

Lead and manage as you grow

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Main goal: Determine how you can best empower your leaders and ministries for growth.

1. Create a coaching culture

A coaching culture is what empowers your leaders and ministries, and sets your church up for multiplication. No matter what your church or organization's philosophy is, leaders need to be resourced. The best way to do that is through personalized coaching, ensuring that all leaders are coaching and are being coached. Raise up apprentice coaches, and you'll start a multiplying movement of coaches within your body.

Coaches need to be raising up new coaches in order to care for emerging leaders. The lack of new coaches means that the span of care will become too large, leaders will feel the lack of support and leadership dropout will increase. When there are three or more small groups, apprentice coaches should be actively involved.

Move into the position of overseeing coaches. Volunteer leaders can coach three group leaders, depending on other responsibilities. Meet with coaches in groups in order to maximize learning and time.

CoachNet offers a coach certification program for assessment. With training, you'll become a sought-after coach in your ministry.

Questions for consideration:

- Describe your vision for cultivating a coaching movement.
- How will you train and multiply quality coaches?
- What first steps can you take to create a culture of coaching?

2. Evaluate for continual improvement

Evaluate and track progress

- Schedule time to celebrate and critique your progress.
- Gather the right people to evaluate your progress.
- Question your progress with an open mind.
- Process the successes and failures you've experienced.
- Determine what's working, what's not working, what you're learning, what needs to change, and what's next.

Adjust your leadership style

As new people are brought into ministry, you'll need to adjust the way you deal with others as a leader. Your role as an evangelist will continue, but now you'll add the roles of pastor and leadership trainer. As groups multiply, you'll need to step in as a coach. Part of adjusting your leadership style, includes learning new skill sets. Here are some of the skills leaders need to know:

- Listening
- Responding
- Challenging
- Confronting
- Evangelism
- Vision and strategy
- Leadership
- Recruiting
- Follow-up
- Nurturing
- Administration
- Problem solving
- How to run a meeting
- Facilitating sharing
- Time management
- Loyalty and teamwork

Assessment tools

- Natural Church Development (NCD). This is an evaluation process that determines the health of your church, as compared to other churches around the world. It is based on qualitative research, encompassing eight areas of health.
- A "SWOT" analysis to describe the present situation. Strengths, weaknesses, opportunities, threats.
- An "APA" analysis to sharpen the vision. Achieve, preserve, avoid.
- A force field analysis. Situations are created by a balance of forces that oppose or reinforce it. Write down the forces that enhance a situation on the left side of a sheet of paper, and the forces that inhibit a situation on the right side. Then, draw arrows indicating the degree of the forces. Change occurs when forces on one side are reduced and forces on the other side are strengthened.

Questions for consideration:

- What methods will you use for evaluating and refocusing?
- How and when will you celebrate progress?
- How do you anticipate your leadership style adjusting as you grow?

3. Live and communicate the vision

Even leaders can lose vision in less than 30 days. We all need to be continually reminded of where we're going and what's really important. Continually evaluate the ways that you're staying on track with pursuing the vision, and continue to communicate it to others through:

- Modeling - Live out the vision in your own personal life. In this way, others can follow the way you live.
- Storytelling - When you're communicating the vision to others, give them some examples of ways it is playing out. Remind and show others that God is at work.

How you spend your time is the best indicator of what your values are, and how you're pursuing the vision. In communicating the vision, ask yourself who you need to commit to, and what you need to affirm in others. As ministry expands, you'll increasingly need to develop highly redundant systems of communication. Some options might include:

- newsletters
- email posts
- listening forums on pertinent topics
- memos summarizing important meetings

Questions for consideration:

- How do your personal actions demonstrate your commitment to the vision?
- How are you communicating the vision?
- How are others living out the vision?

4. Translate vision into action plans

All leaders have vision to varying degrees. The thing that's lacking is seeing the steps that can take you forward. In every ministry, you need to ask yourself, where does God want us to go? What are the steps we can take to start moving in that direction? This is what distinguishes visionaries who merely dream, from visionaries who see their dreams become a reality. Determine a set of milestones that enable you to reach your vision. Chart these milestones out over a period of at least 2-3 years.

Questions for consideration:

- How can you work with your leaders to translate vision into action?
- What are the milestones you plan to reach within the next year?
- Write a plan of comprehensive action steps for reaching your vision.

5. Ensure multiplication at every level

Multiplication is better than addition. Start with the end in mind, and then reproduce leaders at the lowest levels. Equip them, coach them, mentor them and send them. Thus, you have leaders creating leaders with followers. Reproduce disciples in the harvest, raise up and multiply leaders, replicate communities and ultimately, multiply for the expansion of God's kingdom.

If multiplication is in your genetic code, the natural result will be the multiplication of Ephesians 4:11 leaders, which results in movements. The apostle, prophet, evangelist, shepherd and teacher can be called a 4/11 Team. Multiplying these leaders is the key to multiplying movements:

- **Apostle:** One sent to lay a foundation for the expansion of the church with a specific, God-given assignment.
- **Prophet:** One who hears and speaks a specific word from God to a distinct person or persons.
- **Evangelist:** One who is called to passionately seek out opportunities to share the gospel with others and lead them toward acceptance of Christ.

- Shepherd: One who has an overwhelming concern for the continuing care of a specific community.
- Teacher: One responsible for progressive growth in understanding and application of the truth.

4/11 leaders are equipped both to start churches, and to stay with them to help them grow. There are two common combinations for church planting: the "start and go," and the "stay and grow."

- "Start and Go" - Made up of an apostle and a prophet. This team is geared for startup. They can initiate the momentum and put in place all the needed parts for self-perpetuation and self-propagation. They often have an exit strategy.
- "Stay and Grow" - Made up of an evangelist, shepherd and/or teacher. This team is geared to build the body for ongoing growth, health and direction. They stick with a group of people for a long period of time, and move the group forward.

We must invest in the next generation of leaders for the church to continue to grow in its health and expansion.

Questions for consideration:

- How can addition be turned into multiplication at each level in your ministry?
- How does your calling relate to the "start and go" versus "stay and grow" approach?
- What strategies do you have to multiply 4/11 leaders?