



Grow Team Coach Manual

GROW TEAM

In 1988 the U.S. placed its very best athletes on the Olympic basketball court, and after a third place bronze finish, gold continued to remain elusive. Following these games, the International Basketball Federation leveled the playing field, allowing NBA (professional) athletes to participate. Hungry for gold, the US Olympic selection committee set out to find an NBA coach with proven success. Coming off back-to-back NBA championships with his Pistons, Chuck Daly was chosen. He was savvy with the media, hard-working, and experienced in leading brilliant yet challenging professional players. "Chuck *looked like* he owned the arena, but would also push the broom," his team said of him.

Daly and the selection committee built the team, inviting men at or near the peak of their careers. Michael Jordan, Magic Johnson, Larry Bird and eight other outstanding athletes humbly accepted the US Olympic Torch. But Daly feared egos and emotions would be major obstacles once these athletes collided on the practice court. He was right! Chaos erupted as players began to showcase their own style and jockey for top position.

Daly knew that talent alone would not bring success. Team must champion individual talent. He knew that chemistry *off* the court translated to dominance *on* the court. Systematically, Daly trained a group of disorganized All-Stars from insecurely parading their individual talent to authentically becoming one team.

The result was epic, not just for the sport or the Olympics, but for world history. This Dream Team dominated every game by an average of forty-four points. They were a phenomenon which had never been seen, giving the world a glimpse of basketball in its finest form. They shifted the concept of team sports across the entire globe. Individually these men were *incredible*, but together they were *unstoppable*. Together they made history.

The Grow Team at Grow Church is the same. We are a group of All-Stars, remarkably gifted and united with the mission to serve God and His Church. We follow an incredible leader, Jesus Christ, and become better players in His Kingdom each day. Yes, individually we are *incredible*, but together we are *unstoppable*. Together we take on the world and the world does not know what

to do with us. Together we make history, purposefully displacing darkness with love's light and passionately advancing truth. We are God's Grow Team.

Manual Purpose: We believe that leaders are more effective and fulfilled when they know what they can expect from the Church and what the Church expects from them.

The following pages reveal the Grow Team structure and strategies, clarify specific responsibilities and expectations, and offer practical tools to grow in leadership. We are constantly growing as a Church and team. Your feedback is vital to sustaining a healthy, vibrant culture and effective ministry, so please share any improvements. We value, appreciate and love you immensely!

GROW TEAM VISION

The Grow Team exists to build the Body of Christ by each person fulfilling their calling and serving to make an eternal impact.

GROW TEAM VALUES

People — We value people because God values people. We believe that:

- Every member is a minister.
- Every person is a "10" in some area.
- Every task is important.

Purpose — The Grow Team is a strategy for ministry based on the gifts and passions within people. It is a way of empowering people to be ministers and do the "works of ministry so that the body of Christ may be built up" (Ephesians 4:12). Since the Grow Team strategy is gifts-based and not needs-based, the ministry of our Church looks like the ministers of our Church.

All ministry teams begin in the Small Groups arena where the leader has the opportunity to build momentum and team simultaneously. In order to move from the Small Groups arena and launch as an official Grow Team ministry, the following must take place:

- The team proves *vital* to fulfilling the overall vision of the Church.

- The team proves *sustainable*. It is healthy enough to have an appropriate team rotation at all existing services or events.

Progression — Because we know that God began a good work in us and is working to bring it to completion (Philippians 1:6), we also know this is a journey as we are being transformed into His likeness. We go from “glory to glory” (2 Corinthians 3:18).

No matter where or when an individual begins their Grow Team journey, leaders are responsible to equip and empower them to live out their full potential. We help individuals see what God sees in them. We call forth and care for the minister, the leader, the Kingdom-builder.

This is simply pastoral care. It is an awareness of who and where people are; an intentional guiding of people to move *one step* on their Jesus journey. For example:

- A Coach knows the condition of and next steps for their Lead Team.
- A Trainer assesses the condition of those they train and provides clear next steps.
- A Connect Leader inquires to the condition of those they recruit and provides an applicable connection to the Church.
- A Team Leader knows the condition of those on their team and applicable next steps for their growth in Christ.

Process — The three steps to join the Grow Team are:

- INTERVIEW. Have a one on one conversation with the ministry leader.
- APPLY. Fill out a Grow Team Member Application and Lifestyle Commitment.
- SHADOW & TRAIN. Shadow and be trained.

We value training because every member needs to know the vision and expectations of serving. Everyone needs to be familiar with specific ways to reach people for Jesus.

We value the application and interview processes because the Bible commands it and because we need to know who and where people are in order to lead them effectively. Grow Church follows the same principles as the early Church in regards to empowering leaders of integrity and character.

1 Timothy 3:8-10 explains, “in the same way, deacons must be well respected and have integrity. They must not be heavy drinkers or dishonest with money. They

must be committed to the mystery of the faith now revealed and must live with a clear conscience. Before they are appointed as deacons, let them be closely examined. if they pass the test, then let them serve as deacons.”

GROW TEAM PRACTICES AND PRINCIPLES

WORSHIP ONE, SERVE ONE — We are to live a life devoted to Jesus Christ, first and foremost. The Grow Team incorporates a “Worship One, Serve One” motto, which allows individuals to worship the Lord by attending a worship experience and to worship the Lord by serving a worship experience. Both our song and serve are worship to the Lord.

TEAM HUDDLES — The entire team comes together to *prepare*, receive position assignments and logistics, and *pray*. This is essential for unity and clarity.

Most teams meet 45 minutes to one hour before the service begins. As soon as Huddles are complete, the team gets in position so that every guest is welcomed as they arrive.

CHECK-IN — Planning Center is the database we use to help care for the team. Every time you serve we ask you check-in using your Grow Team key tag so that leaders can lead the team with greater care and knowledge.

GROW TEAM CENTRAL — This is the hub of Grow Team life during any service. There you will find great food, Check-In opportunities, Church family, badges, pertinent information, and an incredible team to SERVE YOU (Grow Team Serve).

APPRECIATION EVENTS — Grow Church highly values generosity and family. Every year we host a magnificent Grow Team Party in which the entire team joins together for food, entertainment, giveaways and more. Additionally, we host annual Appreciation Events for teams. The goal is to celebrate what God has done, build relationships and have fun! *Laissez les bons temps rouler* — Let the good times roll!

BECOMING A TEAM MEMBER

COMPLETE INTRO TO THE CHURCH & DISCOVERY
(In either order)

CURRENT TEAM MEMBERS

NEW PERSON RECRUITED

CONNECTOR

GROWTH TRACK ADMINISTRATOR

TRAINER OF A SPECIFIC TEAM

TEAM MEMBER

- 1. SIT TO ENJOY
- 2. FREEDOM GROUP
- 3. SMALL GROUP
- 4. PASTORAL CARE

BIBLICAL MODELS

We incorporate a relational leadership model because we want to know people — who and where they are — and guide them to higher heights. This relational structure is based on the two incredible leaders, Jethro and Jesus. They pastored, developed and protected their people in ways that are still effective thousands of years later.

Did you know that Moses, probably the greatest leader in the entire Old Testament, initially struggled with leadership? A child forced out of his home, a misunderstood teenager, and a murderer, Moses had to first conquer insecurity and fear. Then God called him to a forty-year relocation mission of 1.5 million Israelites from Egypt through the wilderness and into the Promised Land.

While the exhausted, frustrated nation grew, so did Moses' leadership responsibilities. As his responsibilities grew, so did his exhaustion and frustration. Everyone was increasingly dissatisfied because their needs remained unmet.

The primary downfall with the leadership of Moses was that he did everything himself — travel itineraries, baptisms, baby dedications, discipline, vision casting, temple construction, water sourcing, prayer lessons, and the list goes on and on! Thankfully Jethro, his father-in-law, taught Moses how to build leaders and delegate ministry (Exodus 18). It is from Jethro that we learn the power of equipping ministers for works of ministry (Ephesians 4).

The Jethro Principle says that some people are called to lead thousands; some to lead hundreds, some fifties and some tens. The principle enforces the reality that true leadership is not exclusive to one, but instead allows for opportunities to lead at different levels. Moses eventually followed the wise counsel of Jethro. He empowered others to share the mantle of leadership, meeting the needs of the people. Moses was then able to lead in the capacity to which he was called — seeking God's direction (vision) and guiding people to the Promised Land (mission). Others were free to lead in the capacity to which they were called — discipling, praying, leading, and building.

Centuries later, Jesus taught His followers the same structure while demonstrating intentional relational leadership with His 3-12-Masses Principle.

Jesus had 12 disciples. He *developed* them as leaders, *pastored* them as people and *coached* them as servants. From this group of 12, Peter, James and John were a part of His inner circle of 3. They were with Him in significant moments such as the transfiguration and Gethsemane.

Now the masses — the crowds that followed Jesus everywhere. These were the very people He was sent to save, but it was impossible for Jesus to care for every single one of them. Jesus talked with them in crowds, preaching in temples or on hillsides, but oftentimes the masses were too much for one man. Even Jesus. Jesus worked to build His “Lead Team” of disciples so that they could know Him intimately and carry on His work effectively.

With our Grow Team leadership structure “the masses” are the team. A Coach cannot effectively lead and develop every single member of their team. However, with a Team Leader over each individual service time and service team, “the masses” can be pastored and led well. The Coach then shifts from reaching “the masses” to reaching the “12” — the Lead Team. Focus now shifts to developing, pastoring and coaching the Lead Team so they can do the same for the team.

LEAD TEAM

There are five basic responsibilities for every ministry team: recruit, train, pastor, cast vision and schedule. In the early stages of team development, it is possible for one leader to handle all five responsibilities. As the team grows that becomes increasingly difficult. In order to maintain healthy leadership and incorporate more ministers in the ministry, we have developed roles and dispersed responsibilities. The group of leaders within every ministry is called “the Lead Team” and is comprised of:

A-Team (Team Support) – Manages all components of Planning Center, including active team rosters, pipeline, and staffing assignments. Maintains schedules and handles any relevant administrative responsibilities for the team. Creates a seamless flow of information among the Lead Team and potential and new team members.

Team Leader – Leads the team during and between serving opportunities by coaching, developing and pastoring them.

Connectors – Connects people to the next step on their Jesus journey. Connect them with the best-suited Grow Team. Recruits Grow Team members.

Trainer – Trains new team members, taking them through the 3-step process of joining the team. Releases them to the next step with clear, specific actions.

Coach – Leads the Lead Team by intentional coaching, development and pastoral care. Equips and empowers the Lead Team as they lead the team.

RESPONSIBILITIES

PASTOR THE PEOPLE

Church buildings deteriorate and ministry trends shift but the one asset that truly appreciates over time is PEOPLE! Strategies and systems are extremely important. but PEOPLE are essential in building and becoming the Church for which Jesus Christ died.

At Grow Church, we truly believe "Real life change happens in the context of relationships" because people need to be personally known, loved and disciplined.

It is your responsibility and privilege to offer this relationship, this pastoral care, to your Lead Team. The result will be people more fully devoted to Jesus Christ and living in higher heights. God entrusts you to care for His Church, His people, so that not one of His sheep should be lost.

REFLECT:

Am I more focused on the ministry (tasks) or the ministers (people)?

Are majority of the conversations with my Lead Team about ministry tasks and to-do lists?

What are the personal, spiritual, and relational needs of my Lead Team?

Team Leaders -

Trainer -

Connect Leader -

A-Team -

How well does the Lead Team know each other? Know me?

Am I intentionally investing time into the everyday lives of my Lead Team?

APPLY: Take the approach of Paul, who said "Follow my example, as I follow the example of Christ." (1 Corinthians 11:1) Incorporate these strategies to effectively pastor your team:

Talk with each Lead Team member regularly, asking questions about work, family, ministry, life and walk with God.

GOAL: Relationship. You will never be able to lead them if you don't love them.

Regularly ask the following questions:

- What is one victory from this month? One area to improve in?
- How can I help you this month? With ministry, leadership or life?
- Is there someone in your sphere of influence with leadership potential? Do you need help developing them?
- How is your time with the Lord?
- What is a personal need that I can be praying with you about?

Pray. Cover them in prayer daily, lifting up specific needs.

GOAL: Spiritual covering

Send a thank you note, e-mail or text message. A Scripture verse, prayer or testimony that relates to what they are currently experiencing is always life-giving.

GOAL: Encouragement

Place a prompt, personal phone call to those who did not attend a meeting or follow through with an assignment.

GOAL: Clear communication on all information and expectations.

Invite them to your home or out for dinner. Opening your home, creating more opportunities for intimacy and allowing the group to be together outside of Church provides great benefits.

GOAL: Truly do life together.

Know where they are and what they need. Whether it be a hospital visit or birthday celebration, need for a new job or a death in the family, be aware of their daily needs.

GOAL: Demonstrate God's love in practical ways.

Listen. Whether ministry-related, personal or spiritual, allow them an open door of communication.

GOAL: Trust and openness. With this comes relational equity that is required to speak Truth into their lives.

Maintain the culture and core values of the Church. Our culture of serving is passionate and gifts-based (not needs-based) . Our core values are love for God, love for people, work ethic and fun.

GOAL: Build a strong, healthy Church by building a strong, healthy Lead Team. In turn, they build a strong, healthy team. The degree to which you pastor the Lead Team is the degree to which they will do the same for those they lead.

DEVELOP THE POTENTIAL

You are neither expected to nor able to do ministry alone.

In the early stages of building a team, a Coach carries the weight of everything. But as the team grows, in order to lead effectively, that Coach must release his tight grip and develop leaders.

Leaders, not followers.

If you want to carry the entire load of ministry yourself - develop followers. These followers will complete the tasks of the ministry you assign them, but nothing more. You will gain a following, a crowd, but nothing more. You will continue to carry the weight of every decision and issue.

On the other hand, if you are interested in sharing ministry - develop leaders. These leaders will be a trusted team that serves as a sounding board for decisions and helps carry the leadership mantle. You will have a movement of exponential growth and impact.

Grow a leader, grow the Church. Grow the Church, strengthen the Kingdom. Strengthen the Kingdom. reach the world for Jesus.

REFLECT:

Do I complete all the ministry tasks by myself? Why?

Am I insecurely attempting to gain a following or am I confidently building leaders?

Am I developing and empowering leaders who can think, plan and effect change themselves?

What Lead Team roles are unfilled? Why?

Team Leaders -

Trainer -

Connect Leader -

A-Team -

APPLY: To develop the potential in people we simply bring in, build up and send out, just like Ephesians 4 instructs.

HOW TO DEVELOP THE POTENTIAL

• BRING IN - ENGAGE

Lead Team nominates individuals for leadership positions. Team Leaders, who directly oversee the team itself, are great eyes for potential leadership.

Meet one-on-one with potential leaders to determine their readiness and capacity to lead. Use the **Grow** Team Leadership Interview tool to navigate the conversation.

Pray about the potential leader and ask God for direction. (Read Acts 13:3)

The Bible says "Never be in a hurry about appointing a Church leader." (1 Timothy 5.22)

Look for potential within people, not slots to be filled. Search for specific skills and traits needed even if in raw form. Ask God to bring people to you and give you His eyes to see them.

• BUILD UP - EQUIP

"Giving ministry away" is not just a Church cliché, it is Biblical. An immature, unhealthy leader may consider this concept to be "subtraction," but it is actually multiplication. It is exponential increase of Kingdom impact.

But if we "give ministry away" without providing proper training, frustration will inevitably result. Why? Because if responsibilities are given without proper training or time, the new leader will ultimately succumb to "pulling off Church" and "putting out fires" in order to get tasks accomplished.

Equipping involves intentional training, instructive feedback and actual relationship. So how do we effectively equip new leaders for ministry?

You Do It. There is a period in which you fulfill the role until the right leader is selected. As the Lord reveals a potential leader, bring them closer to you. Don't try to sell the role or its responsibilities just let them see you in it.

You Do It - They Watch. Clearly explain the role and responsibilities of the position. Establish standards of excellence, fully communicating vision and steps to success.

They Do It - You Watch. This phase is vital to ensure the right person is in the right position. Serve alongside them, providing feedback, correction and encouragement. Comprehensively train them as they serve.

They Do It! Release them, giving time and space to fully expand into leadership. Only delegate the responsibilities they are currently able to handle. We want to set them up for success, not failure!

Once they are placed, introduce the new leader to the Lead Team and anoint them for service. (See Acts 6.6)

• SEND OUT - EMPOWER

Success is not measured by our *seating capacity*, but by our *sending capacity*. The goal is not to "bring in" and "hold on." The goal is to see, develop, and send out the God potential within people. And all the while help them know God more (Colossians 1:10). Our goal is to empower people to passionately and purposefully serve in God's Kingdom.

This taking your hands off the handlebars of ministry may be frightening at first. Be gradual, but be confident, following these steps.

Give them the role. Once they have proven their character, maturity and ability; once you are confident in your training of them, then let them lead.

Give them space. Do not micro-manage their every move. Trust God in them and allow for opportunities to succeed and fail. Provide appropriate feedback for both.

Give them time. For most it will take the better part of a year to learn their new role and lead full-throttle.

Give them the benefit of the doubt. There is a new level of spiritual warfare and maturity that must accompany this new leadership position. The leader will not get it

right every time, but they are learning and growing rapidly. Remember your role of pastor and continue to pray for and encourage them.

Before *calling* His Lead Team, Jesus prayed in solitude all night (Luke 6:12-13). He wanted to hear from God clearly.

Before *commissioning* His Lead Team for ministry, Jesus gave specific instructions. (Matthew 10:5-40)

He modeled this process of developing leaders and the effects are visible two thousand years later.

COACH THE SERVE

The "serve" is simply the act of ministry it self - the welcome of a Greeter, the preparation of the communion elements, or the care of an infant in the Nursery. The serve is an expression of love for God and others.

REFLECT:

How do I coach my team?

Does a "need to be needed" hinder me from empowering a Lead Team to actually lead? Do my insecurities hold me or my Lead Team back?

What areas of my Lead Team are not functioning effectively? Why?

Trainer -

Connect Leader -

A-Team -

Team Leaders -

What areas of my ministry are not excellent? Is a re-train needed?

Does the team itself understand and carry out the serve well? Why or why not?

APPLY: As you mature in leadership, your serve grows from doing the ministry itself - shaking hands, preparing communion elements, changing diapers - to leading those who do the ministry itself. Your serve becomes equipping and empowering others to do the serve.

This transition can be one of the most difficult in leadership, because it can be challenging to step back and intentionally create opportunities for others to do the ministry you once did. Coach the serve with:

- **CONSISTENT COMMUNICATION**

Clear communication of vision, information and logistics.

Send the weekly vision e-mail and pertinent information from your Campus Host Team Coordinator to your Lead Team. Team Leaders utilize the weekly vision e-mail in their pre-service Huddles.

Stewardship of vision of the ministry. The vision is the heart - why we do what we do. It is the responsibility of the Coach to continually cast vision to the Lead Team and team.

Monthly serving schedules and weekly reminders. It is the Coach's responsibility to keep the team scheduled properly, Initially the Coach does the scheduling until it can be delegated to the Team Leaders.

Monitor Fellowship One. Assess overall team health and Lead Team effectiveness by viewing contact efficiencies, staffing assignments and check in's within Planning Center. (This information is provided by the A-Team. Ideally, the A-Team facilitates the Grow Team process and handles all major components of Planning Center for your team.)

Measure and celebrate what matters. Team growth, new leaders placed, depth of the leadership "bench," and low team turnover are just a few of the important measurables for a team.

• MONTHLY LEAD TEAM MEETINGS

The goal is not just to have meetings, but instead to know and grow leaders.

Incorporate Scripture. The Word is powerful, active and alive, and needs to be utilized in every meeting. Be prepared to bring a Word that is stirring within you or have another leader ready to do so.

Share a meal. There is something familial and intimate in sharing a meal. Jesus did it, and so should we! Take time to laugh, share and just be together.

Hand out vision more than tasks. Every meeting should carry a component of vision casting - a reaffirming of why we do what we do.

Great leaders want to serve with an inspired vision more than they want to complete a set of tasks. They want to personally connect with the vision and then develop pathways to accomplish it. So, give the Lead Team great vision and then get out of the way and let them accomplish it!

Equip and empower them to tackle issues. Though you still provide oversight, allow them opportunities to grow through challenging conversations, disciplinary procedures and accountability with their teams. Work together as a Lead Team to bring about resolutions.

One of the biggest frustrations in leadership is the lack of empowerment. Frustration results when leaders are not given responsibility or creativity to actually do what they have been called to do. If leaders are given assignments without actual empowerment to complete them they will soon move on to other opportunities.

Pray. Close every meeting with personal prayer for each Lead Team member. Lift up the topics discussed and resolutions discovered, asking for God's continued direction.

• OBSERVATION AND FEEDBACK

Inspect what you expect. The goal is always to love God, love others; serve God, serve others. Ways your team accomplishes that goal must be firmly set. Once expectations and steps of implementation are laid out, growth and accountability become main focuses.

Observe the team as they serve. Watch your team in action and monitor their effectiveness. Take note of how they serve in alignment with culture, core values and expectations.

Serve with your team as often as possible. This helps you stay in touch with team and guest needs, not to mention actively displays true servant-leadership.

Observe the Lead Team. Observe Team Leaders as they lead Huddles and the team itself. Observe the Trainer as they train a new team member. Monitor the Connect Leader's efficiency of recruitment and connection of people to the Church. Offer feedback and correction promptly and personally.

Discipline the Lead Team when conflict arises. Issues such as lack of commitment, perpetual tardiness or negative attitude should be prayerfully and personally addressed.

Your Team Leaders may also need your wisdom on addressing issues with individuals on their teams. Help them navigate the resolution and restoration processes, making yourself available to participate in the conversations, if necessary.

RESULTS

Evaluate the leaders and team by measuring growth - numerically, spiritually and relationally. Healthy results include:

- Steady number of members being trained each month. This measures the effectiveness of the and Trainer, A-Team Leader, and Connect Leader.
- Successful transition of new team members onto the team. This measures the effectiveness of the Trainer, A-Team and Team Leaders.
- Consistent serving and check-ins by team members. This measurement reveals the effectiveness of the Team Leader.
- Pre-Service Huddles well attended and dynamic. This measures the effectiveness of the Team Leader.

- Continual identification and development of new leaders into Lead Team roles. This measures the effectiveness of all Lead Team.
- Appreciation events well attended.

Without vision, the people perish. Without people, the vision perishes.

PASTOR **LARRY** STOCKSTILL