Coaching

Ministry Leaders

By
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A Workbook for Coaches

About the Author

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- *"Discovering Small Groups"*

- *"Discovering the Gift of Leadership"*

- *"Skills for New Leaders: A Turbo Group Training Program"*

- *"Project Planning for Ministry Leaders"*

- *"Seven Steps to Growth and Healing"*

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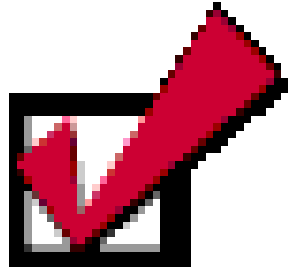(513) 779-4988

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Introduction

In this chapter you will:

- Learn key features about Coaching Ministry Leaders

Chapter 1: Introduction

Welcome...

Welcome to "Coaching Ministry Leaders" a workbook for ministry coaches. Filled with helpful concepts for serving as a ministry coach, this workbook will help you learn skills for leading and supervising Christian ministry leaders. Through this workbook, you will:

- ✓ learn how coaches can serve God and others

- ✓ utilize a definition of coaching to serve others

- ✓ assess a leader's strengths and areas for growth

- ✓ focus on six essential areas for coaching leaders

- ✓ utilize a leadership development plan to help Christian leaders

Opening Prayer...

Lord, humbly we come before You, knowing that You give good gifts. Thank you for the gift of leadership. Help us discover the call to service that You have placed on our lives. Help us see how we can help Christian leaders by serving as their ministry coach. Amen.

Personal Reflection

1. What is the most rewarding aspect of doing ministry? Why?

_____

_____

_____

_____

2. What has been the most challenging aspect of doing ministry? Why?

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_____

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_____

3. Think about the most important things that you would like to learn about coaching ministry leaders. Which one is the most important to you? Why?

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Notes

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What is Ministry Coaching?
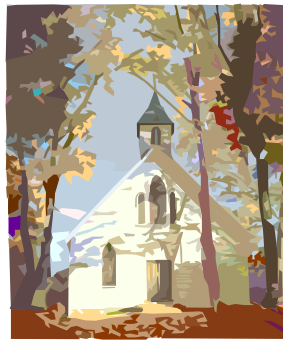
In this chapter you will:

- Utilize a definition of ministry coaching
- Identify common phases for leadership development

Chapter 2: What is a Ministry Coach?

Coaching...it's a very popular word these days. It is used frequently in a number of settings: sports, business, personal improvement and in ministry.

You may have recently been asked by a pastor to serve as a "Small Group Coach" or as a "Ministry Coach" for a specific areas of ministry in your church (such as Women's or Men's Ministry). You also might be asking yourself several important questions, such as:
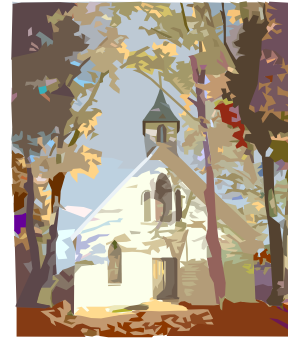
- What potential do I have for coaching ministry leaders?
- Does God really want me to lead others?
- What difference can I make in the lives of ministry leaders?
- How can I best serve as a coach?

These are important questions and the answers to each question will need to be prayerfully considered. This workbook is designed to assist you as you consider these and other important questions.

What is a Ministry Coach?

Every ministry organization is unique and uses terms differently, but generally speaking, a Ministry Coach is someone who has been given **spiritual authority** by a ministry organization to **serve** God by **leading** and **serving** the organization's leaders.

Definition:

A ministry coach serves God by serving leaders.

Coaches help leaders as they face the challenges of life and ministry. They help leaders focus on the things that God is leading and calling them to and encourage leaders to become more intentional and effective in their service to Christ. Coaches also help to ensure that ministry is Christ-focused and safe for participants.

Specifically, ministry coaches serve leaders by:
  - encouraging a Christ-centered vision of ministry
  - helping to plan for ministry work
  - releasing leaders into ministry
  - monitoring the fruits of ministry
  - caring for a leader
  - helping leaders develop and grow both personally and in their
     leadership skills

What Ministry Coaching is Not...

Coaching is essentially about building a relationship with a leader, as that leader seeks to serve God.

It is important to note that Ministry Coaching is similar to some other types of relationships but it is not:

1. **A replacement for a relationship with God** –the Lord provides Christians with forgiveness, correction and direction. While a ministry coach can assist leaders in growing in their relationship with the Lord, the coaching relationship is not a replacement for a surrendered life in Christ.

2. **Parenting** – Good parents provide direction to younger children. They can provide love, acceptance, protection and forgiveness.

   Like good parents, ministry coaches can provide acceptance and forgiveness. Coaches also provide models for doing ministry and the monitoring of ministry work.

   Coaches (typically) work with adult leaders and it should be an assumption of all coaching relationships that adult leaders are willing to take responsibility for their spiritual life, their choices, their responses and their behavior.

3. **Counseling** – Christian counselors are equipped to help clients work through issues of intense grief, addiction, abuse and other past hurts. Like counselors, ministry coaches can lend a "listening ear" and offer prayer when leaders are discouraged or face challenges. However, ministry coaches are typically not trained to counsel serious debilitating issues, and therefore, they should refer leaders to their pastor who can work with the individual who may then refer them to trained Christian therapists or other professionals if more difficult issues arise.

What Ministry Coaching is Not (continued)...

4. **A Personal "Life Coach"** – there are many professional "Life Coaches" or "Personal Performance Coaches" who work with their clients to help them overcome obstacles in order to find success at work or in other areas of life. The approach of these coaches is typically "client-centered", meaning that they seek to help clients find solutions to issues or problems they are facing in their careers, relationships, or finances.

   A ministry coach is similar to a "Life Coach" in that they can serve leaders by encouraging growth and development through actions such as prayer, dialogue and sharing of accountability areas.

   However, as a representative of the church, a ministry coach is also concerned about their area of ministry and thus has the added role of supervision or monitoring that a "Life Coach" typically does not perform.

   If a person does not like their "Life Coach" they can sever the "client-centered" relationship and find another "Life Coach" or consultant to work with (if they choose to). In ministry settings this option is not typically available.

5. **Just a good friendship** – A good friend is someone who will listen to concerns, celebrate victories, and mourn losses.

   Good friendships can (and frequently do) arise from a coaching relationship in ministry. However, as we have noted, a ministry coach is also a representative of the church and is concerned not just about the welfare of the leader, but also about the welfare of those the leader is caring for.

What Ministry Coaching is Not (continued)…

Therefore, if a leader is doing something that is unethical, un-Biblical or antithetical to the vision of the church's ministry (even if a leader and their coach have a good friendship) it is imperative for the Ministry Coach to intervene for the welfare of those that the leader is serving.

6. **Always Mentoring** – A mentor, in many cases, is a senior leader or expert who can share their experiences with a "mentee". Mentors may tell their "mentees" about problems and challenges that they encountered over the many years of working within an organization or doing specific tasks.

   Sometimes Ministry Coaches have years of experience to draw from that may help a leader they are working with. More frequently, however, they may not. (For example, I recently coached a leader who was facilitating a "Bipolar Family Support Group". I had no experience with this disorder, but still served as her coach.)

   Even though they might not have first-hand knowledge of specific issues, Ministry Coaches can still work with and supervise leaders, while encouraging and assisting leaders to find specific answers to questions from other resources.

Questions for Reflection

1. What are your strengths as a Ministry Coach?

2. How would you like to help other leaders as a Ministry Coach?

3. What are your expectations for working with others in ministry?

4. How might your expectations be different from the expectations of those that you will be leading?

A Model for Coaching Ministry Leaders

The following model can be helpful as you consider coaching ministry leaders. It is important to remember that each ministry leader is **unique** and time spent in each phase will vary.

It is also important to remember that Christian ministry involves a relationship with **God**...seeking His direction and wisdom. If there are things that are unique that He is calling You to do, You should follow His will and direction.

It will be important to consider six actions (or phases) for coaching leaders:

Development Map

Develop

Encouraging a leader to grow in their relationship with the Lord, their vision and in their leadership skills.

Monitor

Monitoring, checking and tracking the progress of the leader and their work in ministry.

Plan

Creating a plan for the ministry, identifying the necessary tasks and resources for starting and sustaining the ministry and a timeline for when the tasks will be accomplished.

Release

Deploying a leader for ministry. In this phase, a coach confirms that the leader has met all requirements for performing ministry (such as training, ministry experience, personal character checks, etc.)

Envision

Showing and telling potential leaders about the ministry.

Care

Providing prayer, supportive comments, and encouragement to the leader. Assistance with problem-solving regarding issues or concerns that the leader is facing is also an important element of this phase.

| Potential Leader | Active Leader |

A Model for Coaching Ministry Leaders

It is important to note that each of these six actions (or phases) of coaching leaders involves deeper levels of commitment and relationship between the coach and the leader:

Envision

⇓

Plan

⇓

Release

⇓

Monitor

⇓

Care

⇓

Develop
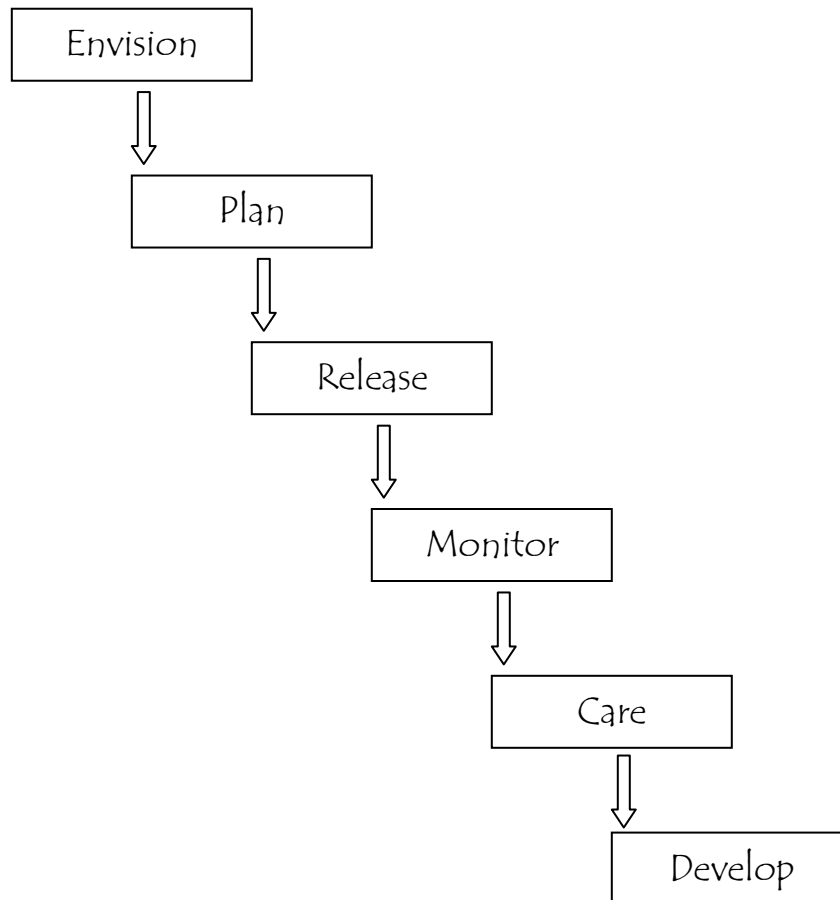
A Model for Coaching Ministry Leaders

Phase 1: Envision
The envision phase of coaching involves **showing** and **telling** potential leaders about the ministry.

Important elements of this phase include identifying who will be served by the ministry, what need(s)will be addressed and an explanation of the ministry's core values.

Phase 2: Plan
The second phase involves the creation of a plan for the potential leader. The plan identifies the necessary **tasks** and resources for starting and sustaining the ministry and a **timeline** for when the tasks will be accomplished.

Important elements of the planning phase include identifying the ministry model and major objectives, identifying training needs, and creating a communication plan (so others know about the ministry).

Phase 3: Release
The Release phase involves the **deployment** of a leader for ministry. In this phase, a coach confirms that the leader has met all requirements for performing ministry (such as training, ministry experience, Biblical character requirements, etc.).

Important elements of the planning phase include verifying that the leader is ready and commissioning the leader to lead.

A Model for Coaching Ministry Leaders (continued)...

Phase 4: Monitor

The monitoring phase involves the coach **checking** and **tracking** the progress of the leader and their work in ministry.

Important elements in this phase include first-hand observation of the leader in a ministry setting, receiving feedback from others, providing feedback to the leader and confirming that the ministry is aligned to planned objectives and values.

Phase 5: Care

A ministry coach should express the **care** and **concern** for a leader throughout the coaching relationship. After a leader has been released to do ministry, however, a time focused on caring for the leader will be of particular importance as a leader encounters initial challenges and difficulty.

Important elements in this phase include providing prayer, supportive comments, and encouragement to the leader. Assistance with problem-solving regarding issues or concerns that the leader is facing is also an important element of this phase.

Phase 6: Develop

The development phase involves the coach's encouragement of a leader to **grow** in their relationship with the Lord and in their leadership skills.

Important elements in this phase include assisting leaders as they identify additional insights to the vision that God might be giving.

The Coaching Model in Real Life

Put into action, the coaching phases will not fit neatly into six separate and distinct phases.

It is important to note that these phases will overlap and change based on **changing** circumstances and situations. In some cases, as a coach, you may inherit a veteran leader (who has already passed through the Release Phase). In other cases, a leader in the Develop Phase may decide to pursue another course of ministry (and would then need to go through the Envision and Planning Phases again). The following is an example of what might occur:

```
Envision
   ↓
  Plan
    ↓
  Release
     ↓
   Monitor
      ↓
     Care
       ↓
     Develop
        ↓
      Re-Envision
         ↓
        Re-Plan
           ↓
         Release
            ↓
          Monitor
```
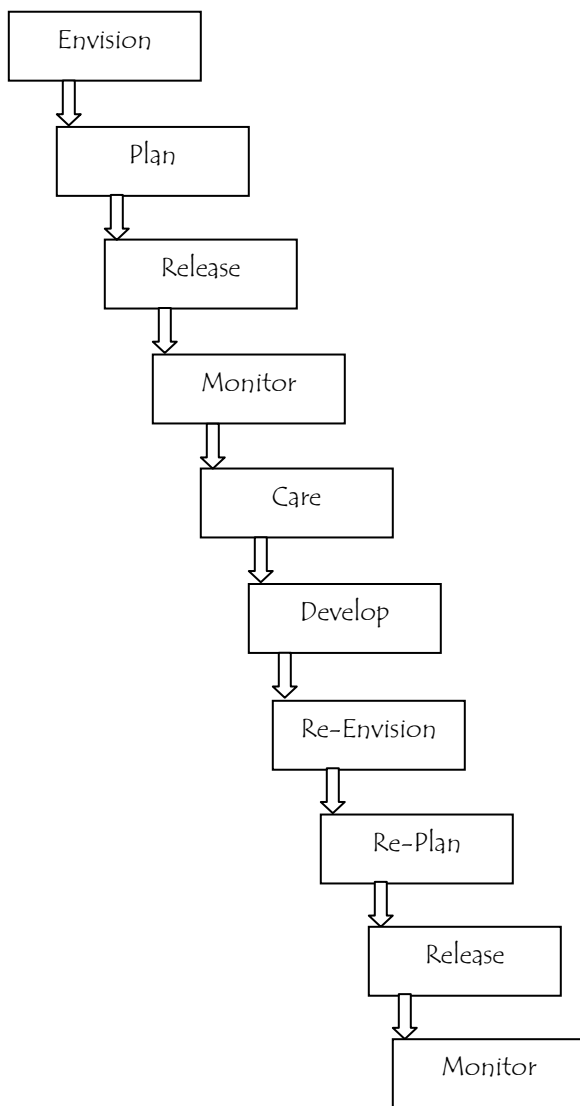
Chapter 2 - Activity

1. On the following page, list the names and contact information for the leaders that you may be coaching.

2. Block out time on your calendar to pray for each leader.
   (Use the "Prayer Points" list below to get started.)

Prayer Points:

1. Pray for those that you may be coaching.

2. Ask God to help you understand each leader's needs.

3. Ask God to give each leader wisdom as they seek to minister and serve.

4. Pray that each leader's:
   - relationship with Christ would be strengthened
   - faith would grow
   - family would be protected from spiritual attack
   - relationships with others would grow and be strengthened

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Leader List

Leader's Name	Home Phone	Cell Phone	E-mail

Questions for Reflection

1. Reflect on a coaching or mentoring relationship that you considered successful.

    a. How did you feel about the relationship?

    b. What things made it go well?

    c. What did you learn?

2. Reflect on a coaching or mentoring relationship in ministry that did not go well.

    a. What were your feelings?

    b. What things contributed to the difficulty?

    c. What did you learn?

Questions for Reflection (continued)...

3. What benefits might people find in a coaching relationship?

4. What areas of ministry coaching would you like to learn more about?

Questions for Reflection (continued)...

5. What word best describes your feelings about ministry coaching? Why?

    ❑ Confused   ❑ Cautious
    ❑ Excited   ❑ Other: _____

_____

_____

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_____

6. Reflect upon your expectations about coaching ministry leaders. What do you expect to be the easiest part about coaching? Why?

_____

_____

_____

_____

Questions for Reflection (continued)...

7. What do you expect to be the more difficult aspects of coaching ministry leaders? Why?

_____

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Notes

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_____

Chapter Review

Next Steps:

1. List the names and contact information of the leaders that you may be coaching on page 23.

2. Block time on your calendar to pray specifically for each leader. Use the "Prayer Points" on page 22 to help as you intercede in prayer.

3. Contact each leader and introduce yourself (if you have not already).

4. Schedule time to meet with the potential or active leader.

5. Let each person know that you will be praying for them. Ask them if they have any specific prayer requests that you can pray for.

Assessing a Leader's Needs

In this chapter you will:

- Answer questions about the needs of each leader you are coaching
- Utilize a tool to let each leader self-identify their needs

Chapter 3: Assessing a Leader's Needs

As a Ministry Coach, it will be important to assess the needs of the ministry leaders you are working with.

Instructions:

1. Make one copy for each leader you are coaching of **Appendix A** (also copied for you on pages 31-38).

2. Meet personally with each of the leaders that you might coach. Ask them to describe their:
    a. Family background
    b. Spiritual history
    c. Their history with your ministry (if any)
    d. Skill training that they have received
    e. Their interest in ministry
    f. Leadership experience
    g. Leadership aspirations

3. After meeting with the leader, answer the questions about the leader in the **"Leader Assessment" (Appendix A)**.

4. After reflection, place a checkmark on the last page of the assessment to identify the leadership needs for the individual you are coaching.

5. Next, make a copy for each leader you are coaching of **Appendix B** and ask each leader to complete the form.

6. After reviewing their answers, answer the questions found at the end of Appendix A to identify the needs of the leaders you are coaching.

Leader Assessment

Name: _____
Date: _____

Instructions:
1. After meeting with the individual you are (or may be) coaching in ministry, answer the following questions.

Envision

	Yes	Notes
The leader I am working with: a. has heard the vision for this ministry.		
b. has a clear understanding of why we are doing the ministry.		
c. has a clear understanding of our ministry's goals.		
d. has a clear understanding of our ministry's values.		
e. has a clear understanding of who we want to serve.		
f. has a clear understanding of the needs of those that we serve.		
g. is interested in this ministry.		

Leader Assessment, continued

Plan

	Yes	Notes
The leader: a. understands our model for ministering to others.		
b. has a clear objective for the ministry work that they are planning.		
c. has clear next steps for implementing ministry activities.		
d. has a schedule for implementing their vision for ministry.		
e. has a plan for communicating the ministry to others.		
f. has worked with others in ministry to plan their ministry work.		

Leader Assessment, continued

Release

	Yes	Notes
The leader that I am working with: a. has the necessary spiritual qualities for the service they are seeking.		
b. has the necessary personal character and integrity qualities for the service they are seeking.		
c. has completed the necessary training.		
d. has experience doing the ministry that they are pursuing.		
e. has a stated objective for ministry that is in line with our ministry's vision.		
f. has met the necessary ministry requirements for leadership.		
g. has received verbal approval to start the necessary ministry work.		
h. has been commissioned through prayer to begin the necessary ministry work.		

Leader Assessment, continued

Monitor

	Yes	Notes
The leader I am working with: a. is now doing the agreed-upon ministry.		
b. is conducting ministry that is honoring to God and in service to others.		
c. is demonstrating the character traits necessary for ministry leadership.		
d. is demonstrating the skills necessary for ministry.		
e. has communicated information to me about their ministry.		
f. has had me (their coach) observe them while they are leading.		
g. has had me (their coach) provide feedback to them about their current ministry work.		

Leader Assessment, continued

Care

	Yes	Notes
The leader I am working with has recently: a. communicated personal growth areas to me such as: spiritual health, physical health, relationships, financial management, work, or time management issues.		
b. communicated ministry needs to me.		
c. communicated ministry challenges to me.		
d. received personal (face-to-face) prayer from me		
e. received encouragement from me		

Leader Assessment, continued

Develop

	Yes	Notes
The leader I am working with has: a. communicated their perceived areas of strengths/gifting with me.		
b. received feedback from me about their areas of strength/gifting.		
c. communicated their areas of growth with me.		
d. received feedback from me about areas of growth .		
e. received feedback from others on their leadership strengths.		
f. received feedback from others on their areas of growth.		
g. created a leadership development plan for growing as a ministry leader.		

Analysis

Instructions:

1. Review your responses to the **"Leader Assessment."** After a time of reflection, enter your assessment of the leader's current phase in the top table located below.

2. If you provided the "**Ministry Leader Self-Assessment**" (found in Appendix B) to the leader, after some reflection, enter the leader's assessment in the lower table. (Note: In completing their assessment, a leader may identify that they have several areas of need – this may occur for a variety of reasons such as if a leader is new, or changing ministry work, or if the leader has not had a ministry coach.)

Leader Analysis

	Current Phase
Envisioning	
Planning	
Releasing	
Monitoring	
Caring	
Developing	

Ministry Leader Self-Assessment

	Current Phase
Envisioning (Part #1)	
Planning (Part #2)	
Releasing (Part #3)	
Monitoring (Part #4)	
Caring (Part #5)	
Developing (Part #6)	

Questions for Reflection

- Analysis of the Leader's Current Phase

1. After completing your assessment of the leader you are (or may be coaching) in the **"Leader's Assessment"** (Appendix A), which phase did you identify as the leader's current phase? What specific needs did you identify?

2. If you asked the individual to answer the **"Ministry Leadership Self-Assessment"** (in Appendix B), what did the individual identify as their current phase? What specific needs did they identify?

3. How were your answers similar or different?

4. What additional work may need to be done if not all areas were completed in earlier phases?

Leader List

Instructions: Place an "x" on the phase that best identifies the current phase of each leader you are (or will be) coaching.

Leader's Name	Phase					
	Envision	Plan	Release	Monitor	Care	Develop

Chapter Review

Next Steps:

1. Follow the instructions on Page 30 to assess the needs for each leader that you are coaching.

2. List each leader that you are coaching on page 39 and place an "x" next on the area that best identifies their needs.

3. Look at the list for ways to leverage your work with the multiple leaders that you are coaching. (For example, if you have two leaders in the same phase, you might be able to have a meeting with both of them to address similar issues.)

4. Let each leader know that you will continue praying for them and that you are working to identify how to best serve them as a Ministry Coach as they seek to serve God and others.

5. Turn to the specific chapter in this workbook to assist each leader in the phase that best describes their needs.

Notes

Envision

In this chapter you will:

- Discover important components of the Envision phase

Chapter 4: Envision

We noted earlier that there are typically six needs
addressed by ministry coaches:

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│  Envision   │
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    ┌──────┐
    │ Plan │
    └──────┘
        ⇓
     ┌─────────┐
     │ Release │
     └─────────┘
          ⇓
       ┌─────────┐
       │ Monitor │
       └─────────┘
            ⇓
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         │ Care │
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           ┌─────────┐
           │ Develop │
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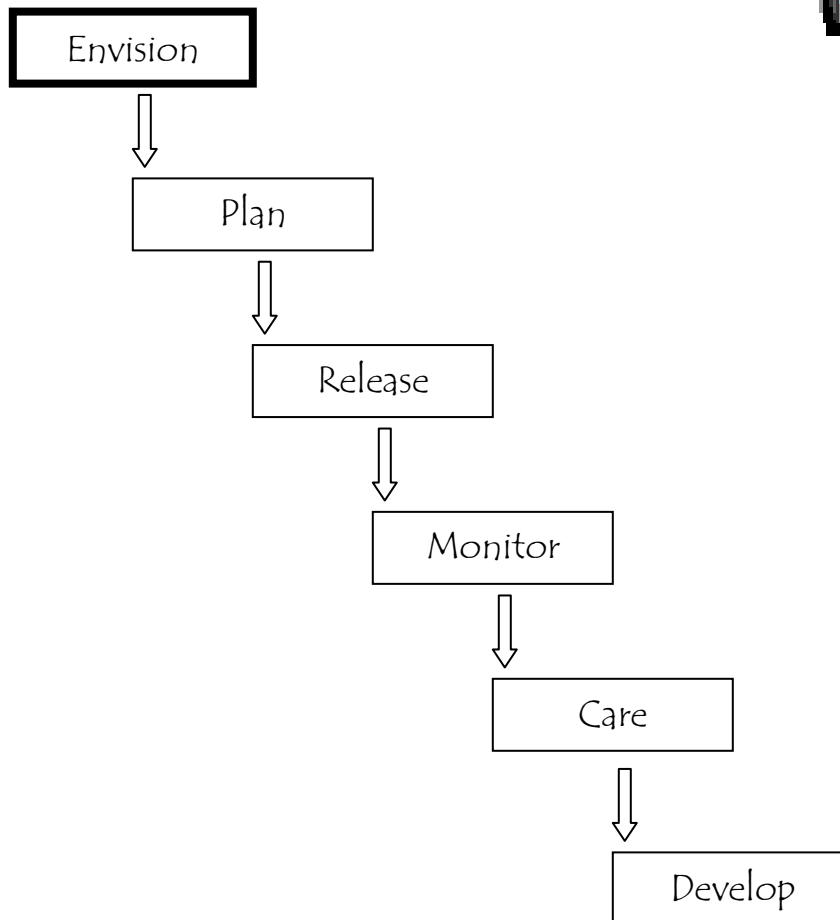
In this chapter we will explore the Envision phase of coaching ministry
leaders.

Envision Phase Overview

The Envision phase involves **showing and telling** potential leaders about your ministry. In this phase you can:

Invite individuals to hear the vision.

Invite

Share details about the ministry.

Share

Check the potential leader's interest.

Check

Ask the individual to consider leadership.

Ask
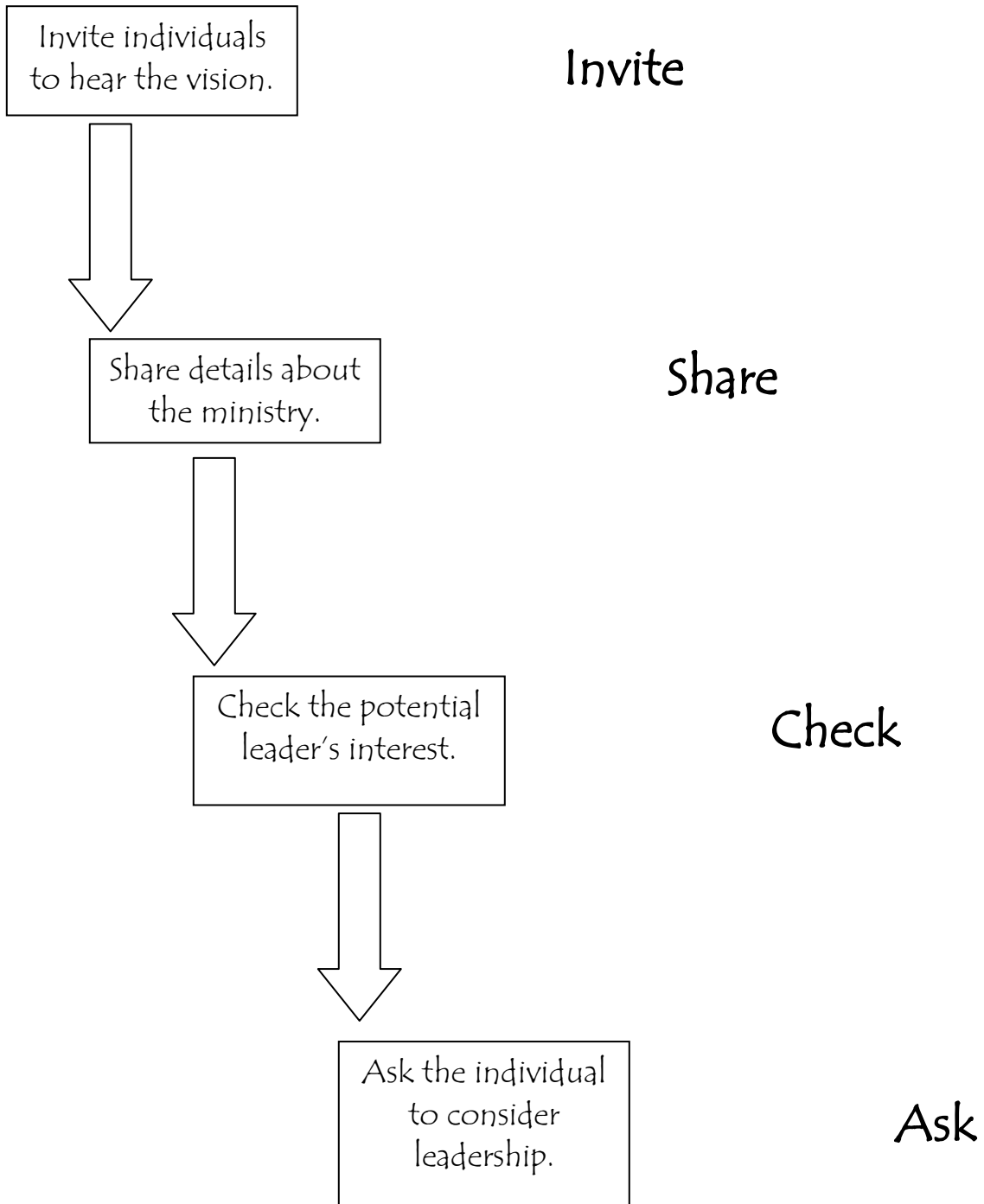
Invite individuals to hear the vision

A first step in working with potential ministry leaders is to invite them to hear the vision for your ministry.

You might consider sharing the vision through a:

☐ One-on-one meeting – such as over coffee or lunch to share the vision with an individual
- o this type of interaction can help answer specific questions that a leader may have

☐ Large group event – such as an "Open House" to tell a large number of people about the ministry

☐ Small group – such as a "potential leader's group"
- o This type of group is sometimes called a "Turbo Group" which helps potential leaders build relationships with their ministry coach and other potential leaders; as well as equip potential leaders with the necessary skills for leadership.

  For more on Turbo Groups, see my training resource called: "Skills for New Leaders: A Turbo Group Training Program."

When inviting people, let them know the:

☐ Location

☐ Duration
   o It is important for potential leaders to know in advance how much time you would like to spend with them in a group or one-on-one meeting. As you are sharing the vision, it will be important to honor this time commitment that was previous set.

Note: As you share the ministry's vision with people, it is important not to make any guarantees or promises regarding an individual's leadership in the ministry because, after working with the person, you may realize that the individual may not be ready to serve as a leader.

Share details about the Ministry

When meeting with a potential leader there are several important details that you will want to communicate:

- ✓ Who is being served by the ministry

- ✓ The reasons for doing the ministry

- ✓ Ministry objectives – what you hope to accomplish in the ministry

- ✓ The ministry team – who is serving in the ministry and the reporting structure

- ✓ Ministry values – what is important to the ministry

Who is Served
In communicating details about the ministry, it can be helpful to start by identifying who is being served by the ministry. You will want to communicate who the **people** are that God is calling you to **serve**.

We find in Scripture a number of examples of leaders who were given a specific vision from God to serve specific people:

- ✓ Paul - had a vision to evangelize the non-Jewish world

- ✓ Moses – had a vision to see God free the Hebrews from slavery and lead them to the Promised Land

- ✓ Ezra and Nehemiah – had a vision to rebuild the walls of Jerusalem and the Temple to serve the Israelites

Reasons for Doing the Ministry

Next, you will want to make sure that it is clear to potential leaders: **why you are doing the ministry.**

As all ministry should be a response to God's faithfulness and love, it can be helpful to share with potential leaders the history of your ministry and why you believe God has commissioned your ministry to serve others in the specific way that He has called you to.

Ministry Objectives

It is also important to communicate ministry objectives with potential leaders so that they know: **what you hope to accomplish with the ministry.**

All Christian ministry shares the common objectives of glorifying God, bearing witness to what God has done in the death and resurrection of Christ and proclaiming the Gospel (the Good News) of forgiveness and new life through Christ.

It can be helpful then to identify how that specifically looks in your ministry area. What are the specific things you hope to accomplish?

Ministry Team
Another helpful piece of information for potential leaders to know is: **who else is serving in the ministry.**

In Scripture we see many examples of people **working together** to accomplish God's purposes:

> -Jesus and his disciples
> -Paul with Timothy
> -Moses and Joshua

It is important, therefore, to communicate to potential leaders who else will be doing the ministry, the structure of the relationships and perhaps even how decisions will be made.

Ministry Values
During the Envision Phase it is also necessary to communicate to the potential leader: **the values that are important to the ministry.**

As there are many ways of doing ministry, clarifying values will be important prior to the individual stepping out on their own into leadership.

Questions for Reflection

1. Who is God calling your ministry to serve?

2. What do you know about the people that God is calling you to serve?

3. Complete the following sentence about the overall vision of your ministry.

   "Our ministry will serve God and help people by

   _____

   _____

   _____."

4. What specific things do you hope to accomplish with your ministry?

5. What words describe your ministry's values? Why?

6. Who do potential leaders need to know within your ministry?

7. What do potential leaders need to know about the reporting structure of the ministry team?

Check the potential leader's interest

Next, it is necessary to check the potential leader's interest in the ministry. After spending time with the person and telling them about the ministry opportunity, you should confirm:

Is the person interested in this ministry?

If the person is not interested in the ministry, perhaps you can suggest some other ministries at your church or in your community that they might find helpful.

If the person is interested in working with your ministry, it is important to pray and consider if it is wise to ask the person to pursue leadership.

Asking the person to pursue leadership

Again, it is very important to pray for wisdom about who to ask to consider leadership.

After you have prayed and discussed your decision with your pastor, peers and other leaders in your ministry, then, ask those individuals that you feel would be good leaders to prayerfully consider *pursuing* leadership.

In this final step in the Envision phase:

1.) Look for people that have a heart for God.

2.) Look for people that have had a positive experience as participants in the ministry. For example, the best small group leaders I have worked with have been those that first were participants in a small group.

3.) Don't worry if people have not met all of the leadership skill requirements.
   (We will address creating a plan in the next phase to help address these concerns.)

4.)   Don't worry if people are different.
For example, the apostle Paul was called to a group of people (the Gentiles) that had a different background than he had.

5.)   Don't manipulate.
Many times manipulation can come by using God's name to get people to do something. If you say, "God told me that you would want to join us." or "God says that you should do this." ...it's manipulation, and not healthy communication.

Note: As mentioned previously, it is important not to make any guarantees or promises regarding an individual's leadership in the ministry. On some occasions, after working with the person, you (or others) may identify that the person is not currently ready to serve as a leader.

Prayer Points:

1. Pray for those you will ask to pursue leadership.

2. Ask God to help you understand the needs of these potential leaders.

3. Ask for God's help as you ask people to consider leadership.

4. Ask God to reveal His plans to potential leaders.

Coaching Questions for the Envision Phase

The following questions may be helpful in your discussion with potential leaders during the Envision Phase:

1. What has been your experience in participating in this ministry?

2. How have you benefited from participating in this ministry?

3. What do you like about this ministry?

4. What questions or concerns do you have about who the ministry is serving?

5. What questions or concerns do you have about our ministry's objectives and goals?

6. In your own words, how would you describe what this ministry is trying to accomplish?

7. What questions or concerns do you have regarding the reasons for doing this ministry?

8. What questions or concerns do you have about the values of the organization?

Coaching Questions for the Envision Phase, continued...

9. What are your dreams for serving in ministry?

10. How might you make a difference in this area of ministry?

11. How would you like God to use you in this area of ministry?

12. Who might God be calling you to serve?

13. What are the needs of those you are called to serve?

14. Why might God be calling you to this area of ministry?

15. How could your experiences help others in this area of ministry?

16. If you had unlimited resources, how would you want to help others?

17. How are your values similar with those of the ministry organization?

18. How might your values be different from those of the ministry organization?

Chapter Review

Next Steps:
1. Invite individuals to hear about the ministry vision.

2. Review the ministry concept and details of your ministry with these potential leaders.

3. Use questions on pages 54 and 55 to help your discussion.

4. Identify the interest level of those who have heard the vision for ministry.

5. Pray about whom to ask into leadership.

6. Following your ministry's procedures (such as receiving approval from your Church's pastor or other leaders), ask individuals that you feel would make good leaders to prayerfully consider serving as a leader.

Plan

In this chapter you will:

- Discover important components of the Plan phase of ministry coaching

Chapter 5: Plan

We noted earlier that there are typically six needs addressed by ministry coaches:

Envision

↓

Plan

↓

Release

↓

Monitor

↓

Care

↓

Develop
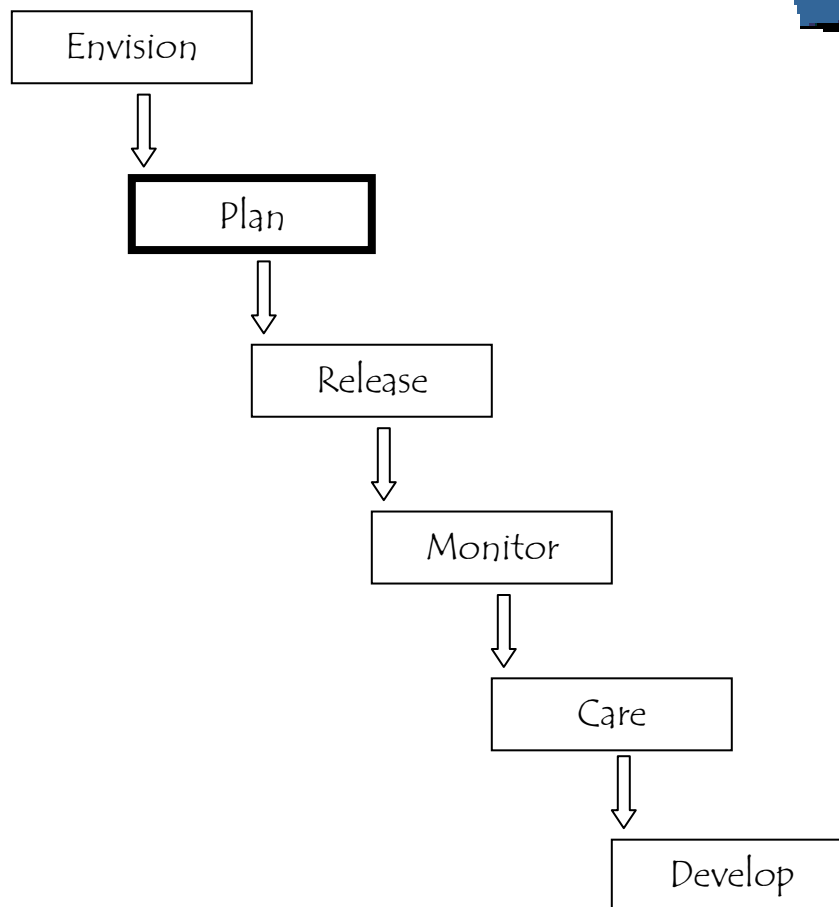
In this chapter we will explore the Planning phase of coaching ministry leaders.

Planning Overview

This phase involves **building** a plan to accomplish the ministry's and the leader's objectives. In this phase you will:

Determine the model for ministry.	**Determine Ministry Model**
Communicate leadership requirements.	**Communicate Requirements**
Create a plan for the leader.	**Make a Plan**
Provide feedback on the leader's progress.	**Give Feedback**
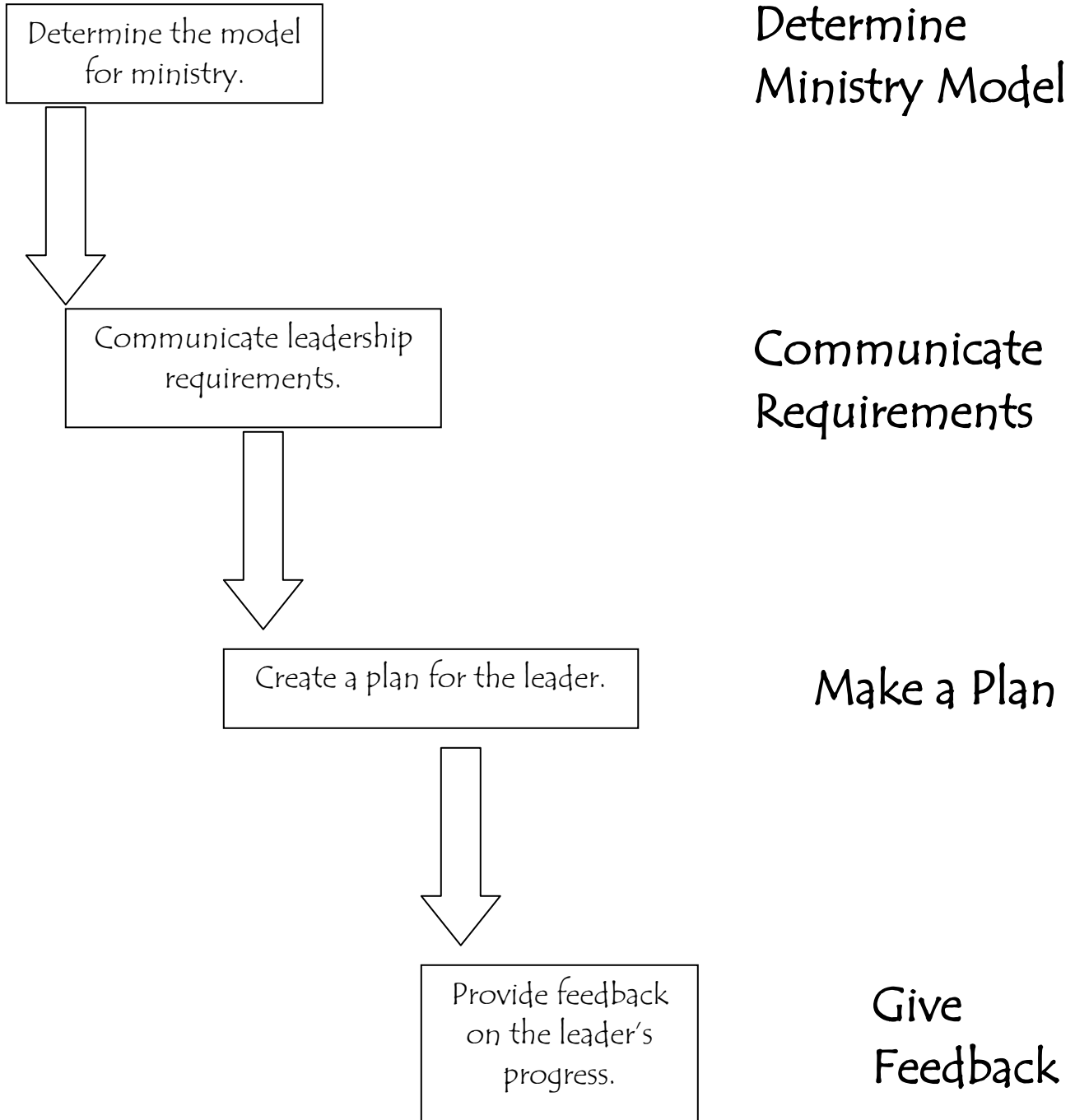
Determine the Model for Ministry

The first step in the Plan phase is to identify the model for ministry. This step helps answer the leader's question:

What should I *do* and *how* should I do it?

There are many ways for a Christian leader to "do ministry." For example, small groups in one church might differ significantly from small groups in another church. In an Anglican church, for example, each small group might follow the "Daily Office" to pray specific prayers and read the same Scripture passages, while in another church the curriculum might be chosen by each small group leader.

These differences point to different models of ministry.

Definition:

A Ministry Model is the ideal (or the standard) for "doing ministry".

Even within a church, ministry models can be different. The model for conducting a Bible Study might be very different than the model for conducting a Recovery Group, even though they both are small groups.

When thinking about Ministry Models, there are typically three things to consider:

☐ Values
☐ Objectives
☐ Procedures

.

Ministry Models, continued...

Values
Values refer to the **overall philosophy** behind a ministry and are typically determined by the ministry organization.

Sometimes organizations will utilize easy to remember phrases to help leaders remember these values or core principles. For example, the acronym that I use with group leaders is "LIFE" to help group leaders remember the things that I think are valuable in a small group:

      L – Lessons for Living
          (identifying the important Biblically based lessons that leaders want participants to learn)

      I – Intimacy with God
          (identifying opportunities to foster closeness with God, through activities such as prayer, worship, journaling, etc.)

      F – Fellowship
          (identifying opportunities to grow in relationships with others)

      E - Evangelism
          (identifying opportunities to present Christ to others)

Ministry values (like those above), can be applicable to all types of groups, regardless if it is a Recovery oriented group, a neighborhood Bible Study, or a group for married couples.

Where variations can be seen are in objectives and procedures.

Ministry Models, continued...

Objectives
Objectives in a Ministry Model refer to the specific goal that the ministry leader is pursuing. An objective identifies the big picture of **what** the leader is going to do.

The objective for one leader might be to start a group for married couples, while another leader might have an objective to lead a group for singles. Another leader might have an objective to drill water wells in an Africa so a village can have clean drinking water, while another leader might want to start a group for Grandparents.

Procedures
Procedures are another important element of a Ministry Model. They identify the necessary steps or processes for "**how** to do a specific ministry".

For small groups, these procedures might be identified for what happens at:
  -the beginning of the group (i.e. with ice-breaker questions)
  -in the middle of the group (i.e. with specific discussion questions)
  -at the end of a group (i.e. with prayer)

Model for Ministry, continued...

An important question, therefore, in thinking about a Ministry Models is:

"After prayerful consideration, *who* determines what Ministry Model to follow?"

It is important to ask (so that both the leader and coach are clear):

Does someone in the ministry organization (such as a Pastor, Ministry Director or Coach) determine the Ministry Model?

...or does the leader determine the Ministry Model?

...or is the Ministry Model a combination of choices by both the leader and the organization?

In light of these questions and remembering that a Ministry Model contains both Objectives and Procedures, we can observe that there are several ways that a Ministry Model could be selected:

☐   The ministry organization could determine:
   o Objectives
   o Procedures

☐   The (potential) leader could determine:
   o Objectives
   o Procedures

☐   Or, there could be a combination of these options

Model for Ministry, continued...

I have found that there are **four** common approaches to selecting Ministry Models.

There could be Ministry Models with:

1.   Ministry Organization-determined Objectives and Procedures

2.   Leader-determined Objectives and Procedures

3.   Ministry Organization-determined Objectives and
                        Leader-Determined Procedures

4.   Leader-determined Objectives and
                        Ministry Organization-determined Procedures

Let's examine these four potential Ministry Models in more detail:

Four Ministry Models

☐   **Model #1 – The Highly Directive Model**
- o   Ministry Organization-Determined Objectives
- o   Ministry Organization-Determined Procedures

      With this model:
- Potential leaders are given the ministry objective
- Potential leaders are told the precise steps for performing ministry tasks

- o   Using the "Highly Directive Model", for example, a **ministry coach** might ask a potential leader:

      "Would you consider starting a group for Grandparents that is six weeks in duration? Here are all of the materials that you will need. It is expected that you would use these materials with your group."

- o   Common phrases heard with this model…
  - "Okay, here's what we'd like you to do and here's how to do it…"

The Highly Directive Model, continued...

- o Pro's:
  - The Highly Directive Model is very helpful for **new leaders**, as they are told exactly what is expected of them.
  - Typically, less preparation time is required for the leader if curriculum is provided to the leader in advance.
  - It provides consistency across all elements of ministry (if someone misses one group, they could attend another) and leaders of a ministry know what is being delivered.
  - It may shorten the necessary training time.
  - It can help to get a large group of people "on the same page". For example, if a church congregation did the same Bible Study together.

- o Con's:
  - May potentially stifle creativity or vision of leaders.
  - May create some frustration if leaders desire to do something different.
  - Some participants in the ministry may have needs that are not being addressed through this standardized approach.

☐ **Model #2 – The Individual Freedom Model**
- o Leader-Determined Objectives
- o Leader-Determined Procedures

With this model:
- ▪ The potential Leader identifies the ministry objective
- ▪ The potential Leader determines the steps for performing ministry tasks

- o With the "Individual Freedom Model", for example, a **leader** might approach their ministry coach and say:

  "I have been praying, and feel like God is calling me to start a group that is six weeks in duration. I found this material at the Christian bookstore and have written a few more discussion questions and have created some additional activities."

- o Common phrases heard with this model...
  - ▪ "Okay, here's what I'd like to do and here's how I'm going to do it..."

The Individual Freedom Model, continued...

- o Pro's:
    - Provides an opportunity for potential leaders to seek God's direction for ministry.
    - May help to provide energy and momentum as leaders seek to accomplish the vision that God has given them.
    - May prevent a feeling of "staleness" from doing similar things in ministry.
    - May help with the longevity of ministry, as people are continuously seeking direction from God.

- o Con's:
    - May create inconsistency between leaders and ministry offerings.
    - May be difficult for ministry coaches to keep track of what each leader is doing.
    - May present some challenges for training potential leaders

☐ **Model #3 - The Figure It Out Model –**
"We have a need, do as you please"
  o Ministry Organization-Determined Objectives
  o Leader-Determined Procedures

  With this model:
  ▪ Leaders are given the objectives by the organization
  ▪ Leaders have flexibility on the precise steps for performing ministry tasks

  o In the "Figure It Out Model", for example, a **ministry coach** might ask a potential leader:

  "We've identified a need to start a group for college students. Could you do that for us? It's up to you to determine what materials to use."

  o Common phrases heard with this model...
  ▪ "Okay, here's what we need..."

The Figure It Out Model, continued...

- o Pro's:
  - Can be helpful for ministry coaches, pastors, elders and other ministry leaders who feel like they know what will help the ministry organization.
  - Can be helpful to potential leaders who want to make a helpful contribution to the ministry organization.
  - Can address needs that recipients of the ministry may have expressed (i.e. if several individuals have gone to their pastor with the same need.)
  - Can limit the choices of ministry leaders, so they are not spending a great deal of time thinking about the type of ministry to do.
  - Allows for some creativity and flexibility for a leader to do ministry.

- o Con's:
  - May create an unnecessary dependency on ministry coaches and other leaders in identifying future needs.
  - May create inconsistency between leaders.
  - May be difficult for ministry coaches to keep track of what each leader is doing.

☐ **Model #4 – The Follow the Leader Model – "I have a dream, I'll do it your way"**
- o Leader-Determined Objectives
- o Ministry Organization-Determined Procedures

With this model:
- ▪ Leaders identify ministry objectives
- ▪ Leaders are told the precise steps for performing ministry tasks

- o With the "Follow the Leader Model", for example, a **leader** might approach a coach and say,

  "I have been praying and feel like God is calling me to start a couples group that is six weeks in duration."

  The **ministry coach** may then say, "Okay, here is the approved material for that type of group."

- o Common phrases heard with this model...
  - ▪ "Okay, here's what I'd like to do, I'll use the ministry's way to do it."

The Follow the Leader Model, continued...

- o Pro's:
    - Can be helpful for new leaders, to know exactly how to do ministry.
    - Limits the choices of ministry leaders, so they are not spending a great deal of time thinking about procedures. For example asking "How should I do this type of ministry?"
    - Can ensure consistent quality within groups
    - Typically less preparation time is required if curriculum is provided to the leader in advance.

- o Con's:
    - Some leaders may desire to do something different
    - May stifle creativity or vision if leaders want to do things a different way

The following diagram shows these four Ministry Models.

Chart 5-1: Ministry Models - Who Determines What to Do and How to Do Ministry?

Organization	**Model #3:** **Figure It Out -** **We have a need, do as you please** Organization-Determined Objectives Leader-Determined Procedures	**Model #1:** **Highly Directive Model** Organization -Determined Objectives Organization -Determined Procedures
Objectives	**Model #2:** **Individual Freedom Model** Leader-Determined Objectives Leader-Determined Procedures	**Model #4:** **Follow the Leader Model -** **I have a dream, I'll do it your way** Leader-Determined Objectives Organization -Determined Procedures

Leader ⟷ Organization

Procedures

Dynamic Ministry Models

Some organizations, it is important to note, do not have one static Ministry Model like the four listed above, but instead utilize much more **dynamic** Ministry Models based upon differing situations.

Factors for utilizing dynamic Ministry Models might include:
1. Leadership Experience
2. Pressing Needs of the Organization
3. Degree of Difficulty

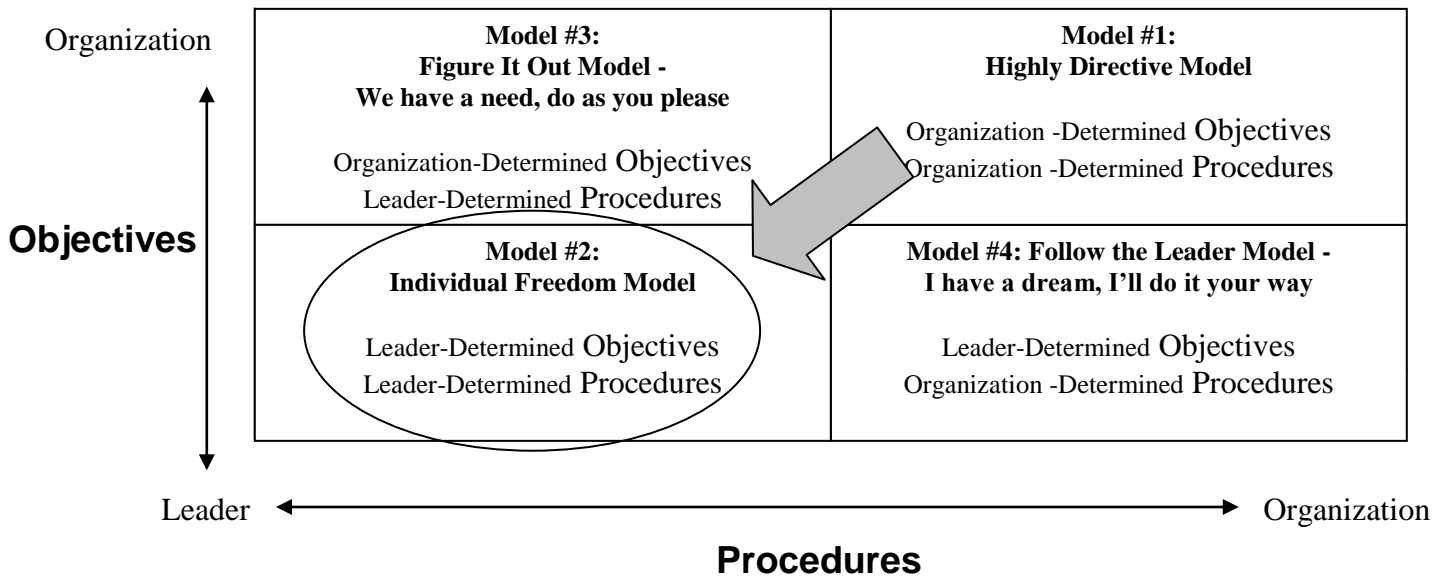The following pages explain dynamic Ministry Models in more detail.

Leadership Experience
Many organizations utilize more directive Ministry Models when working
with new leaders. These organizations will frequently provide new leaders
with both the Objective (i.e. "We would like you to start a couples group...")
and the Procedures (i.e. "Here are the steps we'd like you to follow...").

For veteran leaders, however, some organizations allow these leaders to
select the Objective (i.e. "I'd like to start a grandparent's group...") and the
Procedures (i.e. "Here's what I'd like to do...")

The chart below shows the move from high direction to less, based on the
leader's experience.

Chart 5-2: The Move from a Directive Model to Individually Determined Solutions, based on a Leader's Experience

	Objectives	
Organization	**Model #3:** **Figure It Out Model -** **We have a need, do as you please** Organization-Determined Objectives Leader-Determined Procedures	**Model #1:** **Highly Directive Model** Organization -Determined Objectives Organization -Determined Procedures
	Model #2: **Individual Freedom Model** Leader-Determined Objectives Leader-Determined Procedures	**Model #4: Follow the Leader Model -** **I have a dream, I'll do it your way** Leader-Determined Objectives Organization -Determined Procedures

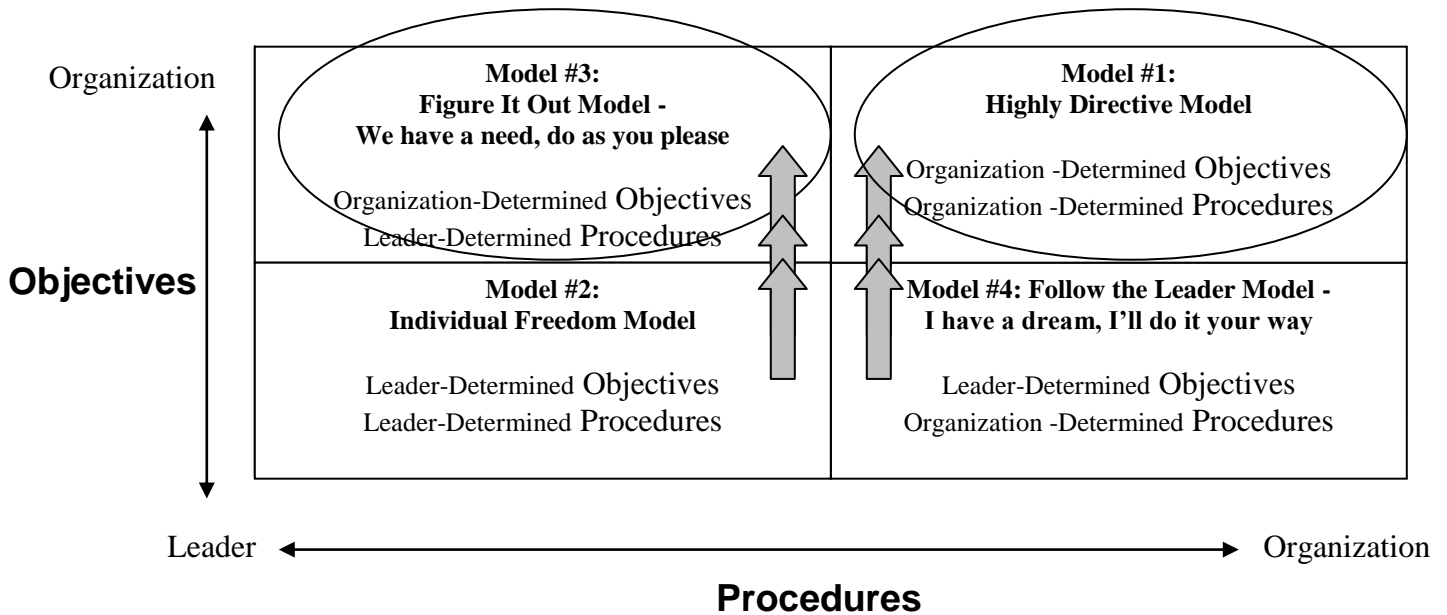Leader   Organization

Procedures

Pressing Needs

When organizations have pressing needs they may change Ministry Models to have leaders follow more organizationally defined objectives.

These organizations will frequently provide leaders with clear Objectives that they would like the leader to follow (i.e. "We need to start four newcomer groups this winter, can you lead one?").

Many times these "pressing needs" are identified during a sermon series, or when a large number of new people join the church, or when an unforeseen event arises and leaders feel the Lord is calling a ministry to stretch in a new direction.

The chart below shows the move from leader identified objectives to organizational objectives, based on the organization's needs.

Chart 5-3: The Move from Individually Determined Models to More Directive Objectives, based on the Ministry's Need

Objectives (vertical axis: Leader to Organization)

Model #3:
Figure It Out Model -
We have a need, do as you please

Organization-Determined Objectives
Leader-Determined Procedures

Model #1:
Highly Directive Model

Organization -Determined Objectives
Organization -Determined Procedures

Model #2:
Individual Freedom Model

Leader-Determined Objectives
Leader-Determined Procedures

Model #4: Follow the Leader Model -
I have a dream, I'll do it your way

Leader-Determined Objectives
Organization -Determined Procedures

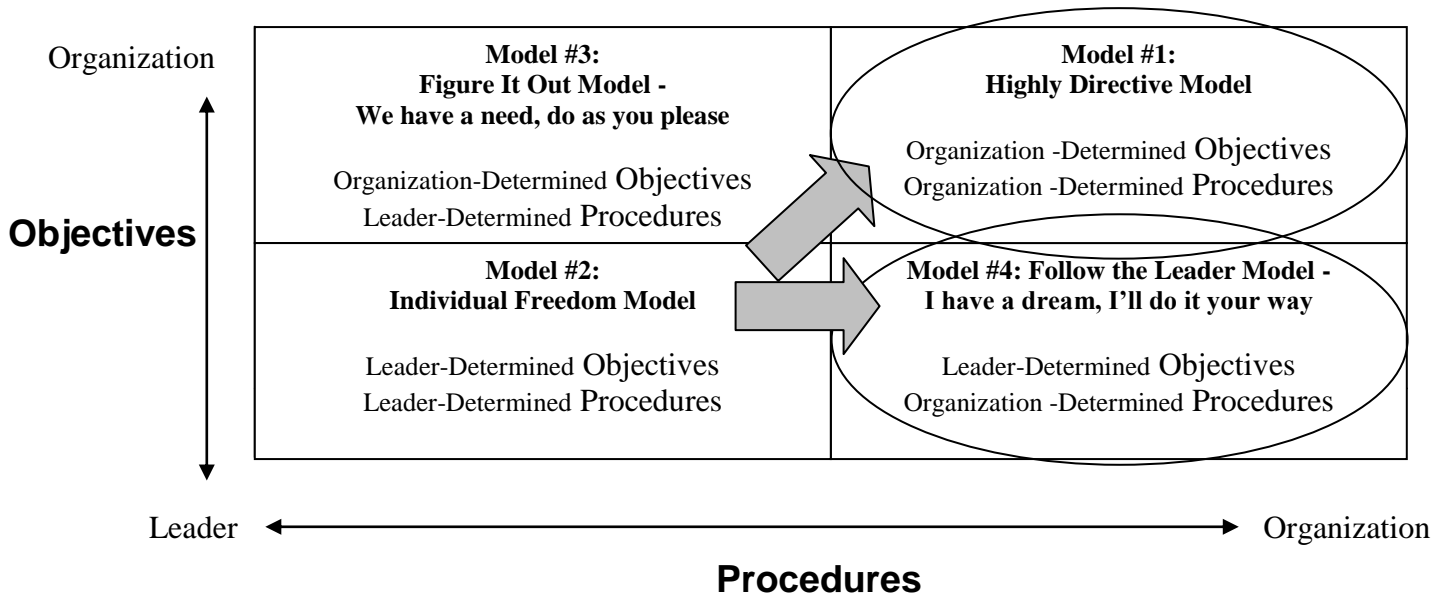Leader ← → Organization

Procedures

Degree of Difficulty

Sometimes the degree of difficulty of what a leader is attempting to do may require an organization to insist on a more directive Ministry Model.

For example, if the leader is working with individuals who are experiencing a high degree of pain (such as people coping with a divorce or overcoming sexual abuse) an organization may insist that the leader follow specific Procedures (i.e. "Here are the steps that we'd like you to follow...").

The chart below shows the move from leader-determined procedures to an organization-determined procedure, based on the degree of difficulty.

Chart 5-4: The Move from Individually Determined Solutions to more Directive Procedures, based on the Degree of Difficulty

Organization	Model #3: **Figure It Out Model -** **We have a need, do as you please** Organization-Determined Objectives Leader-Determined Procedures	Model #1: **Highly Directive Model** Organization -Determined Objectives Organization -Determined Procedures
Objectives	Model #2: **Individual Freedom Model** Leader-Determined Objectives Leader-Determined Procedures	**Model #4: Follow the Leader Model -** **I have a dream, I'll do it your way** Leader-Determined Objectives Organization -Determined Procedures

Leader ← **Procedures** → Organization

Questions for Reflection

1. How have you seen examples of these four Ministry Models?

   a. Model #1: Highly Directive

   b. Model #2: Individual Freedom

   c. Model #3: The Figure it Out Model - "We have a need do as you please."

   d. Model #4: The Follow the Leader Model - "I have a dream, I'll do it your way."

2. How would you describe your ministry organization:

   a. Who determines the specific goals and **objectives** that a leader should pursue – is it the leader or the ministry organization?

   b. Who determines the specific **procedures** a leader should follow (the leader or the ministry organization)?

Questions for Reflection, continued...

3. Describe how your ministry uses (or does not use)different Ministry Models for:
    a. experienced leaders
    b. "pressing needs"
    c. the degree of difficulty

4. On a scale of 1-10, how comfortable are you with the Ministry Model used in your organization? Why?

5. On a scale of 1-10, how comfortable are you with explaining the Ministry Model used in your organization? Why?

6. What specific steps could you take to communicate the Ministry Model to leaders that you may be coaching?

Communicate Requirements for Leadership

The next step in the Planning phase is to identify leadership requirements. This step answers the leader's questions:

What do I need to do to *become* a leader in this ministry?

Leadership Requirements
It is important to identify and communicate the specific requirements that are necessary for leadership in your ministry.

These requirements typically center around four core areas. I often use the acronym "VINE" to help remember these important areas of leadership:

    V – Vision
        (the things that God is calling a leader to)

    I – Integrity
        (Christ-centered maturity that God calls leaders to)

    N – Network
        (the relationships, with God and others that God calls leaders to)

    E - Equipping
        (the necessary skills for leadership)

As we will note later, ministry organizations typically provide training, mentoring and apprenticeship to help potential leaders grow in these areas.

Questions for Reflection

1. What are the specific requirements for leaders in the following four areas:

   Vision
   What is God calling leaders to be a part of? What must an individual's vision be before becoming a leader?

   Integrity
   Who is God calling leaders to be? What Christ-centered maturity traits must the leader have?

   Network
   Who is God calling leaders to be in relationship with? What are those relationships like?

   Equipping
   What skills are necessary for leaders in your ministry?

2. What other requirements are necessary for leaders in your ministry?

3. How comfortable are you with explaining these requirements to potential leaders?

4. What can you do to make sure that potential leaders understand these requirements?

Create a Plan

Next, it is essential that a leader clearly identify the **objective** that they are seeking. Once that is identified, you, as their coach, can help the leader identify the necessary steps for reaching that ministry objective.

The Leader's Plan could identify:

1. The goal/objective that the leader hopes to accomplish.

2. The necessary steps for developing as a leader (to meet the ministry leadership requirements and prepare for leadership), which could include:

    a. Training (i.e. Workshop or Seminar attendance)

    b. Practice Opportunities – to practice leadership skills in a Training Environment (such as a Turbo Group or an apprenticeship with an existing leader)

    c. Co-leading

    d. Demonstration of skills

3. Timeline (the date when the leader will start leading)

4. Resources (the additional resources that the leader needs)

5. Agreements to the plan (the people who need to authorize the plan)

    Note: The planning form in **Appendix C** might be a helpful resource to begin work with the potential leader.

Mapping the Terrain

As a coach it may be helpful to "map the terrain" as you are helping the leader create a plan of action. A "Ministry Map" can help identify how the leader's work will be similar or different from other activities inside and outside of the ministry organization.

When creating a "Ministry Map" there are potentially an infinite number of things to consider. In my experience, two helpful things to consider are: *duration* and *commitment*. By duration, I mean the length of time the activity will last (i.e. four weeks, four months, etc.). By commitment, I mean the amount of effort that may be required (i.e. "just show up" would be a low level of commitment, "doing several hours of homework each week" would be a high level of commitment). A ministry map, looking at "Duration" and "Commitment" for small groups might look like this:
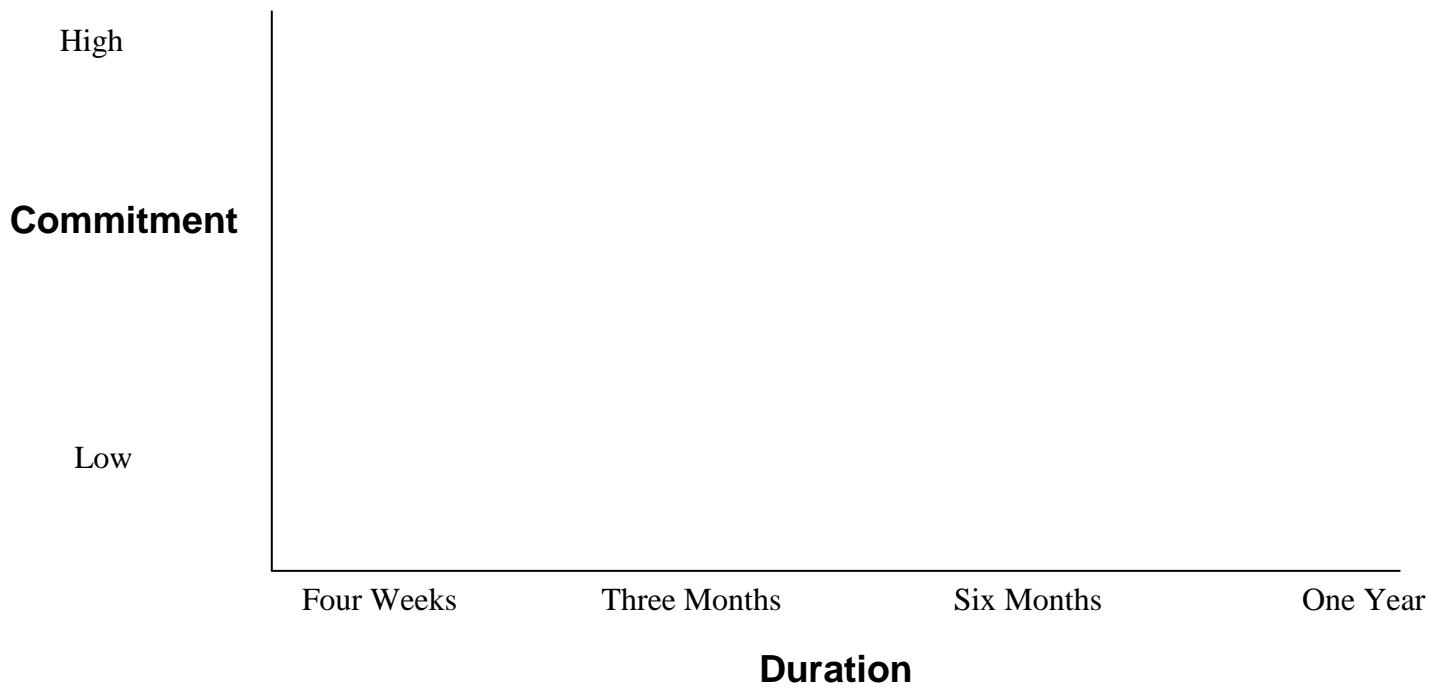
Chart 5-5:
Ministry Map
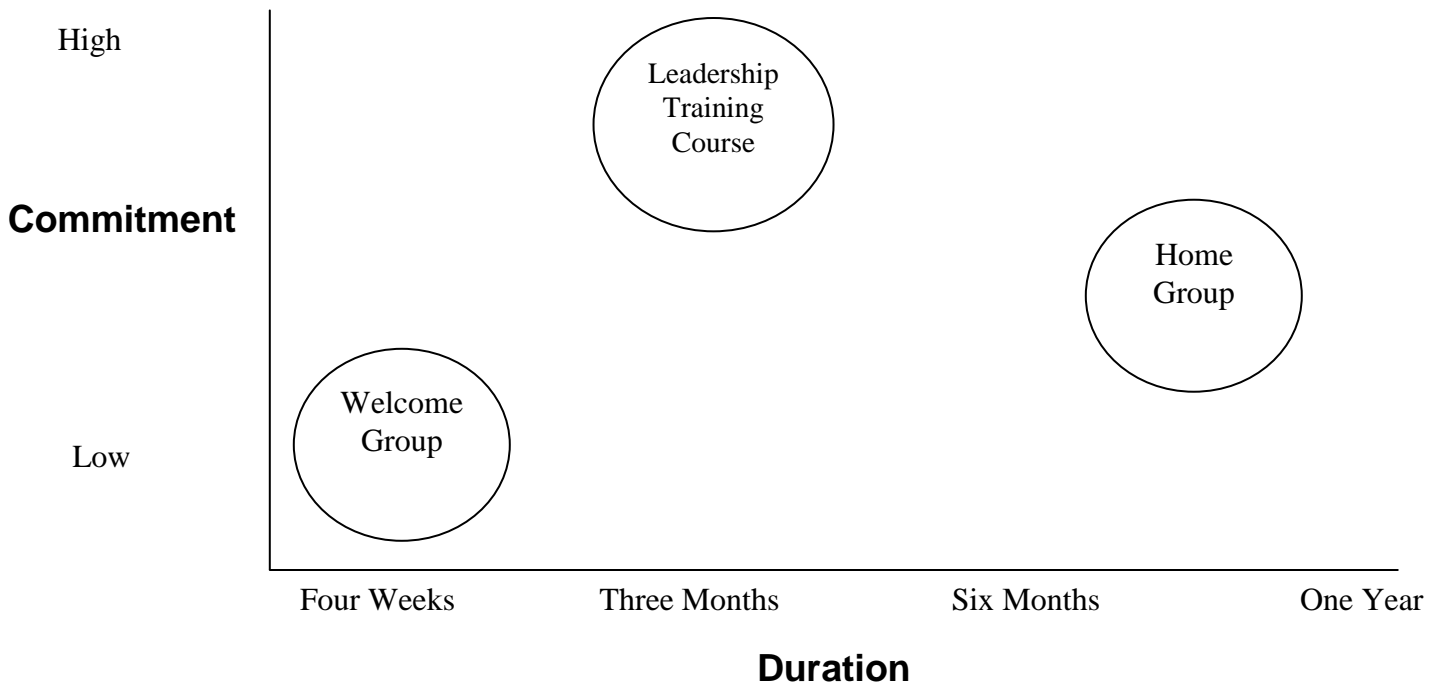
Questions for Reflection

1. Consider the type of ministry that a potential leader (who you are coaching) is considering.

2. Use the chart below to draw a Ministry Map for the leader.

Chart 5-6:
Ministry Map

Communication Plan

An important part of a Leader's Plan should be communication.

Communication options that might come to mind might be:
- Church announcements
- advertising
- "open house" events

In today's world, information about new products and services are everywhere: billboards, advertisements and e-mail messages.

Because of all of these communication messages, it can be difficult to get people's attention. They may "tune out" or develop "immunity" due to the "information overload" of all of these many messages.

One of the most important ways, then, to communicate with others is to let others know through a *personal invitation*.

As a Ministry Coach, it can be helpful to encourage leaders you are coaching to pray about people they could personally invite to the ministry activities they are (or will be) leading.

Questions for Reflection

1. What is the goal/vision that the leader is pursing?

2. How does it compare to existing things in the ministry organization?

3. What leadership develop plans are necessary for the potential leader?
   a. Training Classes (i.e. attending a workshop or seminar):

   b. Skill Development (i.e. assisting an existing leader):

4. What is the timeline for launching the ministry?

5. What resources are needed?

6. Who needs to agree to the plan?

7. How will the leader tell others about the plan?

Provide Feedback on the Progress

After the leader has created the plan and begins acting on it, it is essential for you, as their coach, to provide feedback on the leader's progress.

Make sure that your feedback is:
- ✓ Constructive
- ✓ Specific
  - o Avoid generalizations ("You always do this…")
- ✓ Oriented toward the Future
  - o Remind the potential leader of their future goals in ministry
  - o Help leaders identify what the next step is in their journey as they prepare for leadership

You might notice that the leader needs to:
- ✓ Adjust and Modify their plan for ministry
- ✓ Continue working on the plan
- ✓ Stop working on the plan (if issues arise)

It can be helpful to schedule regular meetings with a leader to see how they are progressing.

Prayer Points:

1. Pray for wisdom in helping the leader plan for ministry.

2. Pray for wisdom regarding the best way to provide feedback to those you are coaching.

Coaching Questions for the Planning Phase

1. What goal or objective do you hope to accomplish in this ministry?

2. What specific steps do you feel that God is calling you to take?

3. What is the timeline for implementing these steps?

4. When do you plan on starting?

5. What resources do you need to implement the things you feel God is calling you to?

6. Do you understand the process for receiving approval for doing this ministry in the church?

7. What additional information do you need in order to know more about those you are serving?

8. What is your plan for telling others about the ministry?

9. What resources will be needed to tell others about the ministry?

10. What is your plan for keeping others (such as your coach or pastor) updated and informed about the ministry?

11. What financial needs does your ministry have?

12. Are you concerned about any problems that might arise?

13. Do you know how to reach me if a problem arises?

14. What issues might arise from doing this ministry?

15. What might you do to mitigate any issues or negative outcomes?

16. Do you understand the standards you need to follow?

17. Do you know the process for communicating new ideas or changes of what you are doing?

18. What questions do you have?

19. As your coach, how can I serve you during this time of training and planning for ministry?

Chapter Review

Next Steps:

1. Meet with the potential leader.

2. Communicate:
   a. Leadership expectations.
   b. A model for ministry (if your organization does not have a specific model, work with your pastor or other leaders to identify the best model for the potential leader to follow.

3. Work with the leader to create a plan of action to:
   a. Receive the necessary training
   b. Plan for the ministry launch

      (Use the questions on pages 89-90 to help with the discussion.)

4. After the leader begins taking action on their plan, provide feedback to the leader on their progress.
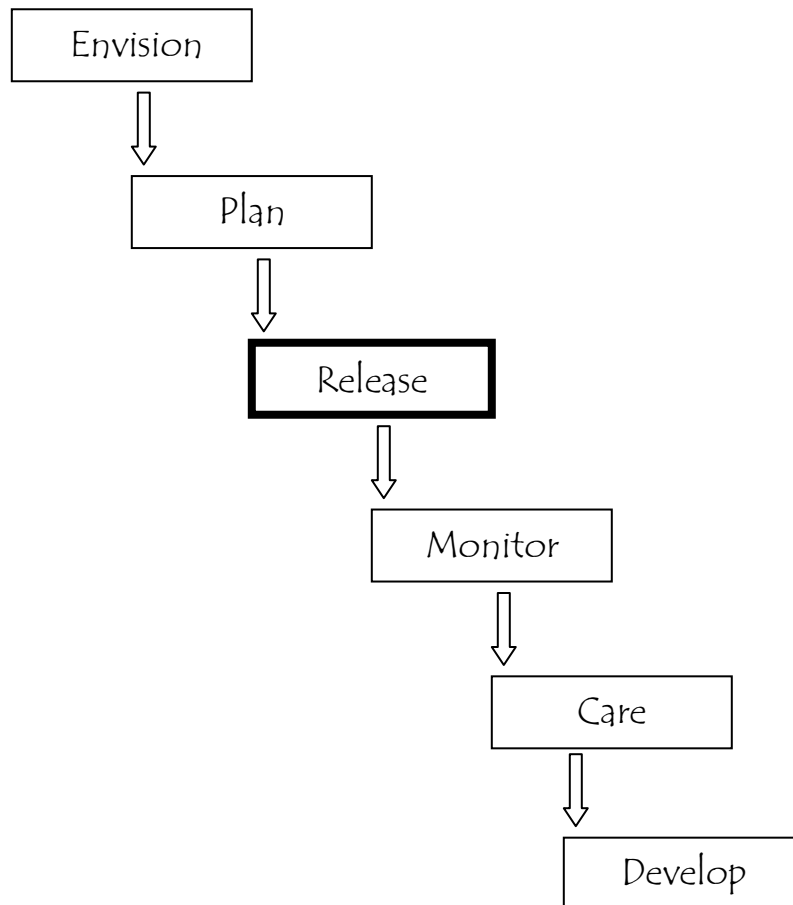
Release

In this chapter you will:

- Discover important components of the Releasing phase of ministry coaching

Chapter 6: Release

We noted earlier that there are typically six needs
addressed by ministry coaches:

```
┌──────────────┐
│   Envision   │
└──────────────┘
        │
        ▼
   ┌──────────┐
   │   Plan   │
   └──────────┘
        │
        ▼
   ┌──────────────┐
   │   Release    │
   └──────────────┘
        │
        ▼
     ┌──────────────┐
     │   Monitor    │
     └──────────────┘
            │
            ▼
        ┌──────────────┐
        │    Care      │
        └──────────────┘
                │
                ▼
           ┌──────────────┐
           │   Develop    │
           └──────────────┘
```

In this chapter we will explore the Releasing phase of coaching ministry
leaders.

Releasing Phase

This phase involves **the deployment** of a leader into ministry. In this phase you will:

Confirm that the leader has met all criteria for leadership.

Confirm

Review the launch plan.

Review

Commission the leader.

Commission
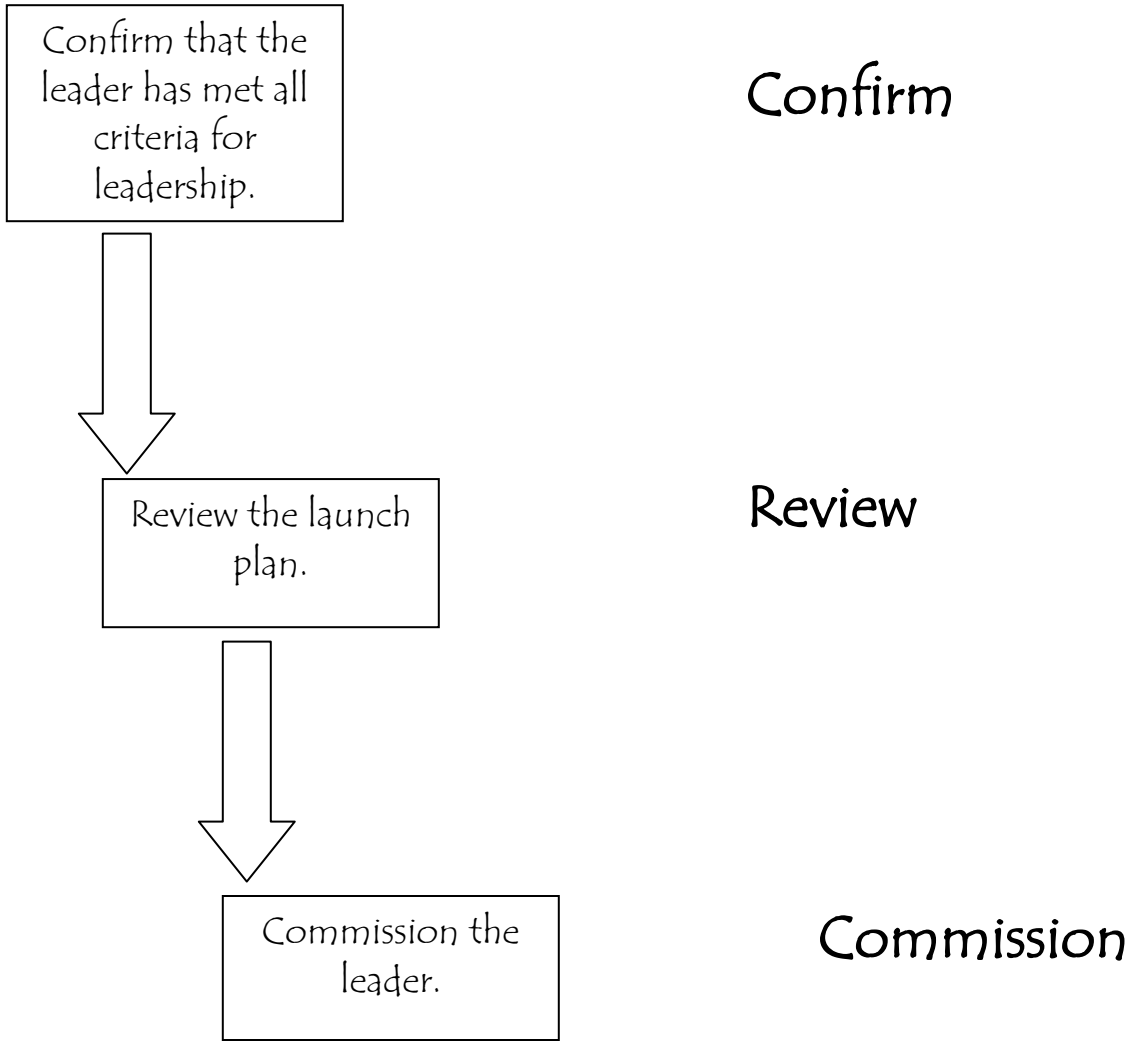
Confirm that the Leader has met the Requirements

The first step in this phase is to ask:

Has the leader met all of the requirements?

As noted in the previous chapter, these requirements will likely be around the areas of:

- Vision – having a vision in line with the ministry organization

- Integrity – having the necessary Christ-like maturity for leadership

- Network – having the necessary relationships in place

- Equipping – having the necessary skills

If the leader has met all of the requirements then proceed to the next step in the Release phase. If not, either work on a plan to help the leader meet the requirements or (based on the issue) encourage another area of service.

As you think about reasons why a potential leader would not be released into a leadership position, you might be quick to think of examples of potential leaders lacking maturity in Christ. While this is an important area, I would note that the other three components are also important to evaluate.

I am reminded of a man who spent three months in a leadership training group for small group leaders that I led. He was growing in Christ-like maturity, had good relationships with others and was developing some very good skills for leading groups...but at the end of the training group he told me that he felt called to help a ministry to the poor in our community and not pursue small group leadership.

For him the issue was *vision* – he felt that God was calling him elsewhere.

In encouraging leaders to seek God while they prepare for leadership, we may see some surprising results.

Questions for Reflection

Before releasing an individual into leadership, it is important to ask:

1. What specific requirements has the potential leader fulfilled for the following areas:

    Vision

    Integrity

    Network

    Equipping

2. What specific requirements has the potential leader not fulfilled?

3. If there are areas not fulfilled, what steps could be taken by the leader to move forward in this area?

Review the Leader's Plan

The next step in releasing is asking the question:

Have I (as a coach) and everyone that needs to, reviewed and approved the leader's plans to begin their ministry leadership?

It is vital to review the leader's plans for ministry and involve others to review their plans. At this step, if there are any reservations about the leader's qualifications, or their plan, they should be addressed.

Questions for Reflection

1. What are the leader's plans?

2. Have others (i.e. a pastor, elder, etc.) reviewed the plans? What is their feedback? Have they approved the plans?

3. Are there any differing expectations between yourself and the leader?

4. What questions does the leader have about starting?

Commission the Leader

The last step in this phase is to *commission* the leader. In this step, you ask the question:

Has our ministry communicated to the leader that they may start?

There are several Biblical examples of leaders being commissioned. In the Gospels, for example we learn of:

- Jesus commissioning the Twelve Apostles. He "gave them authority to drive out demons and impure spirits and to heal every disease and sickness." (Matt. 10:1)

- Jesus also commissioned the Seventy, saying, "The harvest is plentiful, but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field. Go! I am sending you out like lambs among wolves." (Luke 10:2-3)

Publically commissioning leaders can be a meaningful experience not only for the leaders being commissioned but also for their family and friends (who can support the leader in prayer) and the entire Church gathered to witness the commissioning (who can pray for the leader and learn about the things the leader is planning to do).

Prayer Points:

1. Pray for those who will serve as leaders in ministry.

2. Pray for wisdom regarding the commissioning of leaders.

Coaching Questions for the Releasing Phase

1. What have you learned about Christian leadership while:

    - attending the required training classes/seminars

    - serving as an apprentice leader

    - assisting another leader

    - other

2. What questions do you have about expectations around:

    - Vision

    - Integrity (maturity in Christ)

    - Networking (relationships)

    - Skills

3. How do you feel about leading?

4. Do you have any reservations about leading others?

5. How can I (as a ministry coach), serve you as you step into leadership?

6. What additional resources do you need to begin leading?

7. Have your goals or objectives changed?

Chapter Review

Next Steps:

1. Meet with the potential leader.

2. Confirm that all requirements have been met. If yes, continue. If no, work on next steps for the leader to met the necessary requirements.

3. Review the leader's plans.

4. Confirm that the plan has been approved by your pastor or ministry leader.

5. If the plan is approved and the leader has met all of the necessary requirements, follow your Church's process for commissioning the leader to lead.
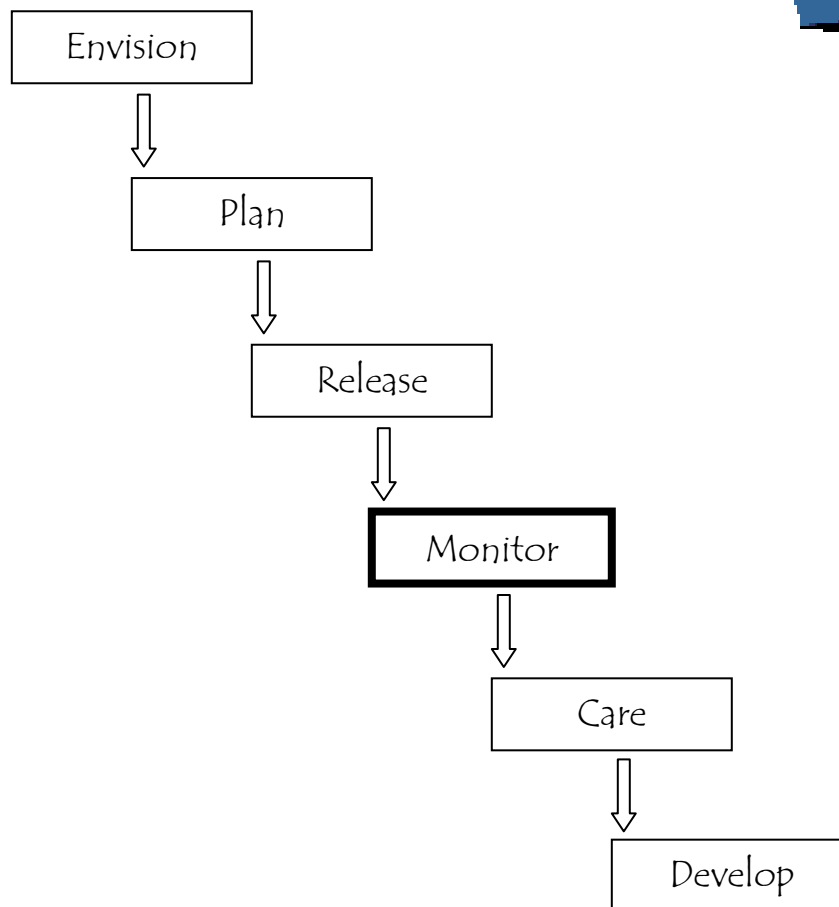
Monitor

In this chapter you will:

- Discover important
  components of the Monitoring
  phase of
  ministry coaching

Chapter 7: Monitor

We noted earlier that there are typically six needs addressed by ministry coaches:

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                │  Develop  │
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In this chapter we will explore the Monitoring phase of coaching ministry leaders.

Monitor Phase Overview

This phase involves observing the leader and providing feedback to the ministry leader. In this phase you will:

Observe the leader in action.	Observe
Solicit feedback from others and gather information.	Ask
Provide Feedback to the leader.	Give Feedback
Decide on the best next steps.	Decide
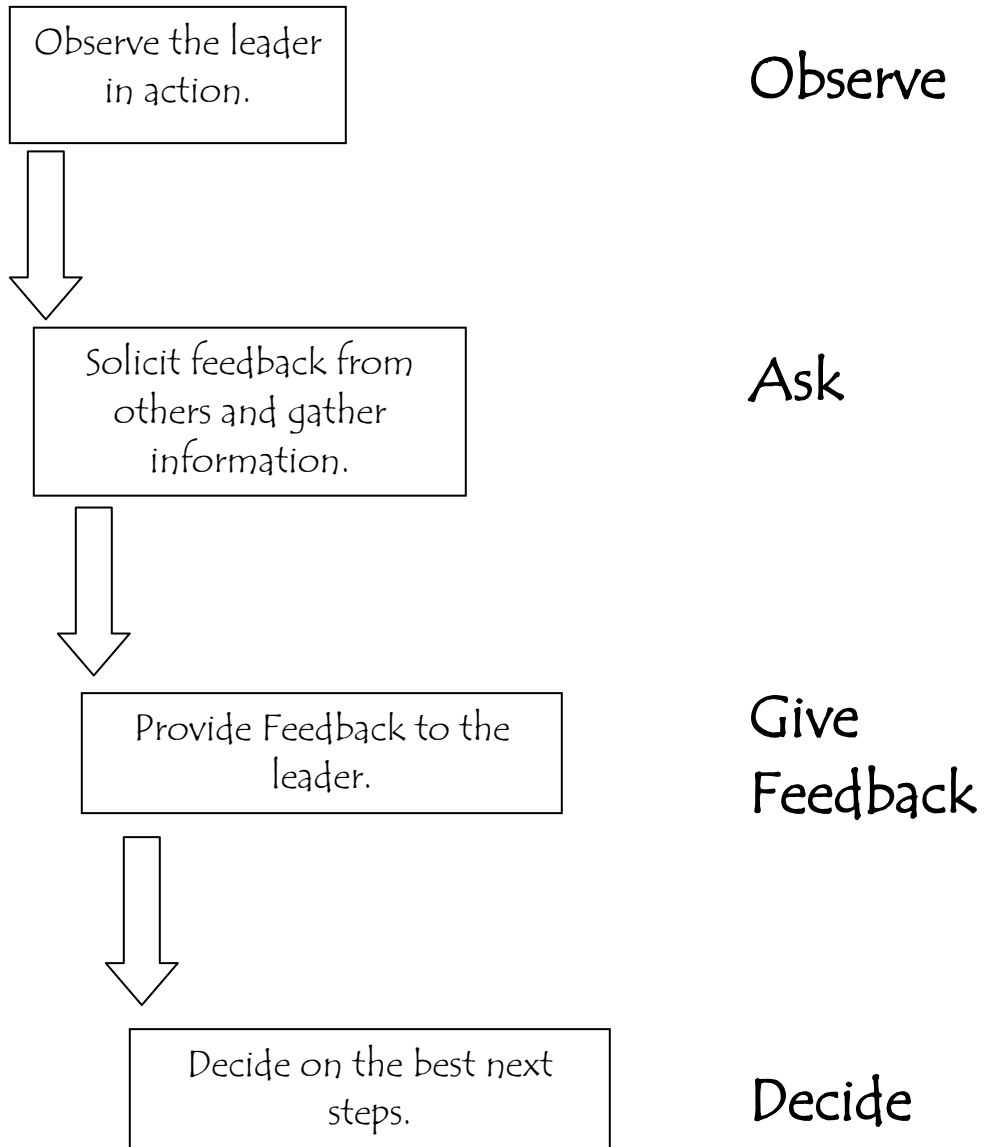
Monitoring Phase Overview

During the monitoring phase the coach asks:

Are the <u>leader's</u> objectives and tasks being accomplished?
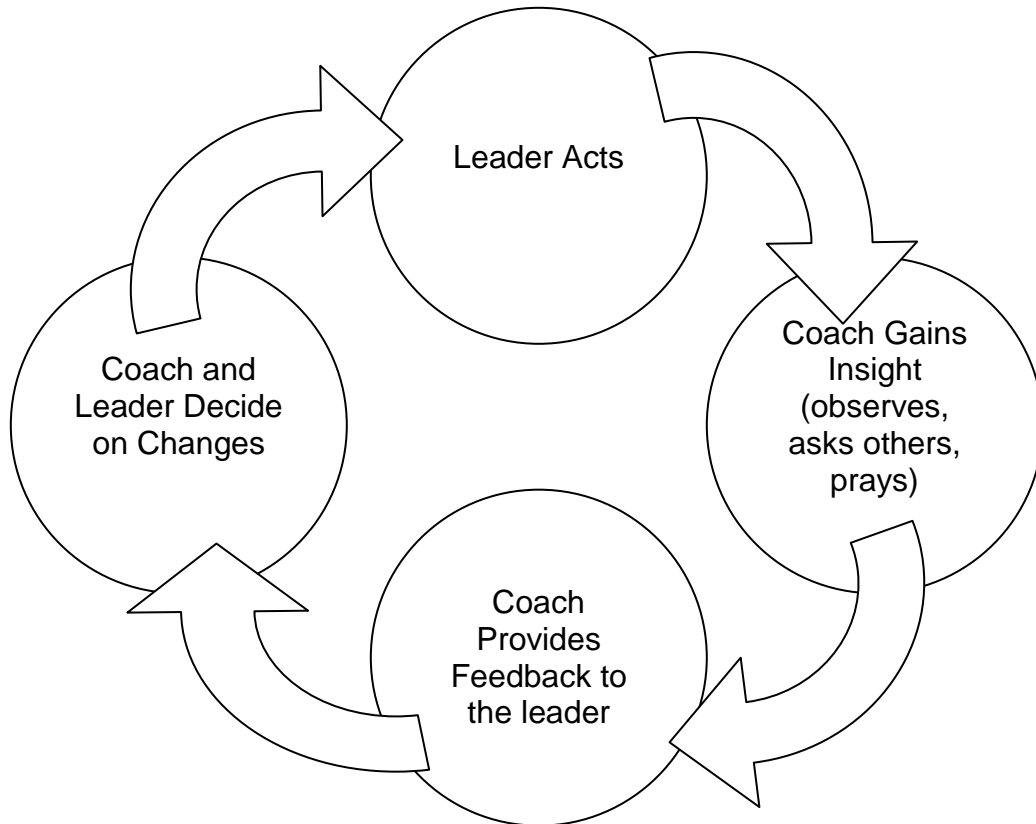
Are the <u>ministry's</u> objectives being accomplished?

The monitoring phase of ministry coaching involves tracking the progress of the **leader** and their work in **ministry** based on agreed-upon objectives and measures and **adjusting** if changes are necessary.

Important elements in this phase include first-hand observation of the leader in a ministry setting, receiving feedback from others, providing feedback to the leader and confirming that the ministry is aligned to the planned objectives and values.

The Process

The process for coaching leaders in the Monitoring Phase typically looks like this:

Leader Acts

Coach Gains Insight (observes, asks others, prays)

Coach Provides Feedback to the leader

Coach and Leader Decide on Changes

Monitoring Process Defined

Stage 1: The Leader Acts
In this stage the leader takes action: they begin the group, launch the ministry, etc.
- It is important to remember that the definition of a leader is one who leads others.

Stage 2: The Ministry Coach Gains Insight
In this stage, the ministry coach gains insight about the leader through:
- First-hand observation
- Dialogue with the leader (use the questions on page 109 to help)
- Talking with others
- Prayer

Stage 3: The Ministry Coach Provides Feedback to the leader
Feedback to the leader is given based on the insights gained by the ministry coach.

Some people dislike giving feedback because they do not want to cause additional problems or hurt a person's feelings. However, feedback is vitally important to leaders because it helps them see themselves as they appear to others and helps them stay focused to the important issues in service to others and the Lord.

Stage 4: The Ministry Coach and Leader Decide on Changes
Like a traffic signal (with green, yellow and red lights) that gives direction to drivers, the ministry coach can provide direction to the leader on what to Start, Stop, or Continue doing.

If the information that the coach has gathered is positive then the leader could continue moving ahead. If the leader is clearly not meeting expectations, there may be some things that the leader either needs to stop doing or receive some additional training.

Questions for Reflection

1. What prevents you from providing feedback?

2. How can constructive feedback help the leaders you are working with?

3. What are some ways you can provide honest feedback while still showing respect for a leader?

4. What adjustments or changes might be necessary for the leaders you are coaching?

Coaching Questions for the Monitoring Phase

1. Is Christ being glorified in what you are doing in ministry?

2. How are things going?

3. How are you feeling about how things are going?

4. What has the response been from others?

5. Are things going as planned?

6. What is not going as planned?

7. What seems to be working well?

8. What is not working well? Why?

9. What areas do you have concerns about?

10. What might be done to help address those areas that are not working well or are areas of concern?

11. Are previously agreed upon guidelines being followed?

12. How can I (as your ministry coach) serve you?

Chapter Review

Next Steps:

1. Meet with the leader to "check in" and receive insights on how things are going.

2. Observe the leader "in action".

3. Ask others who are being led by the leader for feedback.

4. After prayer, provide feedback to the leader.

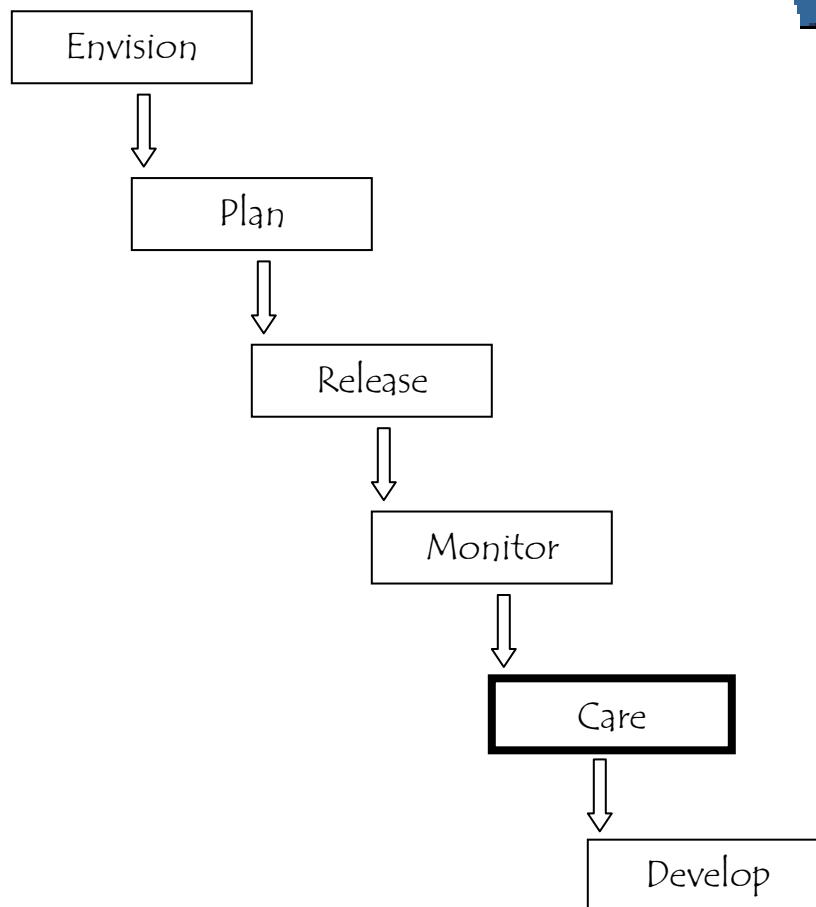5. Work with the leader on deciding what (if any) changes to make.

Care

In this chapter you will:

- Discover important
components of the Caring
phase of ministry coaching

Chapter 8: Care

We noted earlier that there are typically six needs addressed by ministry coaches:

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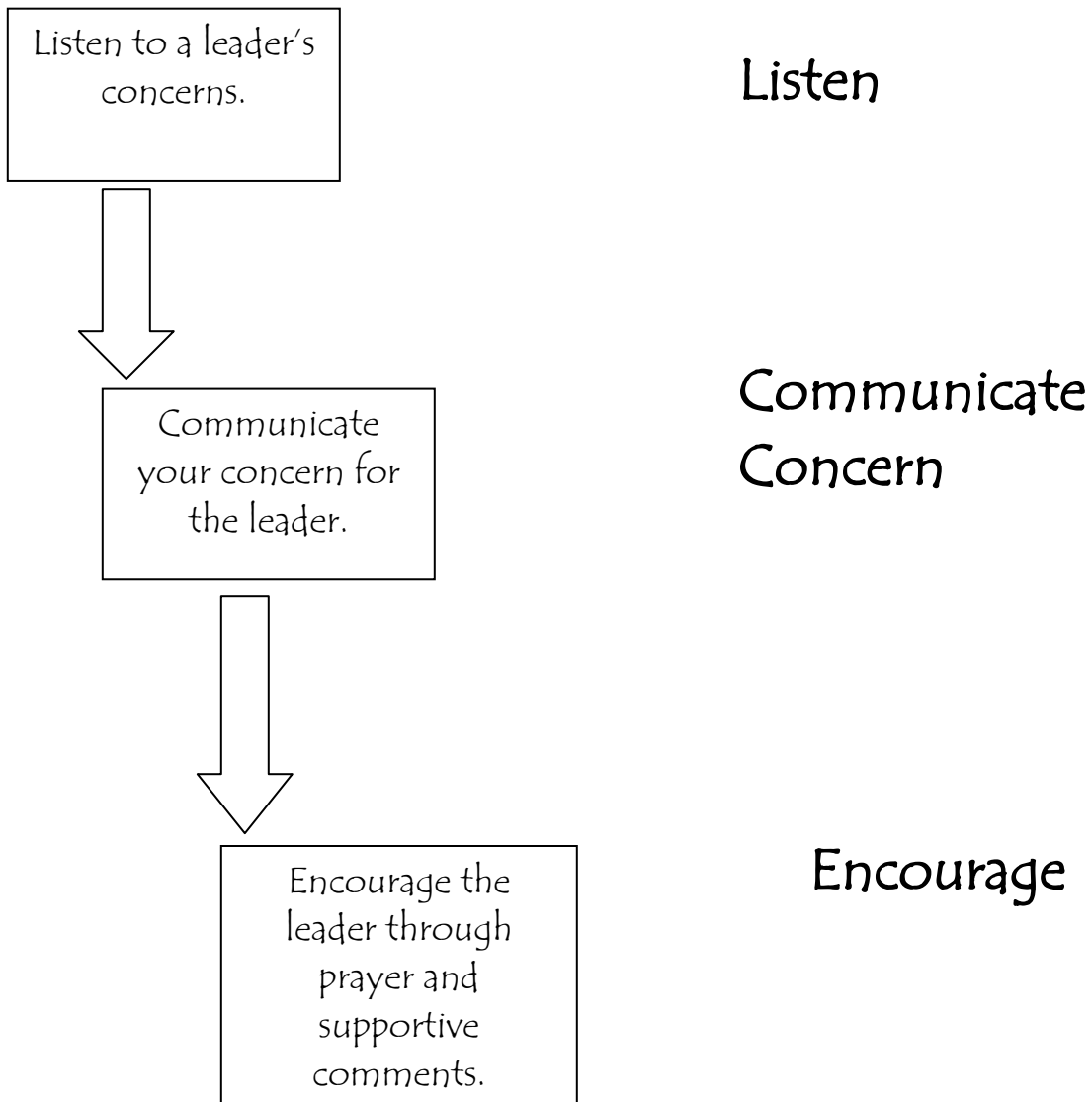
In this chapter we will explore the Caring phase of coaching ministry leaders.

Caring Phase Overview

A ministry coach should express their **care** and **concern** for a leader throughout the coaching relationship.

After a leader has been released to do ministry, however, communicating care will be of particular importance as the leader encounters challenges and difficulty in ministry.

In this phase you will:

Listen to a leader's concerns.	**Listen**
↓	
Communicate your concern for the leader.	**Communicate Concern**
↓	
Encourage the leader through prayer and supportive comments.	**Encourage**

Caring Phase Defined

One important element in this phase includes *listening* to the leader's concerns. In addition to ministry needs, the leader might communicate personal growth areas such as: spiritual health, physical health, relationships, financial management, work, or time management issues. It is important to listen, seeking to seek understand the importance of these issues to the leader.

Another important element of this phase is communicating your concern for the leader. Ministry coaches will frequently "follow-up" or "check in" with a leader if the leader has communicated an important issue with them.

The importance of communicating care and concern

Communicating care and concern is important in ministry because ministry is more than simply *doing tasks*.

The leaders doing the work in your ministry area are more than simply workers...they are God's children – they are men and women who God has sought out and redeemed – people whom He desires to see grow in the likeness of His Son Jesus Christ.

A final element to this phase is providing encouragement to the leader by providing prayer, supportive comments, and other encouragement. Assistance with problem-solving regarding issues or concerns that the leader is facing can also be an important element of this phase.

Other ways to encourage a leader might be to:
  -Write a thank you note
  -Publicly recognize the leader's contribution
  -Share and communicate stories of things happening within the
     ministry.

Coaching Questions for the Care Phase

1. So, what is God doing in your life right now?

2. What have been the highlights of your leadership experience?

3. What challenges have you encountered?

4. What have been the most valuable lessons that you have learned?

5. What blessings from God have you observed in your life recently?

6. How is Christ important to your daily life?

7. What do you think God is teaching you right now?

8. What teaching do you personally need (from your pastor or ministry coach)?

9. What are the things that get you "off-track" in ministry?

10. How are you dealing with difficult people that you are leading?

11. How are you dealing with people who have expressed hurt, sadness, or loss?

12. How have you tried to balance having good boundaries with hurting people while showing compassion?

13. How do you demonstrate God's love to those you are leading?

14. What gets in the way of you demonstrating His love to others?

15. How do you respond to criticism?

16. What helps as you work through issues of forgiveness?

17. What is fulfilling to you?

18. What gets in the way of seeking fulfillment?

19. How good are you at identifying the needs of others?

20. What is difficult about helping others?

21. What role do other leaders play in your life?

22. How have other leaders helped you grow?

23. Who might help you as you seek to grow in more areas spiritually, in relationships, etc.?

24. How do you deal with disappointment?

25. How has disappointment gotten you off-track in ministry?

26. What are ways that you might deal with disappointment?

27. Is there anyone that you are in conflict with?

28. Have you had to confront anyone over a difficult issue recently?

29. What stress or pressure are you under right now?

30. How do you deal with stress or stressful situations?

31. How are your relationships right now?

32. How is your relationship with your family?

33. What do those relationships mean to you?

34. What things in ministry are you celebrating?

35. How do you respond to unexpected changes or challenges?

36. What can I do to encourage you?

Chapter Review

Next Steps:

1. Meet with the leader to "check in" and receive insights on how things are going.

2. Listen to the leader (use the questions on the previous pages to help.)

3. Communicate your concern for the leader.

4. Pray for the leader and provide supportive comments.

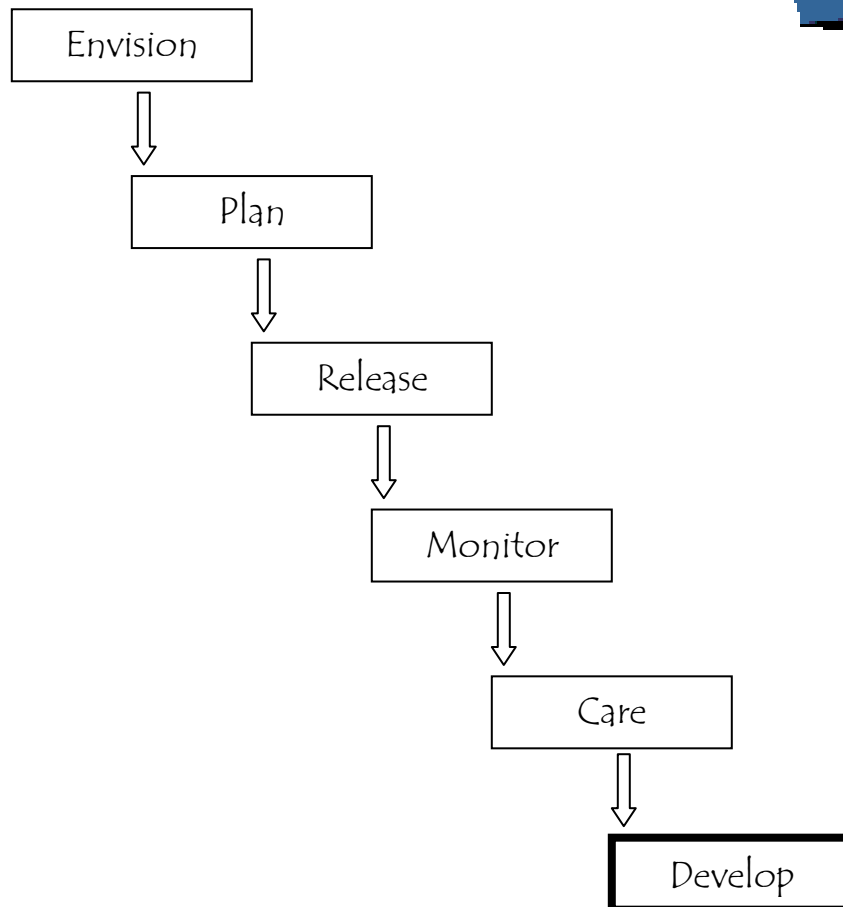5. Work with the leader to assist them with any resources they might need.

Develop

In this chapter you will:

- Discover important components of the Development phase of ministry coaching

Chapter 9: Develop

We noted earlier that there are typically six needs addressed by ministry coaches:

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           │  Develop  │
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In this chapter we will explore the Development phase of coaching ministry leaders.

Develop Phase Overview

This phase involves encouraging the leader's *development* as a leader. In this phase the ministry coach and leader will:

Identify an area (or areas) of development.	**Identify opportunities**
Evaluate where the leader currently is in that area.	**Identify their "current state"**
Identify tasks to enable growth.	**Identify tasks**
Evaluate the results.	**Evaluate**
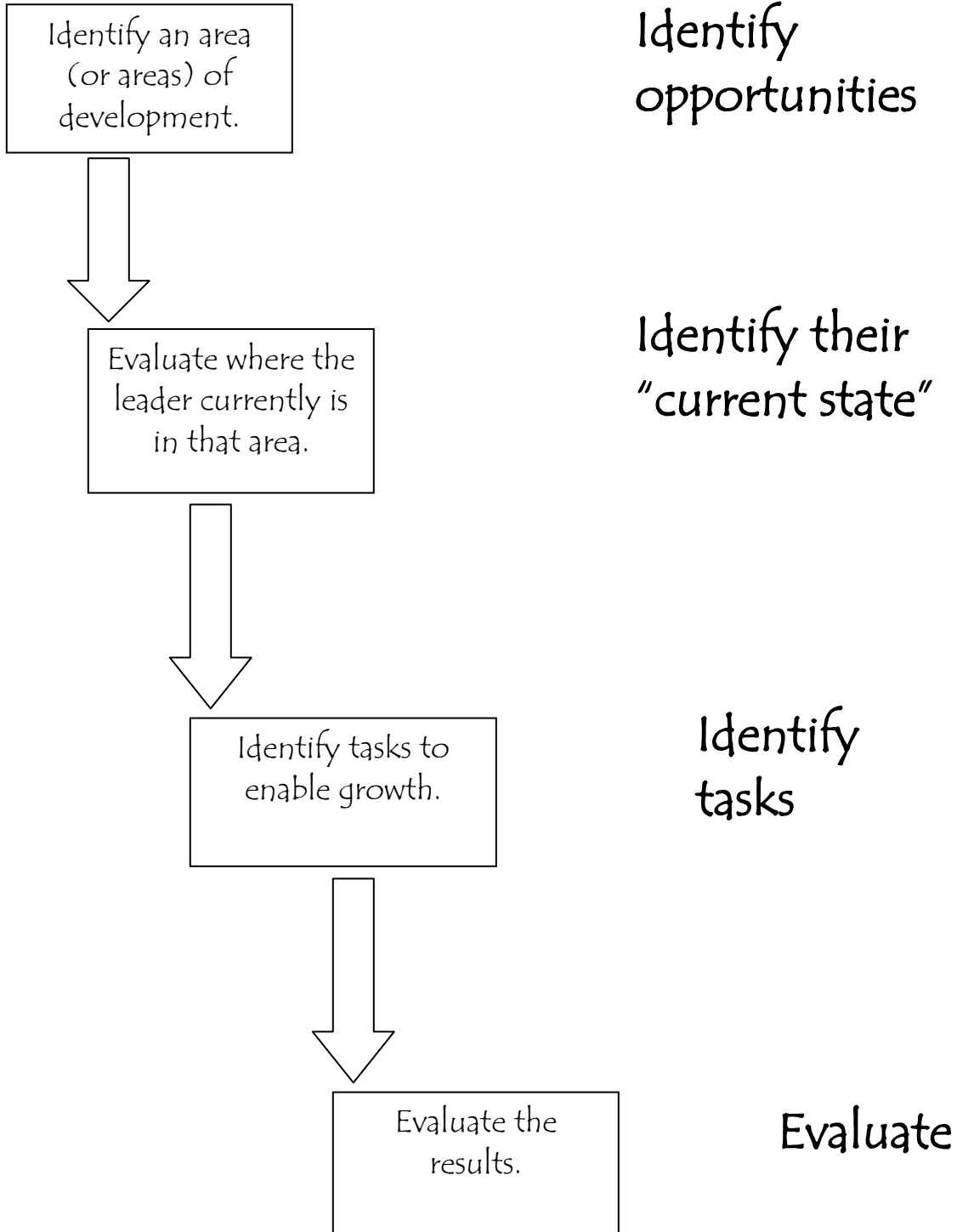
Leadership Development

Ministry Coaches will be helping individuals develop as leaders throughout the coaching process, however, you will notice that the tasks listed in this phase will become vitally important after an individual has started to serve as a leader. One common approach for development (used both inside and outside the Church) is the following process:

A – Identify a specific area of leadership development
B – Evaluate the leader's "current state" in that area
C – Identify the ideal "future state" for the leader in that area
    (for some point in the future)
D – Identify the tasks that enable growth (actions for the leader to take)
E – Identify the timing of when the leader will take those steps
F – Identify any actions that a ministry coach could take to be of
    assistance to the leader
G – Identify when the ministry coach will take those steps

Leadership Development Form

Area of Development: _____ **A** _____

Leader's Current State **B**	Leader's Future State **C**

Action Steps (for Leader to take) **D**	Planned Completion Date **E**

Action Steps (for Ministry Coach to take) **F**	Planned Completion Date **G**

An Example in a Structured Environment

This process can be easily seen and quickly identified in a structured leadership development environment. For example, a leader desiring to complete seminary training might complete the form this way:

Leadership Development – Example in a Structured Environment

Area of Development: *__Theological Training for Pastoral Ministry*

Leader's Current State	Leader's Future State
50% of seminary classes completed	- *Completion of seminary classes* - *Attaining seminary degree*

Action Steps (for Leader to take)	Planned Completion Date
1. *Complete Church History course*	- *Fall*
2. *Complete New Testament Studies course*	- *Winter*
3. *Complete Systematic Theology course*	- *Spring*

Action Steps (for Ministry Coach to take)	Planned Completion Date
1. *Meet Monthly with leader for ongoing support and encouragement - helping leader to look for practical application to materials studied*	*-Spring*

Note: A blank "Leadership Development Form" is listed on page 126 and is also copied for you in Appendix D.

Leadership Development in an Unstructured Setting

In an unstructured setting, the leadership development process can be more challenging because the many possibilities for leadership development. There are, however, a number of leadership development resources that are helpful in identifying areas of growth.

To start, look at my "*Discovering the Gift of Leadership*" (2005) which has a brief assessment around the areas of:
> -Vision
> -Integrity/Character
> -Network/Relationships
> -Equipping (Skill Building)

In that resource each area is explored and areas of growth can be identified by leaders.

A copy of the skill building assessment is provided in Appendix E of this resource. The assessment encourages leaders to look at the following areas to identify potential areas of growth in their leadership skills:
> -Asking Good Questions
> -Communicating
> -Keeping a Group on Track
> -Listening
> -Managing Change
> -Mentoring
> -Planning
> -Prayer
> -Problem Solving
> -Recruiting
> -Team Building
> -Welcoming Others/Communicating Acceptance

A caution regarding Leadership Development

While I have noted that there are a number of helpful resources regarding leadership development, I must caution that there are also a number of very bad resources.

I am reminded of an assessment that I was asked to take a number of years ago with several leaders. The assessment asked my fellow leaders and I to assess ourselves on a scale of one to ten in terms of the Fruit of the Spirit (as Paul describes them in Galatians 5:22). When completed, we had forms that looked something like this:

Fruit	Score
faithfulness	**8.5**
gentleness	**7.0**
self control	**6.5**

Realizing the futility of the assessment, we soon began making jokes about how "we would have a perfect ten, if it were not for the Russian judge."

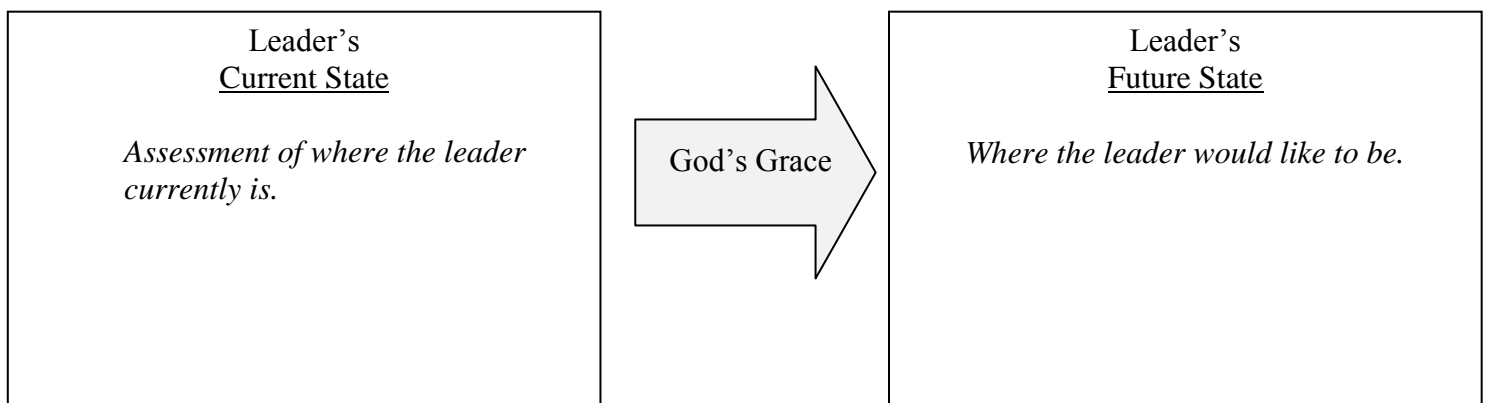You may wonder, "Why is this type of assessment not helpful?"

First, there is no way for anyone to accurately measure themselves in these areas.

Secondly, as we learn in Scripture, the true measure or standard of all things is Christ. Because we are sinful people we fall far short of His holiness and perfection in our thoughts, words and deeds. If we were to truly measure ourselves in light of His righteousness, our "scores" would be in negative numbers.

A further caution regarding Leadership Development

Another caution that we need to remember is that while forms like the one found on the following page (and in Appendix D), are helpful for planning purposes, we should never trust in our own strength or abilities for success.

Scripture is clear that it is by *God's grace* that we are made right with God and changed by Him.

Leader's Current State	God's Grace	Leader's Future State
Assessment of where the leader currently is.		*Where the leader would like to be.*

- The writer of Proverbs explained, "Trust in the Lord with all your heart and lean not on your own understanding." (Prov. 3:5)

- Likewise, Isaiah declared, "Surely God is my salvation; I will trust and not be afraid. The Lord, the Lord, is my strength and my song; he has become my salvation." (Isaiah 12:2)

- Jesus said, "Do not let your hearts be troubled. Trust in God; trust also in me." (John 14:1)

- Similarly, He stated, "seek first his kingdom and his righteousness, and all these things will be given to you." (Matthew 6:33)

Leadership Development Form

Area of Development: _____

Leader's Current State	Leader's Future State

Action Steps (for Leader to take)	Planned Completion Date

Action Steps (for Ministry Coach to take)	Planned Completion Date

Coaching Questions for the Develop Phase

1. What have been the highlights of your leadership experience?

2. What challenges have you encountered?

3. What have been the most valuable lessons that you have learned?

4. What do you wish you knew before starting?

5. What skills have you found helpful in your leadership experiences?

6. What skills do you think need to be further developed?

7. What relationships have been helpful?

8. What relationships need to be further developed?

9. How have I (as your coach) helped you during your ministry experience?

10. What are some ways that you would want me (your coach) to help you further?

11. For you, what does success look like?

12. What would you like to be doing in 1, 3 or 5 years?

13. How are you intentionally investing in others?

14. Who are people that you are working with that could soon become leaders?

15. Who are you working with that could become a leader in the | next 6 months to a year?

16. What potential do you see in them?

17. What are you doing to work with them?

18.   How have you begun working with potential leaders?

19.   What has been helpful in working with potential leaders?

20.   What has been difficult in working with potential leaders?

21.   How do those potential leaders want to serve?

22.   What are other ministries doing that would be helpful?

23.   What additional information is necessary for you to gain?

24.   What knowledge do you lack?

25.   What do you enjoy doing most?

Chapter Review

Next Steps:

1. Meet with the leader to "check in" and receive insights on how things are going.

2. Use resources such as:

   - the questions provided at the end of this chapter

   - or Appendix E "Skill Building Assessment"

   - or the workbook "Discovering the Gift of Leadership"

   ....to assess the needs of the leader you are working with

3. Pray for the leader and how you could be support them.

4. Assist the leader by providing resources around the areas of:
   - Vision
   - Integrity
   - Network
   - Equipping with skills

Course Wrap Up

1. What are the most important lessons you learned in this training course?

_____

_____

_____

_____

_____

2. What actions will you need to put into place to incorporate those lessons into your life?

_____

_____

_____

_____

3. Who do you need to work with to help you follow through with those actions? How can they be of assistance?

_____

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Closing Prayer...

Lord, thank You for the many blessings and gifts that You provide. Thank you for your love and for sending your son, Jesus to die for our sins. Thank you for the gift of leadership. In the weeks to come, clarify the call to leadership that You have called us to. Help us to serve You by loving and serving others. Amen.

Leader Assessment

Print this section to:

- Assess the needs of each person you are coaching

Leader Assessment

Name: _____

Date: _____

Instructions:
   1. After meeting with the individual you are (or may be) coaching in ministry, answer the following questions.

Envision

	Yes	Notes
The leader I am working with: a. has heard the vision for this ministry.		
b. has a clear understanding of why we are doing the ministry.		
c. has a clear understanding of our ministry's goals.		
d. has a clear understanding of our ministry's values.		
e. has a clear understanding of who we want to serve.		
f. has a clear understanding of the needs of those that we serve.		
g. is interested in this ministry.		

Leader Assessment, continued

Plan

	Yes	Notes
The leader: a. understands our model for ministering to others.		
b. has a clear objective for the ministry work that they are planning.		
c. has clear next steps for implementing ministry activities.		
d. has a schedule for implementing their vision for ministry.		
e. has a plan for communicating the ministry to others.		
f. has worked with others in ministry to plan their ministry work.		

Leader Assessment, continued

Release

	Yes	Notes
The leader that I am working with: a. has the necessary spiritual qualities for the service they are seeking.		
b. has the necessary personal character and integrity qualities for the service they are seeking.		
c. has completed the necessary training.		
d. has experience doing the ministry that they are pursuing.		
e. has a stated objective for ministry that is in line with our ministry's vision.		
f. has met the necessary ministry requirements for leadership.		
g. has received verbal approval to start the necessary ministry work.		
h. has been commissioned through prayer to begin the necessary ministry work.		

Leader Assessment, continued

Monitor

	Yes	Notes
The leader I am working with: a. is now doing the agreed-upon ministry.		
b. is conducting ministry that is honoring to God and in service to others.		
c. is demonstrating the character traits necessary for ministry leadership.		
d. is demonstrating the skills necessary for ministry.		
e. has communicated information to me about their ministry.		
f. has had me (their coach) observe them while they are leading.		
g. has had me (their coach) provide feedback to them about their current ministry work.		

Leader Assessment, continued

Care

	Yes	Notes
The leader I am working with has recently: a. communicated personal growth areas to me such as: spiritual health, physical health, relationships, financial management, work, or time management issues.		
b. communicated ministry needs to me.		
c. communicated ministry challenges to me.		
d. received personal (face-to-face) prayer from me		
e. received encouragement from me		

Leader Assessment, continued

Develop

	Yes	Notes
The leader I am working with has: a. communicated their perceived areas of strengths/gifting with me.		
b. received feedback from me about their areas of strength/gifting.		
c. communicated their areas of growth with me.		
d. received feedback from me about areas of growth .		
e. received feedback from others on their leadership strengths.		
f. received feedback from others on their areas for growth.		
g. created a leadership development plan for growing as a ministry leader.		

Analysis

Instructions:

1. Review your responses to the **"Leader Assessment."** After a time of reflection, enter your assessment of the leader's current phase in the top table located below.

2. If you provided the "**Ministry Leader Self-Assessment**" (found in Appendix B) to the leader, after some reflection, enter the leader's assessment in the lower table. (Note: In completing their assessment, a leader may identify that they have several areas of need – this may occur for a variety of reasons such as if a leader is new, or changing ministry work, or if the leader has not had a ministry coach.)

Leadership Analysis

	Current Phase
Envisioning	
Planning	
Releasing	
Monitoring	
Caring	
Developing	

Ministry Leader Self-Assessment

	Current Phase
Envisioning (Part #1)	
Planning (Part #2)	
Releasing (Part #3)	
Monitoring (Part #4)	
Caring (Part #5)	
Developing (Part #6)	

Questions for Reflection
- Analysis of the Leader's Current Phase

1. After completing your assessment of the leader you are (or may be coaching) in the **"Leader's Assessment"** (Appendix A), which phase did you identify as the leader's current phase? What specific needs did you identify?

2. If you asked the individual to answer the **"Ministry Leader Self-Assessment"** (in Appendix B), what did the individual identify as their current phase? What specific needs did they identify?

3. How were your answers similar or different?

4. What additional work may need to be done if not all areas were completed in earlier phases?

Leadership
Self-Assessment

Print this section to:

- Let each leader self-identify their needs

Assessing Your Leadership Needs

As a potential or current leader, it is important to identify what needs that you have in order for your Ministry Coach and others to be of assistance.

Instructions:

On the following pages you will find an assessment called the "Ministry Leadership Self Assessment"

Read each statement carefully and enter the results in the form that follows.

When you have completed the form, return it to your Ministry Coach.

There are no "right" or "wrong" answers. The assessment will simply be used by your Ministry Coach to help address your needs and concerns.

Self-Assessment

Part #1

	Yes	No	Unsure/ Not Applicable	I'd like to talk to my Coach about this
a. I am interested in my ministry coach's ministry area.				
b. I have a clear understanding of why we are doing the ministry.				
c. I have a clear understanding of the ministry's goals.				
d. I have a clear understanding of our ministry's values.				
e. I have a clear understanding of who we want to serve.				
f. I have a clear understanding of the needs of those that we serve.				

Self-Assessment, continued

Part #2

	Yes	No	Unsure/ Not Applicable	I'd like to talk to my Coach about this
a. I have a clear objective for the ministry work that I am currently doing or planning on doing.				
b. I have identified clear next steps for implementing my work in ministry.				
c. I have a schedule for implementing my work in ministry.				
d. I have worked with others in ministry to plan the ministry work.				
e. I have planned for more than one situation and outcome.				

Self-Assessment, continued

Part #3

	Yes	No	Unsure/ Not Applicable	I'd like to talk to my Coach about this
a. My ministry coach and others have confirmed that I have the necessary spiritual gifting and spiritual maturity for this ministry.				
b. My ministry coach and others have confirmed that I have completed the necessary training requirements.				
c. I have experience doing the ministry that I am pursuing.				
d. My stated objective for ministry is in line with the ministry organization's vision.				
e. I have received verbal approval to start the necessary ministry work.				
f. I have been commissioned through prayer to begin the necessary ministry work.				

Self-Assessment, continued

Part #4

	Yes	No	Unsure/ Not Applicable	I'd like to talk to my Coach about this
a. I am currently doing the agreed-upon ministry.				
b. I am currently leading others in a way that is honoring to God and in service to others.				
c. I have demonstrated to my coach the maturity necessary for ministry leadership.				
d. I have demonstrated to my coach the skills necessary for ministry.				
e. I have communicated information about their ministry to my coach.				
f. I have had my coach observe me while I am leading.				
g. I have had my coach provide feedback to me about my current ministry work.				

Self-Assessment, continued

Part #5

	Yes	No	Unsure/ Not Applicable	I'd like to talk to my Coach about this
a. I have communicated personal growth areas to my coach, such as: spiritual health, physical health, relationships, financial management, work, time management issues.				
b. I have communicated ministry needs to my coach.				
c. I have communicated ministry challenges to my coach.				
d. I have received (face-to-face) prayer from my coach.				
e. I have recently received encouragement from my coach.				

Self-Assessment, continued

Part #6

	Yes	No	Unsure/ Not Applicable	I'd like to talk to my Coach about this
a. I have communicated my perceived areas of strengths/gifting with my coach.				
b. I have received feedback from my coach about my areas of strength/gifting.				
c. I have communicated my areas of growth with my coach.				
d. I have received feedback from my coach about my areas of growth.				
e. I have received feedback from others about my leadership strengths.				
f. I have received feedback from others about my areas of growth as a leader.				
g. I have created a leadership development plan for growing as a ministry leader.				

Leadership Planning Form

Print this section to:

- Utilize a document to help potential leaders plan their activities

Leadership Planning Form

First, thank you in advance for your interest in this ministry. As you prayerfully consider your involvement, know that we will be praying for you and what God might have in store for us together.

Please complete the first page of this form and return to the office. We will make updates to this form as you continue the process of discovering more about leadership.

Date _____

Name: _____ Birth Date: _____ Male   Female

Address: _____ Email: _____

City: _____ State: _____ Zip: _____

Home Phone: _____ Work Phone: _____

Cell Phone: _____

Spouse: _____ Children: _____

Briefly explain why you would like to be a leader:

_____

_____

_____

_____

_____

Briefly explain the idea of the type of ministry (i.e. a Small Group) that you are considering leading. Include subject matter, meeting times and activities:

_____

_____

_____

_____

_____

Ministry Coach

Name of Leader's Ministry Coach: _____

Meetings with Ministry Coach

Dates: _____   _____   _____   _____   _____

Training Events Leader Has Attended

Name	Date

Apprenticeship

Start Date: _____   End Date: _____

Name of Mentor: _____

Ministry Skills Demonstrated

Skill	Date

Ministry Planning

Name of Ministry/Group: _____

Location: _____

Time: _____

Approved By: _____ Approved Date: _____

Commissioned as a Leader by: _____

Commissioned on Date: _____

Communication Plan

List the ways that others will become aware of this Ministry/Group:

_____

_____

_____

_____

_____

_____

Leadership Development Form

Print this section to:

- Utilize an form to help leaders identify areas of development

Leadership Development

After reflecting on your work as a Christian leader and receiving feedback from your ministry coach, use these instructions to complete the form on the next page:

A – Identify a specific area of leadership development
B – Describe your "current state" in that area
C – Identify the ideal "future state" in that area (for some point in the future)
D – Identify the tasks and actions you can take that will enable growth
E – Identify the timing of when you will take those steps
F – Identify any actions that your ministry coach could take to be of assistance to you
G – Identify when the ministry coach could take those steps

Leadership Development Form

Area of Development: _____ **A**

| Leader's Current State **B** | Leader's Future State **C** |

Action Steps (for Leader to take) **D** | Planned Completion Date **E**

Action Steps (for Ministry Coach to take) **F** | Planned Completion Date **G**

Leadership Development Form

Area of Development: _____

Leader's Current State	Leader's Future State

Action Steps (for Leader to take)	Planned Completion Date

Action Steps (for Ministry Coach to take)	Planned Completion Date

Skill Building Assessment

Print this section to:

- Utilize an assessment to help leaders identify skills

Skill Building Assessment

Building skills is important to new leaders as well as existing leaders.

Instructions:
1. Reflect on the list of leadership skills below and answer the questions that follow:

- Asking Good Questions
- Communicating
- Keeping a Group on Track
- Listening
- Managing Change
- Mentoring
- Planning
- Prayer
- Problem Solving
- Recruiting
- Team Building
- Welcoming Others/Communicating Acceptance

2. What are the top three skills that you are most gifted with?

Rank	Name	Your Description
1		
2		
3		

3. How have you seen those skills in your leadership?

4. In the list below, identify the three most important skills that you would like to develop. Next, write a description of what that skill might look like.

Rank	Name	Your Description
1		
2		
3		

5. What challenges might you face in developing these skills?

6. What are some ways you might overcome these challenges?