truths that cause us to re-evaluate decisions and ways of thinking that will lead to a healthier version of ourselves.

Encouragement

- You should always seek out someone who will pray for you and celebrate with you.
- Everyone likes to know when they are winning. You need someone who can coach you when they have to, but be a cheerleader when you need it.

2. Let's dive into what you should look for and desire from an ASSIGNMENT/MENTEE relationship:

Teaching

- Every leader who leads another leader should be intentional about teaching them. That means sharing staff teachings, podcasts, book suggestions, sermons, and resources.
- If you are learning but never teaching, your influence dies with you.
- Practice regular group devotions and Bible Studies.

Accountability

- This means you **HAVE** to be willing to hold others accountable. If not, you will end up creating bad culture and bad leaders.
- The lack of accountability is probably what destroys a healthy team the most.

Encouragement

- You have to be willing to celebrate others.
- You have to be willing to encourage and bring out the best in those that you lead.

Mission WITH Authority

- Do you give away authority not just tasks? (see competency on empowerment)
- Give your assignments assignments. And make sure they are important assignments that require them to make decisions.
- Jesus sent His disciples out two by two. He gave them authority, not just tasks. In fact, He didn't give them a whole lot of tasks, just a mission. He allowed them to lead. (Reference Luke 10)

Permission for Feedback

- Always allow time/space for the ones you lead to give you feedback on your leadership.
- Always create time/space for questions to be asked. Great leaders ask questions and great leaders seek to be asked questions.

Discussion:

1. What Advisor relationships do you have in your life? (give names) Do they provide teaching, accountability, and Encouragement?
2. If you don't have Advisors/Mentors, write down a few names of possible candidates. Also, write down why you may struggle in having an Advisor.
3. Write down the list of those who you would assess to be your Assignments. These will include but not be limited to those who directly report to you, your kids (if applicable), any others outside of that circle who you may feel led to lead.
4. Do you provide teaching, accountability, encouragement, mission with authority, and permission for feedback? If so, describe how in detail. If not, what area needs the most work. Write down and explain.

Describe the results of your assignments below:

Evaluate: A Time to Talk

To guide your conversation with your mentor, discuss your response to the following:

1=Strongly Disagree 5=Strongly Agree

Seeking out an Advisor comes easy for me.

1 2 3 4 5

I regularly look for ways to invest in others.

1 2 3 4 5

I handle correction and accountability well.

1 2 3 4 5

I regularly give people an opportunity to give me feedback.

1 2 3 4 5

I take complete ownership for my team's mistakes.

1 2 3 4 5

I regularly seek to learn by asking other leaders questions.

1 2 3 4 5

My team knows that they can talk to me about anything.

1 2 3 4 5

I currently know the strengths and weaknesses of the people that I lead.

1 2 3 4 5

I prioritize my time in a manner that communicates care and guidance for the people that I lead.

1 2 3 4 5

Equip: Put it All Into Action

1. Meet with an Advisor/Mentor over the next week. Ask the following questions:

- What are you learning right now?
- How is God changing the way you see certain scripture or how you read the Bible?
- What's your definition of leadership? What's your definition of discipleship?
- What areas of weakness or growth do you see in me?
- How can I become a better listener?
- Where do you see me failing as a leader if I don't implement certain disciplines?
- What book should I be reading right now?
- What sermon should I listen to right now?
- What are 2 podcasts I could benefit the most from?

2. Meet with your Assignments in the next week (together or individually or even via text/online) and do the following:

- Start a YouVersion devotion monthly with them
- Do a book study quarterly with them
- Get the dates of theirs, their family's birthdays/anniversary and regularly send cards
- Send quarterly thank you cards to a different leader
- Celebrate a leader with a gift card (do this regularly) in front of the team

3. Have a one on one meeting with at least 2 people that directly report to you in the next week. Begin doing these same 1 on 1 meetings with those who directly report to you and the one you report to monthly. Write down notes from your one on one meetings to share at the next Pipeline meeting. Use the questions below:

- What are you thriving in right now organizationally and personally?
- What are you struggling with right now organizationally and personally?
- How can I help you succeed right now organizationally and personally?
- What is it about me that you think I should know organizationally and personally
- What is it that you need to tell me?
- Hits and Misses (what do you think is a success with the team/ministry and what do you feel we are missing the mark on?)
- What should I start/stop doing?

4. Write down 3 ways you are going to start giving mission with authority. Write down 3 ways you are going to allow for feedback from the ones you lead.

Assessment:

Name: _____

To be completed by mentor after training for this competency is completed and discussed with apprentice.

1=Strongly Disagree 5=Strongly Agree

Demonstrates a priority on discipleship and managing healthy relationships.

1 2 3 4 5

Realizes the importance of trust and accountability with the people they lead.

1 2 3 4 5

Understands the difference in creating a healthy culture within their team through accountability.

1 2 3 4 5

Places priority on building relationships with those they lead.

1 2 3 4 5

Places priority on building a relationship with an Advisor.

1 2 3 4 5

Can effectively lead a one on one meeting.

1 2 3 4 5

Genuinely cares about hearing the needs, struggles, and feedback of those they lead.

1 2 3 4 5

Genuinely seeks feedback and ways to grow personally.

1 2 3 4 5

Fully understands and has begun implementing how to manage their relationships in a healthy way.

1 2 3 4 5

Shows capability of investing in others regularly and seeking out wise counsel for themselves.

1 2 3 4 5

NOTES