

# EMPOWERING LEADERSHIP

“God has given each of us the ability to do certain things well. If God has given you leadership ability, take the responsibility seriously.”

*Romans 12:6, 8b NLT*

# basic guidelines

- those in leadership are called by God to be in leadership, rather than leading by default
- the leaders are gifted in the area of ministry in which they are serving
- the leaders have a desire to follow God, understand the mission/purpose of the church, and want to serve God in leading the church forward
- these leaders, called, gifted, and trained to not need micro-management

# few basic assumptions

- the shepherd does not abuse the sheep
- the pastor's ethics and behavior assure that he or she can be trusted
- the pastor has shown a level of care and concern for the people of this flock and has the best interest of the church in mind in the context of concern and care for the wider community
- the pastor is respected for his or her faith and spiritual depth

# Definition

- ▣ Congregation is supportive of the Leadership Team
- ▣ New ideas are encouraged
- ▣ New ministries emerge from the passion of church members
- ▣ New leaders are continually being mentored
- ▣ Effective leadership training process in place

# Symptoms of low Empowering Leadership

- ❑ Leaders are burned out
- ❑ No shared vision
- ❑ Lack of leaders to take responsibility for ministries
- ❑ Lack of teamwork between people in leadership
- ❑ Little time for personal worship and seeking God's vision and guidance; lack of passion and/or consistency in personal spiritual life
- ❑ Fear among leaders to take risks

# What is measured?

- ▣ Feeling of support and appreciation by the pastor
- ▣ Feeling of support and appreciation by the leadership
- ▣ Sense of teamwork
- ▣ Agreement with the overall vision and direction of the church

# *GIFT-BASED MINISTRY*

God has given gifts to each of you from his great variety of spiritual gifts. Manage them well so that God's generosity can flow through you."

*1 Peter 4:10*

# Definition

- ▣ Gift-Based Ministry is simply helping people identify their gifts and then matching them with ministries that use their giftedness.
- ▣ A healthy church not only helps its members identify their gifts, but also helps its members utilize those gifts in ministry
- ▣ Selecting a coordinator to work with people, helping them understand their particular gift mix and how they can use their gifts in ministry is a key to effective gift-based ministry.



# Symptoms

- ▣ Lack of volunteers for ministry
- ▣ Overwork or burn-out
- ▣ People holding multiple positions
- ▣ People not knowing or not using their spiritual gifts

# What is Measured?

- ▣ Do the members know their spiritual gifts?
- ▣ Are they using their gifts in ministry?
- ▣ Is there a process of matching people's gifts with service?

# *PASSIONATE SPIRITUALITY*

"Never be lacking in zeal, but keep your spiritual fervor, serving the Lord. Be joyful in hope, patient in affliction, faithful in prayer."

*Romans 12: 11-12 NIV*

# Definition

- ▣ In a church with high Passionate Spirituality the people will be:
- ▣ Enthusiastic about their spiritual life
- ▣ Growing spiritually
- ▣ Practicing their faith with joy
- ▣ Sharing their faith with others

# Symptoms

- ❑ Lack of spiritual power and leadership confidence
- ❑ Daily work seems scattered and unproductive
- ❑ Low commitment and enthusiasm in your spiritual disciplines
- ❑ Unsure of where your ministry is headed and what to do next

# What is Measured?

- ▣ Personal spiritual discipline
- ▣ Corporate spiritual discipline
- ▣ Contagious faith

# *EFFECTIVE STRUCTURES*

"But be sure that everything is done properly and in order."

*1 Corinthians 14:40*

# Questions to proposals

- ▣ Does it further the mission, vision, or purpose of the church?
- ▣ Does it make new disciples or help people grow in their faith?
- ▣ Is there or can there be a team to work in accomplishing this ministry?



# Definition

- ▣ Systems for communication and decision-making.
- ▣ Structures enable the body to fulfill its intended purpose.
- ▣ Structures reflect:
  - The programs and ministries of the church.
  - The systems which link the ministries together into a unified organism.
  - The traditions and regulations which define the church culture.

# Symptoms

- ❑ Lack of clarified values.
- ❑ A vision statement which few know about.
- ❑ A mission statement which is never used in decision making.
- ❑ Ministries with no written attainable outcomes.
- ❑ Inefficient communication structure.
- ❑ Dysfunctional church where particular people control decisions, pastors leaving/being dismissed, newcomers never feel included.
- ❑ Lack of job descriptions for ministry positions.

# What is Measured?

- ▣ How closely does the ministry of the church relate to the mission or purpose of the church?
- ▣ How effective is the organizational structure in promoting ministry and being obedient to God's direction?
- ▣ Does an overall ownership of the mission and direction of the church exist?

# *INSPIRING WORSHIP*

“Sing to the Lord a new song; sing to the Lord, all the earth. Sing to the Lord, praise his name; proclaim his salvation day after day. Declare his glory among the nations, his marvelous deeds among all peoples. For great is the Lord and most worthy of praise....”

*Psalm 96:1-4a NLB*

# Preparation and Participation

- ❑ Inspiring worship is more than simply attending services. Worship, to be inspiring, involves preparation and participation.
- ❑ Preparation – reading and meditating on the scriptural texts prior to the service; praying for the worship service, the pastor, and the major “up front” participants; and coming to worship with an attitude of expecting to encounter God.
- ❑ Participation – actively involving yourself in all aspects of the service by praying during prayer time, responding with integrity during responsive readings, and singing with enthusiasm.

# Definition

- ▣ God-focused
- ▣ Life-giving
- ▣ Enthusiastic
- ▣ Varied

# Symptoms of Low Inspiring Worship

- ▣ Worshippers exhibit a lack of excitement.
- ▣ Worshippers know and predict the routine.
- ▣ Worshippers have a low energy level.
- ▣ Worshippers seldom sense God's presence.
- ▣ Worshippers seldom invite guests.

# What is Measured?

- ▣ The level of involvement and participation in the worship service
- ▣ The level of inspiration and enthusiasm in the worship service
- ▣ The level of openness and willingness to experience God in the worship service



# *HOLISTIC SMALL GROUPS*

"They worshiped together at the Temple each day, met in homes for the Lord's supper, and shared their meals with great joy and generosity – all the while praising God and enjoying the goodwill of all the people. And each day the Lord added to their group those who were being saved."

*Acts 2:46-47*

# Small groups

- ▣ Church leadership must have a clear vision, direction, and commitment to small-group ministry. A healthy small-group ministry requires:
  - ▣ Trained and effective leadership of the small group ministry.
  - ▣ Small group leaders must be recruited carefully, considering skills, gifts, and passion.
  - ▣ Small group leaders must be well trained.

# “Life Development Process.”

- ▣ Knowing Christ: Committed to Membership;
- ▣ Growing in Christ: Committed to Maturity;
- ▣ Serving Christ: Committed to Ministry;
- ▣ Sharing Christ: Committed to Missions.

# Definition

- ▣ Clear vision of small-group ministries
- ▣ Established discipleship process
- ▣ On-going leadership training
- ▣ Aggressive recruitment of new leaders
- ▣ Multiplication of new small groups

# Symptoms

- ▣ Practically no small groups
- ▣ Small groups not focused on meeting the real questions and needs of their members
- ▣ Existing small groups not multiplying, reaching more people to be in the group
- ▣ Little or no training of small group leaders
- ▣ Few newcomers to your church involved in small groups
- ▣ Pastor responsible for the majority of pastoral care
- ▣ Little or no accountability

# What is Measured? Are the small groups:

- ▣ Spiritually oriented
- ▣ Meeting felt needs
- ▣ Relevant to daily life
- ▣ Guest sensitive
- ▣ Multiplying disciples, leaders, and groups
- ▣ Increasing participation of group members
- ▣ Fostering an atmosphere of sharing and trust

# *ORIENTED EVANGELISM*

“I pray that you might be active in sharing your faith, so that you will have a full understanding of every good thing we have in Christ.”

*Philemon 6 NIV*

# Need-Oriented Evangelism

- ▣ Helping unchurched people connect with Christ
- ▣ The church must clearly understand the neighborhood or community and realize the needs of the people.
- ▣ As needs are met and relationships are developed, the people you are reaching out to are more open to discussions of faith. Building relationships with the unchurched people in the community is essential



# Definition

- ▣ intentionally cultivates relationships with unchurched people
- ▣ correctly identifies the needs of the community and determines how to meet those needs
- ▣ properly trains members to share their faith in non-threatening ways
- ▣ faithfully shares the Gospel in a way that raises questions and leads to discussion with unchurched people

# Symptoms of low Need-Oriented Evangelism

- ▣ Infrequent guests attending worship services
- ▣ Few new people joining small groups
- ▣ No strategic approach to meeting the needs of the mission field
- ▣ Little or no training in faith sharing
- ▣ Little time or money focused on evangelism

# What is Measured?

- ▣ Are the methods of evangelism related to the needs of the community?
- ▣ Is the church effective in reaching out to the mission field?
- ▣ Do all ministry areas of the church focus on reaching unchurched people?

# *LOVING RELATIONSHIPS*

"A new commandment I give you: love one another. As I have loved you, so you must love one another."

*John 13:34*

# Definition

- ▣ Spending time with each other outside of the church setting
- ▣ Welcoming to guests when they attend church service
- ▣ Enjoying the company of other church members

# Symptoms of Low Loving Relationships

- ▣ People do not enjoy the company of other church members.
- ▣ People tend to get together in cliques.
- ▣ Visitors do not feel included.
- ▣ Laughter is seldom heard often in the church..

# What is Measured?

- ▣ How often do church members invite others to spend time together?
- ▣ How generous are church members in complementing others?
- ▣ How welcome do visitors feel when they visit?
- ▣ How long does it take for a new member to become assimilated into the life of the church?

# COACHING

*“Successful coaching is a mutual conversation that follows a predictable process and leads to superior performance, commitment to sustained improvement, and positive relationships.”* Dennis Kinlaw, *Coaching for Commitment*



# *What is Christian coaching?*

- ▣ “Coaching is a process of coming alongside a person or team to help them discover God’s agenda for their life and ministry, and then cooperating with the Holy Spirit to see that agenda become a reality.”

# *What is the goal of coaching?*

- ▣ The goal of coaching is the development of leaders who are more focused on God's vision for themselves and their ministry; are living balanced lives; have a greater level of satisfaction in ministry; and are effectively reaching their personal and professional goals.

# *What are the benefits of having a coach?*

- ▣ Improved performance, production and satisfaction in ministry
- ▣ Enhanced learning
- ▣ Improved quality of life
- ▣ More creative ideas in solving problems and leading congregations
- ▣ Better use of time, skills, and resources
- ▣ Increased skill in strategic thinking, vision fulfillment, conflict resolution, and in relating to others
- ▣ An experienced person who can objectively see you and your context and speak truth with grace
- ▣ A person who believes in you and is committed to helping you reach your maximum potential

## *Who needs a coach?*

- ▣ Any person who wants to improve his or her level of performance; who is “stuck” and needs to find a way to move beyond present obstacles; who feels overwhelmed or discourage; who needs help clarifying personal mission and vision; and who feels under-trained for dealing with specific ministry tasks.

# *How does coaching differ from mentoring or counseling?*

- ❑ Coaching is not counseling, therapy, advice-giving, mental health care, or treatment for substance abuse.
- ❑ Mentoring is essentially focused on personal development and coaching is focused on skill development. Both mentoring and coaching understand the necessity and power of relationships in developing effective ministry.
- ❑ Coaching is for people who are basically well-adjusted, emotionally healthy, functioning effectively, and want to make changes in their lives.

# *What does a coach do?*

- ▣ Listens, questions, and assists the person being coached to clarify his or her vision for ministry
- ▣ Works through issues affecting personal or professional life
- ▣ Raises the level of satisfaction and effectiveness in ministry
- ▣ Supports and challenges
- ▣ Holds the person being coached accountable for acting on the personal and professional goals he or she has established
- ▣ Celebrates the victories achieved by the person being coached

# What does coaching involve?

- ▣ brainstorming,
- ▣ values clarification,
- ▣ the completion of written assignments, education,
- ▣ goal setting,
- ▣ identifying plans of action,
- ▣ accountability,
- ▣ making requests,
- ▣ agreements to change behavior,
- ▣ examining lifestyles
- ▣ questioning.

# *How could a coach help my ministry?*

- ▣ A project that keeps getting delayed – coaching helps you keep on task and meet deadlines.
- ▣ Confusion about a job assignment – coaching helps you define priorities and determine a starting point.
- ▣ A new direction in ministry – coaching helps you decide what steps to take and investigate options.
- ▣ Incorporating new learning into your life or organization – coaching helps form new healthy habits.
- ▣ Important life changes – coaching helps develop new life skills.



# *Who can be a coach and how does a person become one?*

- ▣ Coaches are persons who are spiritually mature, trusted, honest, humble, disciplined, positive, and teachable.
- ▣ Coaches are able to listen actively, speak the truth with love and grace, inspire, think strategically, be objectively detached, perceptive, and self aware.
- ▣ Coaches model the ideal qualities of an effective pastor-leader; have positive and healthy perspective on ministry; demonstrate an effective leadership history; are loyal to their district, conference and general church; and are available and willing to take a coaching assignment.

## *Empowering leadership*

The Bible states that all Christians are called into ministry and are gifted by God for ministry (1 Corinthians 12:7-14). Some are gifted with leadership gifts, and others are gifted with support gifts (Romans 12: 4-8). All are gifted for ministry.

Churches with a healthy characteristic of Empowering Leadership are effective in equipping, training, encouraging, supporting, and mentoring the lay and clergy leadership of the church. Empowering leadership gives people skills and confidence in their leadership and ministry responsibilities. Healthy churches consistently give authority to those in leadership and provide the tools to help them carry out their ministry.

The clergy leaders of a congregation will empower lay leaders to effectively lead their teams and work areas. They assume that excellent training for these leaders provides the rich soil for healthy, empowering leadership. Oversight and accountability are both necessary. Leaders take seriously the responsibilities expected of them, and the work/ministry is completed with excellence.

Several basic guidelines and assumptions must be in place:

- those in leadership are called by God to be in leadership, rather than leading by default
- the leaders are gifted in the area of ministry in which they are serving
- the leaders have a desire to follow God, understand the mission/purpose of the church, and want to serve God in leading the church forward
- these leaders, called, gifted, and trained to not need micro-management

Likewise, lay leaders should empower the pastor by allowing the pastor to lead the church. The Bible often refers to a pastor as the shepherd. A shepherd seeks fresh pasture, clean water, and a place of safety. The shepherd provides a healthy diet and safety. Pastors have responsibility before God to feed and protect the flock under their care. Empowered lay leaders support their pastor in fulfilling God's call by trusting him or her to lead the church.

Again, a few basic assumptions are considered:

- the shepherd does not abuse the sheep
- the pastor's ethics and behavior assure that he or she can be trusted
- the pastor has shown a level of care and concern for the people of this flock and has the best interest of the church in mind in the context of concern and care for the wider community
- the pastor is respected for his or her faith and spiritual depth

Clear expectations of the particular ministries are important. Leaders cannot be accountable without clearly defined expectations.

### **Definition**

Pastor and leaders (paid and unpaid) feel a sense of accomplishment

- Congregation is supportive of the Leadership Team
- New ideas are encouraged
- New ministries emerge from the passion of church members
- New leaders are continually being mentored
- Effective leadership training process in place

### **Symptoms of low Empowering Leadership**

- Leaders are burned out
- No shared vision
- Lack of leaders to take responsibility for ministries
- Lack of teamwork between people in leadership
- Little time for personal worship and seeking God's vision and guidance; lack of passion and/or consistency in personal spiritual life

- Fear among leaders to take risks

### What is measured?

- Feeling of support and appreciation by the pastor
- Feeling of support and appreciation by the leadership
- Sense of teamwork
- Agreement with the overall vision and direction of the church

### Biblical Basis

“God has given each of us the ability to do certain things well. If God has given you leadership ability, take the responsibility seriously.” *Romans 12:6, 8b NLT*

### *Gift-based Ministry*

Wouldn't it be crazy to ask someone that could not balance a checkbook to be the church treasurer? Or, someone who can't read music to be the church organist?

Yet, all too often in the church we do just that. We ask people who have little leadership ability to lead groups; people with little teaching ability to teach classes. We ask extreme introverts to be greeters standing at the front door of the church to welcome our guests. Then we wonder why our church is ineffective, why we have difficulty getting volunteers to step up and serve in the church. We wonder why people become burned out.

A healthy church has established a system that helps people identify their gift areas. There are many spiritual gift surveys, some identifying as few as nine spiritual gifts, while others identify more than thirty. Some surveys have only a few questions in helping to identify the appropriate gifts, while others provide over 250 questions. Generally, the more questions that are used, the more accurate the survey. Some surveys only measure spiritual gifts; others take into account a person's passion and calling; and still others look at a person's worldview.

A healthy church not only helps its members identify their gifts, but also helps its members utilize those gifts in ministry. Selecting a coordinator to work with people, helping them understand their particular gift mix and how they can use their gifts in ministry is a key to effective gift-based ministry.

#### **Definition**

Gift-Based Ministry is simply helping people identify their gifts and then matching them with ministries that use their giftedness.

#### **Symptoms**

Lack of volunteers for ministry

Overwork or burn-out

People holding multiple positions

People not knowing or not using their spiritual gifts

**What is Measured?**

Do the members know their spiritual gifts?

Are they using their gifts in ministry?

Is there a process of matching people's gifts with service?

**Biblical Basis**

"God has given gifts to each of you from his great variety of spiritual gifts. Manage them well so that God's generosity can flow through you."

*1 Peter 4:10*

### *Passionate Spirituality*

The faith journey is about growing in our spiritual life. We are all spiritual beings. Natural Church Development measures the level of passion we have in our relationship to Christ.

Passion arises out of total devotion to Christ and an openness to the Holy Spirit. The NCD survey measures the individual spirituality of the congregation, the church-wide level of spirituality, especially the passion in our spirituality, and whether the faith of the people of the congregation is contagious.

Passionate Spirituality is often the lowest characteristic for churches that have taken the Natural Church Development survey.

Effective ministry flows out of a passionate spirituality. Spiritual intimacy leads to a strong conviction that God will act in powerful ways. A godly vision can only be accomplished through an optimistic faith that views obstacles as opportunities and turns defeats into victories.

The important issue here is not the way spirituality is expressed, but the fact that faith is actually lived out with commitment, fire and enthusiasm. The methods a church uses are really a secondary concern. A church that lives its faith with passionate fervor will experience success with many a method.

**Definition**

In a church with high Passionate Spirituality the people will be:

- Enthusiastic about their spiritual life
- Growing spiritually
- Practicing their faith with joy
- Sharing their faith with others

**Symptoms**

- Lack of spiritual power and leadership confidence
- Daily work seems scattered and unproductive
- Low commitment and enthusiasm in your spiritual disciplines

- Unsure of where your ministry is headed and what to do next

### **What is Measured?**

- Personal spiritual disciplines
- Corporate spiritual disciplines
- Contagious faith

### **Biblical Basis**

"Never be lacking in zeal, but keep your spiritual fervor, serving the Lord. Be joyful in hope, patient in affliction, faithful in prayer."

*Romans 12: 11-12 NIV*

### *Effective Structures*

Many great ministry ideas in the church never get fulfilled. Many wonderful plans get vetoed when they come to the official church board.

Many church boards are structured around a 1950's corporate style still using parliamentary procedures to accomplish the "business" of the church. The Board members often see their responsibility as guarding the status quo of the church, although many do not recognize that as their motive. They look upon any new idea with great suspect, and the first reaction is, "Prove that this will work, that it will succeed, and that it won't cost the church any money." The basic mode of operation is "permission-withholding."

A church with a healthy characteristic of functional structures utilizes a church structure that is more free-flowing and permission-giving. A church with healthy functional structures will be risk-taking, willing to try new ideas and equally willing to cancel their implementation if they are not effective. The old paradigm of church structure called for the laity to manage the church with an attitude that if we try a new idea and it doesn't work, we failed. The new paradigm approaches the idea with an eagerness to learn, and if it fails, then we learn from our mistakes and try again.

A healthy church organizes structures around ministry and being faithful to the church's mission and purpose. Many healthy churches have established a policy of asking three questions of any new ministry or program that someone wants to initiate.

1. Does it further the mission, vision, or purpose of the church?
2. Does it make new disciples or help people grow in their faith?
3. Is there or can there be a team to work in accomplishing this ministry?

If these conditions are met, then the ministry moves forward, with the blessing of the church board.

One effective approach to developing functional structures is for the traditional organizational structure of boards and committees be changed to "teams." Teams formed around ministry areas and tasks are more adaptable and responsive to new situations. However, this change must reflect a change in approach that focuses on ministry, not simply a change in name.

To regain a healthy church with functional structures, all ministries, programs, and committees must align with the church's mission and purpose. A careful review of each area may reveal that the church has been using resources to maintain the structure and the traditions of the church rather than accomplishing the Great Commission and the Great Commandment.

The faith journey is about growing in our spiritual life. We are all spiritual beings. Natural Church Development measures the level of passion we have in our relationship to Christ.

## Definition

- Systems for communication and decision-making.
- Structures enable the body to fulfill its intended purpose.
- Structures reflect:
  - The programs and ministries of the church.
  - The systems which link the ministries together into a unified organism.
  - The traditions and regulations which define the church culture.

## Symptoms

- Lack of clarified values.
- A vision statement which few know about.
- A mission statement which is never used in decision making.
- Ministries with no written attainable outcomes.
- Inefficient communication structure.
- Dysfunctional church where particular people control decisions, pastors leaving/being dismissed, newcomers never feel included.
- Lack of job descriptions for ministry positions.

## What is Measured?

- How closely does the ministry of the church relate to the mission or purpose of the church?
- How effective is the organizational structure in promoting ministry and being obedient to God's direction?
- Does an overall ownership of the mission and direction of the church exist?

## Biblical Basis

"But be sure that everything is done properly and in order."

*1 Corinthians 14:40*

## Inspiring Worship

Worship should be all about people connecting with God in a life-changing way. It doesn't matter what style of worship is presented (traditional, contemporary, blended, cutting-edge, etc.), as long as it helps people experience God's love in the community of faith.

Inspiring worship is more than simply attending services. Worship, to be inspiring, involves preparation and participation.

- Preparation – reading and meditating on the scriptural texts prior to the service; praying for the worship service, the pastor, and the major "up front" participants; and coming to worship with an attitude of expecting to encounter God.
- Participation – actively involving yourself in all aspects of the service by praying during prayer time, responding with integrity during responsive readings, and singing with enthusiasm.

Inspiring worship focuses on all aspects of the worship service, from the time people enter the parking lot until they pull away from the church building. Inspiring worship suggests that all in attendance are involved in making worship meaningful, and all are full participants in worship. However, some of the participants are "up front" and must play a vital role in making worship meaningful.

Participants such as acolytes, ushers, readers, drama teams, worship teams, and preacher, must be prepared to lead the congregation into the presence of God and recognize that they are integral in helping the congregation connect with God.

## Definition

The worship service in a healthy church is:

- God-focused
- Life-giving
- Enthusiastic
- Varied

## Symptoms of Low Inspiring Worship

- Worshippers exhibit a lack of excitement.
- Worshippers know and predict the routine.
- Worshippers have a low energy level.
- Worshippers seldom sense God's presence.
- Worshippers seldom invite guests.

## What is Measured?

- The level of involvement and participation in the worship service
- The level of inspiration and enthusiasm in the worship service
- The level of openness and willingness to experience God in the worship service

## Biblical Basis

“Sing to the Lord a new song; sing to the Lord, all the earth. Sing to the Lord, praise his name; proclaim his salvation day after day. Declare his glory among the nations, his marvelous deeds among all peoples. For great is the Lord and most worthy of praise....”

*Psalm 96:1-4a NLB*

## Holistic Small Groups

Holistic Small Groups are foundational to a strong, healthy congregation. In small groups we find community, acceptance, and accountability. In small groups we learn from others and gain wisdom from their experiences. We learn to trust each other, be vulnerable, and lean on each other in times of trial and growth.

There are several key factors for a small group to be holistic, or healthy.

- Above all, small groups must be disciple-making communities that seek to reach out to the unchurched.
- The small groups should seek to help individuals grow spiritually, and assist them in identifying their spiritual gifts and utilizing them in ministry.
- The purpose and the spiritual goals of the small group ministry must be clearly communicated to the congregation.

Church leadership must have a clear vision, direction, and commitment to small-group ministry. A healthy small-group ministry requires:

- Trained and effective leadership of the small group ministry.
- Small group leaders must be recruited carefully, considering skills, gifts, and passion.
- Small group leaders must be well trained.

Establishing a framework for the discipleship process in small groups is helpful in communicating the church's purpose and goals. For example, Willow Creek uses the Five G's as their discipleship framework: Grace, Growth, Groups, Gifts, Good Stewardship. Saddleback utilizes a baseball diamond to outline the "Life Development Process." This process follows a pattern of:

- Knowing Christ: Committed to Membership;
- Growing in Christ: Committed to Maturity;
- Serving Christ: Committed to Ministry; and
- Sharing Christ: Committed to Missions.

### **Definition**

- Clear vision of small-group ministries
- Established discipleship process
- On-going leadership training
- Aggressive recruitment of new leaders
- Multiplication of new small groups
- 
- **Symptoms**
- Practically no small groups
- Small groups not focused on meeting the real questions and needs of their members
- Existing small groups not multiplying, reaching more people to be in the group
- Little or no training of small group leaders
- Few newcomers to your church involved in small groups
- Pastor responsible for the majority of pastoral care
- Little or no accountability

### **What is Measured? (Are the small groups:)**

- Spiritually oriented
- Meeting felt needs
- Relevant to daily life
- Guest sensitive
- Multiplying disciples, leaders, and groups
- Increasing participation of group members
- Fostering an atmosphere of sharing and trust

### **Biblical Basis**

"They worshiped together at the Temple each day, met in homes for the Lord's supper, and shared their meals with great joy and generosity – all the while praising god and enjoying the goodwill of all the people. And each day the lord added to their group those who were being saved." *Acts 2:46-47 NLB*



Evangelism, or helping unchurched people connect with Christ, has taken on various forms throughout the years. Sometimes preaching is effective in helping people experience salvation. At times revival meetings have been effective, as have Camp Meetings. At other times methods of door-to-door witnessing (utilizing *Evangelism Explosion* or *4 Spiritual Laws* tracts) have produced good fruit. Other methods have been tried over the centuries, many with positive results.

However, as times have changed and the culture around us has changed, our methods need to change. The message does not change, simply the way we communicate that message. Many of the methods used in the past are not effective or bear little fruit. Today, evangelism is most effectively accomplished through relationships and meeting people's needs.

In focusing on Need-Oriented Evangelism, the church must clearly understand the neighborhood or community and realize the needs of the people. Likewise, a clear understanding of the gifts present in the church is necessary.

The first step is to identify the mission field your church wants to reach. Lee Stroble, in his book, *The Unchurched Harry and Mary*, outlines a process of developing a profile of the community. Taking a thorough look at the community and developing a profile of a make-believe person that represents the community is a very effective method of relating to your mission field.

For example, your profile may be:

A married couple, the husband is 37 and the wife is 35. Both are college graduates; she is a mid-level manager at a local business and he is a high school math teacher. Their household income is \$75,000. They have two children: a ten year old daughter and an eight year old son. As a family they enjoy sports. The husband golfs and plays softball, the wife is in a volleyball league and both children play soccer.

This profile can be further expanded and made even more specific. The profile should be defined by utilizing actual demographic information, which can be found through the census data, or from a company like Percept ([www.perceptnet.com](http://www.perceptnet.com)).

Once the profile is completed the church then investigates what ministries, programs, or ideas will reach the profiled "person or family." What programs do we need to start? How can we reach them? What resources do we have to offer? New ministries are developed that will effectively meet the needs of your community.

As needs are met and relationships are developed, the people you are reaching out to are more open to discussions of faith. Building relationships with the unchurched people in the community is essential. Helping people in the church identify the unchurched people in their network is an important place to begin. Using the acronym FRAN (Friends, Relatives, Acquaintances, Neighbors) people are encouraged to identify people in each category and determine how they can best share their faith with them.

Let me give two examples of churches that were effective in Need-Oriented Evangelism.

- A large church in a big city has identified their primary mission field as young adults who enjoy sports. The church has developed softball, basketball and volleyball leagues. A rule of their teams is that fifty percent of the team members must be unchurched people. This means that the team members who are part of the church must continually be inviting their friends and coworkers to join their team. Through these relationships the unchurched team members often become interested in the faith journey of others. As the relationships grow, invitations to attend worship, a small group, or other church activities are extended and often accepted.
- Another church identified a mission field in their community of single-mothers. They looked at the gifts and resources of the people in the church and found they had several mechanics. So, they initiated a program of offering free oil changes for single mothers. While the oil is being changed the church provides a hospitality time in the church parlor for the mothers. Young mothers from the church staff the hospitality time to build relationships. Free child care (with snacks) is provided by qualified staff workers. This gives the single mothers a time to have adult companionship. Through these opportunities relationships are built. To further meet the needs of these single mothers other ministries are developed, ministries such as parenting and money management classes. Through these ministries the church has earned the right to be heard and because of the relationships made the people are receptive to the message of God's love.

## Definition

- intentionally cultivates relationships with unchurched people
- correctly identifies the needs of the community and determines how to meet those needs
- properly trains members to share their faith in non-threatening ways
- faithfully shares the Gospel in a way that raises questions and leads to discussion with unchurched people

## Symptoms of low Need-Oriented Evangelism

- Infrequent guests attending worship services
- Few new people joining small groups
- No strategic approach to meeting the needs of the mission field
- Little or no training in faith sharing
- Little time or money focused on evangelism

## What is Measured?

- Are the methods of evangelism related to the needs of the community?
- Is the church effective in reaching out to the mission field?
- Do all ministry areas of the church focus on reaching unchurched people?

## Biblical Foundation

"I pray that you might be active in sharing your faith, so that you will have a full understanding of every good thing we have in Christ." *Philemon 6 NIV*

## Loving Relationships

### Definition

Spending time with each other outside of the church setting

- Welcoming to guests when they attend church service
- Enjoying the company of other church members

### Symptoms of Low Loving Relationships

- People do not enjoy the company of other church members.
- People tend to get together in cliques.
- Visitors do not feel included.
- Laughter is seldom heard often in the church..

### What is Measured?

- How often do church members invite others to spend time together?
- How generous are church members in complementing others?
- How welcome do visitors feel when they visit?
- How long does it take for a new member to become assimilated into the life of the church?

### Biblical Basis

"A new commandment I give you: love one another. As I have loved you, so you must love one another."

*John 13:34 NIV*

## *Coaching*

*“Successful coaching is a mutual conversation that follows a predictable process and leads to superior performance, commitment to sustained improvement, and positive relationships.”* **Dennis Kinlaw, *Coaching for Commitment***

### *What is Christian coaching?*

A Christian coach helps people find their focus and accomplish their goals. Bob Logan states, “Coaching is a process of coming alongside a person or team to help them discover God’s agenda for their life and ministry, and then cooperating with the Holy Spirit to see that agenda become a reality.”

Coaching helps people live with purpose to accomplish their mission. Coaches assist people to move from where they are to where they believe God calls them to be. Coaching helps people expand their visions, build their confidence, unlock their potential, increase their skills, and take practical steps toward their goals.

### *What is the goal of coaching?*

The goal of coaching is the development of leaders who are more focused on God’s vision for themselves and their ministry; are living balanced lives; have a greater level of satisfaction in ministry; and are effectively reaching their personal and professional goals.

### *What are the benefits of having a coach?*

We learn and grow best in relationships. A coaching relationship is a dynamic means for learning and growing. Among the benefits gained from having a relationship with a coach are:

- Improved performance, production and satisfaction in ministry
- Enhanced learning
- Improved quality of life
- More creative ideas in solving problems and leading congregations
- Better use of time, skills, and resources
- Increased skill in strategic thinking, vision fulfillment, conflict resolution, and in relating to others
- An experienced person who can objectively see you and your context and speak truth with grace
- A person who believes in you and is committed to helping you reach your maximum potential

### *Who needs a coach?*

Any person who wants to improve his or her level of performance; who is “stuck” and needs to find a way to move beyond present obstacles; who feels overwhelmed or discouraged; who needs help clarifying personal mission and vision; and who feels under-trained for dealing with specific ministry tasks.

### *How does coaching differ from mentoring or counseling?*

Coaching is not therapy, counseling, advice-giving, mental health care, or treatment for substance abuse. The coach is not functioning as a licensed mental health professional, and coaching is not intended as a replacement for counseling, psychiatric interventions, treatment for mental illness, recovery from past abuse, professional medical advice, financial assistance, legal counsel, or other professional services.

Mentoring is essentially focused on personal development and coaching is focused on skill development. Both mentoring and coaching understand the necessity and power of relationships in developing effective ministry.

Coaching is for people who are basically well-adjusted, emotionally healthy, functioning effectively, and want to make changes in their lives.

### *What does a coach do?*

Coaching is designed to address issues the person being coached would like to consider. These could include (but not limited to) career development, relationship enhancement, spiritual growth, lifestyle management, life balance, decision making, and achieving short-term or long-term goals.

A coach:

- Listens, questions, and assists the person being coached to clarify his or her vision for ministry
- Works through issues affecting personal or professional life
- Raises the level of satisfaction and effectiveness in ministry
- Supports and challenges
- Holds the person being coached accountable for acting on the personal and professional goals he or she has established
- Celebrates the victories achieved by the person being coached

Coaching can involve brainstorming, values clarification, the completion of written assignments, education, goal setting, identifying plans of action, accountability, making requests, agreements to change behavior, examining lifestyles and questioning.

### *How could a coach help my ministry?*

Coaching can help greatly in many times in life, such as:

- A project that keeps getting delayed – coaching helps you keep on task and meet deadlines.
- Confusion about a job assignment – coaching helps you define priorities and determine a starting point.
- A new direction in ministry – coaching helps you decide what steps to take and investigate options.
- Incorporating new learning into your life or organization – coaching helps form new healthy habits.
- Important life changes – coaching helps develop new life skills.

### *How are sessions conducted and how often are they conducted?*

Coaching sessions are often be conducted by telephone in 45-60 minute sessions every 2, 3 or 4 weeks.

*How long does the coach relationship last?*

Coaching will be an ongoing relationship that may take a number of months, although either party can terminate the relationship at any time. Some or all coaching may be through telephone contact.

*What about confidentiality?*

Coaching is a confidential relationship and the coach agrees to keep all information strictly confidential, except in those situations where such confidentiality would violate the law.

*Who can be a coach and how does a person become one?*

There are character, skill, and experience qualifications for being a coach. Coaches are persons who are spiritually mature, trusted, honest, humble, disciplined, positive, and teachable. Coaches are able to listen actively, speak the truth with love and grace, inspire, think strategically, be objectively detached, perceptive, and self aware. Coaches model the ideal qualities of an effective pastor-leader; have positive and healthy perspective on ministry; demonstrate an effective leadership history; are loyal to their district, conference and general church; and are available and willing to take a coaching assignment.

*How does NCD coaching fit with other coaching?*

An NCD coaching relationship focuses specifically on working with the Growth Team of a local church, as well as the pastor, to address issues raised by the minimum factor. This coaching often requires on-site visits, as well as phone coaching calls.