



Team Leader Manual

The Basics

Vision

Grow Team Vision

Grow Team Practices and Principles

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!

Vision

The hope of the world is Jesus Christ, beautifully displayed through the local Church. Grow Church exists to reach people with the life-giving message of Jesus Christ so that all may become fully devoted followers of Him. Just as God demonstrates in Exodus chapter six and Jesus repeats with the Great Commission, we reach people in four ways:

Weekend services — partner with God to bring people out of their slavery in “Egypt.” We are here for the lost.

growth Track — bring the “Egypt” out of people by providing a clear path of growth. We provide a catalyst for spiritual and personal growth.

small groups — pastor people along their journey to the Promised Land. We believe that real life change happens in the context of relationships.

Grow Team — create opportunities for people to fully realize their redemptive calling and impact the Kingdom of God. We empower people to actively live out their God-design.

Core Values

Love for god — maintaining a life of intimate, whole-hearted commitment to God and His Word

Love for People — expressing the fullness of God’s love to the world around us

Excellence — living by Godly principles of stewardship, honor and work ethic

Attitude — living, leading and loving with passion and joy

Grow Team Vision

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 at Grow Team 401 and provides clear next steps.

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

- 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:

- TRAIN. Attend a training session. (Grow Team 401)
- APPLY. Fill out a Leadership Application and Honor Code.
- INTERVIEW. Have a one on one conversation with the ministry leader.

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 401 is where training, applications, and interviews take place.

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 — Fellowship One 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.

We serve because we have been served and because we follow a leader who models servanthood. BILL HYBELS, volunteer revolution

The structure

Grow Team Structure

Our Grow Team, has discovered their God-design and now live out their God-destiny. As we have grow, maintaining a culture of authenticity and unity will be vital. We have implemented systems in order to best care for people and structure so that leaders can most effectively serve.

In this section we walk through the Grow Team Leadership structure as implemented on all teams. Strength is in unity — every ministry follows the same structure in order to pastor and serve people. We are *one team*, many ministries; *one body*, many parts.

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 Fellowship one (F1) database, 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.

Connect Leader – Connects people to the next step on their Jesus journey. recruits Grow Team members, connecting them with the best-suited Grow Team 401 training.

Trainer – Trains potential team members at Grow Team 401, 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.

The Responsibilities

Pastor the People
Develop the Potential
Coach the Serve

Pastor The People

The primary responsibility of Team Leader is to know and grow the team — relationally and spiritually. This requires considerable investments of time and prayer, but brings great rewards.

Relational Leadership

“Real life change happens in the context of relationships.” Small Groups are an essential part of the Church because through relationships we are known and grown. Your team functions as a Small Group in many respects, and you as its leader. You provide truth, direction, and opportunities for growth. Effective ways to pastor your team include:

- Pray. Cover them in prayer daily, lifting up specific needs.
GOAL: Spiritual covering
- Send thank you notes or e-mails to team members who most recently served. Share a specific Scripture, prayer or testimony with them. *GOAL: encouragement*
- Place a prompt, personal phone call to those team members who did not serve when scheduled.
GOAL: Pastoring. To know how they are and what they need.
- Text a thoughtful message to the team throughout the week.
GOAL: Keep communication lines open and relationships healthy.
- Invite team members to your home or out for dinner.
GOAL: Truly do life together — more than two hours every two weeks while serving.
- Care for team members in need.
GOAL: Demonstrate God's love in practical ways.
- Listen. Whether related to ministry, personal life or spiritual journeys, allow your team to share with you.
GOAL: Trust and openness with the team which builds equity to speak into their lives and help them grow.

Regularly ask Team Members the following questions:

What is one victory from this month? one area to improve?

How can i help you with life or leadership?

How is your time with the lord?

What is a personal need that i can be praying with you about?

Some people on our teams may be wounded, harassed and helpless (Matthew 9:36), and in need of more in-depth care than you can provide. This care is best achieved through the Pastoral Care and/or Small Groups ministries.

In this case simply speak the Truth in love and provide a clear next step. If you are unsure of a next step for a challenging team member, talk with your Coach or Campus Staff.

Appreciation

Celebrating what God has done and how the team has won is so important for a healthy Grow Team culture.

Each year we host a Church-wide appreciation event — the Grow Team Party. It is an incredible evening of food, entertainment, gifts and celebration, reinforcing the family and fun we have.

Each individual team also has appreciation events twice annually, typically in the spring and fall. The goal is to celebrate the team while deepening relationships. Every team has a set allowance for these events, so check with Campus Staff for specifics.

Creative ideas for team appreciation events include:

- Movie night — Treat the entire team to a movie ticket or popcorn and coke at the theater.
- Dinner — Secure a private room at a local restaurant for your team to share a meal together. Publically celebrate team members with crafty awards.
- Park and play — Invite team and family members to grill out at a local park. Bring along volleyball net, Frisbees, footballs and other games.
- Bowling — Give the team a specific theme (80's, cowboy, etc.) and have everyone come to the alley in costume.
- House-to-house — Host the team for a catered dinner (and fun giveaways) at your home and begin a regular rotation of monthly potluck dinners.

Develop the Potential

Of all the Lead Team you have the best opportunity to see and develop potential because you serve with and know the team personally. The Bible tells us that leaders serve to “equip God’s people to do His work AND build up the Church.” (Ephesians 4:12) The best way to develop the potential in people is to follow these simple steps: bring in, build up and send out.

- **Bring In — Engage**

introduce and acclimate new team members to the team and serving. Wait for them in Grow Team Central, help them with check-in and badge, introduce them in the Huddle, and anoint them for service.

re-engage team members who have not served recently and offer a next step for them. This may be another team to serve with, a Small Group to join, an Outreach opportunity, or personal prayer.

Look for potential within people, not slots to be filled. Search out the gifts and possibilities within people and provide a place for them to thrive on your team.

- **Build Up - Equip**

“Giving ministry away” is not a Church cliché, it is Biblical. An immature or unhealthy leader may consider it “subtraction,” but it is actually multiplication. It is exponential increase of Kingdom impact.

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

Equipping people 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 and until the right leader is selected you continue to do so. 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” people and hold on to them forever. 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.

With this in mind, there will be a steady flow of people onto and off your team. A constant bringing in, building up, and then sending out of Team Members.

Talk with your Coach and help these leaders step into Lead Team roles on your team or others. Encourage them to start new ministries through the Small Groups arena or to lead a general Small Group.

Coach The Serve

The third major responsibility is to lead the team as they serve week to week. When a great experience is had by the team and guests alike — victory!

Facilitate A Great Serving Experience For The Team

- Be prepared. Make all necessary preparations during the week you serve. Communicate any calendar items or logistics and confirm the serving schedule with them. Prepare for pre-service Huddle using the Weekly Vision e-mail. Pray for the team and the services.
- Be intentional with placement of new team members. Acclimate new Team Members by positioning them alongside experienced ones. This allows for mentoring opportunities and helps new team members feel at ease.
- Be aware of people's strengths and position them where they are best utilized. (For example, if a Greeter is extremely extroverted, place them at the Main Entrance or on the sidewalk so they can reach more people.)
- Be attentive to the body language and words of your team members as they Huddle. If someone seems upset address it promptly and personally.
- Be present with the team while they serve. Ensure they have necessary supplies and directions in order to serve with excellence and effectiveness. Offer feedback and accountability to Team Members who need correction.
- Build team community. Facilitate dynamic Huddles. Make sure the team is growing together as a team as they serve. Utilize Grow Team Central as a meeting space for your team.
- Be grateful, chatting with every team member when they serve. Thank them for their commitment to the team. Inquire about their family, work and life. Ask how you can pray with them.
- Be encouraging, sharing a specific action you saw that really made Kingdom impact. For example, "Kimberly, I saw the way you took time to

pray with that little girl who came to the Hospitality Cart today. You really made an investment into her life and showed her the love of Jesus. Way to go!"

- Be aware of team members who are not following the Worship One/Serve One model and pastor accordingly.

Vision does not hold the team together — love does. Keep vision in front of and love all around people.

Host A Great Worship Experience For The Guest

- Focus the team on the reason we serve – to reach and love people.
- Ensure the team fully engages each guest in whatever capacity they serve. Thoughtful actions such as personally walking a guest to the restroom or carrying a diaper bag communicate love.
- Pay attention to details. Excellence is in the details, which communicates value to an individual. Pick up trash, clean hospitality carts, wipe off golf cart seats, straighten stacks of worship guides.
- Stay in contact with your leaders before and during the service so that you are aware of logistics. Communicate directly to your team.

The Results

Results are measured by team growth — numerically, spiritually, and relationally. Look for:

- Smooth transition for new Grow Team members onto the team.
- High team retention numbers.
- Team health – relationally, spiritually, personally.
- New leaders recognized and developed from within the team.
- Consistent Fellowship One check-in.

Much of leadership is about finding balance between two often-conflicting activities: asserting authority and responding to others' needs.
HALPERN & LUBAR, *Leadership Presence*

The Resources

Team Huddles

Ways to Create a High-Touch

Environment Ways to Create a

Leadership Environment Coaching

Strategies

How Energy Leaks from a Team

Discipline of a Grow Team Member

Team Scenerios for Problem Solving

Healthy Leadership

Contact List

Team Huddles

The goal is to encourage and unify the team. Personally greet your team with hugs and conversation as they arrive at the Huddle location. Begin the Huddle using this basic flow:

PREPARE (2-3 minutes)

Prepare their hearts. Use inspiration from the weekly verse, testimony, or salvation numbers. Focus the Team on God and His Kingdom.

Remind them:

WHAT the team does — the specific serve — and how we are to do it.
WHY the team serves. Lost people are coming to know Jesus! Use salvation numbers from the previous weekend and personal testimonies. Let your team connect their serving to God's salvation.

POSITION (2-3 minutes)

Place each person in a position which utilizes their strengths. Remind the team of the specific responsibilities for their positions. Provide any service-specific information. *TIP: make position assignments in preparation before you arrive to serve with your team. in doing this you are not hurried to complete them during the Huddle, missing quality time with your team.*

PRAY (2-3 minutes)

Circle the troops and hold hands. Cover the team, service, and Church in prayer. This is a great opportunity to settle any uneasiness or reservation, any stress or anxiety in a team member. Provide an outlet for repentance, concerns, or anything that may be hindering your team so that they can serve wholeheartedly.

Dismiss with excitement and on time. All Huddles should be started and completed on time so the team can be in position to receive our guests before the service starts.

Gossip

Anyone who has lived through high school knows about gossip. Sifting through the sour looks and mean words we uncover the truth: gossip is a strategy of insecure people to further their own agendas. It has no place in God's Kingdom. (Leviticus 19:16)

Five steps to maintain a culture that will disarm gossip:

1. Encourage team members to speak openly and respectfully. If people feel safe speaking openly then they are less likely to take conversations offline.

Leaders are truth initiators. Do not fear team issues, but instead bring them to light and find resolution.

2. Honor people. Do not allow conversations that belittle a team member or bemoan a challenging situation. Send a constant, clear message to your team: people are to be loved and lifted up. When there is frustration handle it privately and promptly.

Leaders establish a clear creed. Everyone has value and deserves respect.

3. Build a unified team. As the Church continues to grow there can be a tendency for cliques to form and gossip to follow. When people feel unaccepted or “outside,” they may start viewing themselves or their team members negatively. Foster unity and oneness according to 1 Corinthians 12:12-27.

Leaders commit to fighting for oneness.

4. Communicate pertinent information upfront. When people feel “in the dark” they often make up their own stories, which are usually far from the truth. Utilize Huddles, e-mails and personal phone calls to relay information and keep the team in the loop.

Leaders keep their teams informed with exactly what they need to know, when they need to know it.

5. Lead and live by truth. When your words are uplifting and truth-filled, your actions honoring, and your leadership decisive, the team follows. When problems are handled with mature love instead of gossip, the team follows.

Leaders are truth experts. Not psychology experts, spiritual experts or even leadership experts – TRUTH EXPERTS. The only way to lead this way is to know the Word of God and apply it in every situation.

“Truthful words stand the test of time, but lies are soon exposed.”
Proverbs 12:19 (NLT)

Ways to create a high-touch environment

- Love and accept yourself.
- Express love openly. For instance, say things like “I wish everyone had the privilege of pastoring you.”
- Put intentionality into being friendly.
- Be the first to apologize. Let other people off the hook.
- Smile - a lot.
- Make friends, especially with “the little man.” Popular people and trends always come and go. People do not.
- Be transparent and authentic, predictable and consistent.
- Lead by example.
- Never show your anger in public.
- Serve by the 30/30 principle: focus on people 30 minutes before and 30 minutes after service.
- Walk slowly through crowds.
- Return all emails and phone calls within 24 hours.
- Send thoughtful, handwritten notes.
- Take time to reward faithfulness publically.
- Laugh more.
- Remember significant events (births, weddings, funerals). They happen only once.
- When someone is wounded help heal the hurt.
- Give others the credit and take none.
- Be a connector — of people to people and people to possibilities.
- Remember people — their names, families and interests.
- Ask people personal questions.
- Let people know you need them.
- Value people. If you don’t, you will manipulate them, moving them for your advantage.
- Find common ground using the 101% Principle: Find the 1% that you agree on and give it 100% of your effort.
- Live by the Golden Rule: always treat people the way you want to be treated.

Ways to create a leadership environment

recruit all-stars. Bring in motivated, enthusiastic people who fully embrace the vision and are ready to serve. You'll see energy increase, community flourish, and fresh ideas abound!

empower. Avoid micro-managing. The All-Stars do not need you to hover over them. Show you value them by asking questions and offering direction, but trust God in them to do great things.

Celebrate. Celebrate individual acts of service and team results that have made significant impacts. Make certain to publically affirm those who lead and serve.

Be flexible. Standards of excellence are important and essentials must be firm, but non-essentials need some flexibility. If the focus is on reaching the lost for Jesus while maintaining established team expectations, the outcome will always produce great results.

ask for feedback. Ask for feedback and be open to making changes. This alleviates fear and creates trust while making room for innovation.

Lead relationally. Get to know your team as people! Learn about their family, life, walk with God, and Grows for the future.

set a great example. Be motivated, enthused, energized, and passionate! Your team will serve to the same level of enthusiasm you do.

Provide continuing education. Create re-training moments for your team in order to keep both the mission and expectations of the ministry clear.

Coaching Strategies

Ten NCAA Championships speak for themselves. John Wooden is undoubtedly one of the best coaches in sports history and a trophy-toting player himself. Wooden's deep love for the game, simple strategy for coaching, and genuine desire to see players excel made him legendary.

More than Wooden's trophies, his teams made him successful. More than his salary, his strategy made his name great. More than anything, his determination to see players defined his greatness.

We can learn a lot from Wooden. Let's take a look at some successful coaching strategies.

Serve on the Team

Typically athletic coaches spend time playing high school or college ball and are very familiar with the sport before they coach it. They understand all the complexities of the game because they have played it.

Serve on the team. Learn the basics — the vision and logistics of the team. Once you fully comprehend these it is easier to set goals, strategies and standards.

Know the team individually

Great coaches know their players as individuals – on and off the playing field. They know the home life, test scores, struggles, and attitudes of each player. They know them as more than athletes.

- Get to know the individual. Learn their strengths and areas of growth. Whether you inherit a team of hundreds with an existing leadership base or initiate a new team, success is greatly determined by the strength of relationships.
- Build a Lead Team that utilizes the full potential of people. Position the Lead Team according to their skills and passions, as well as character and experience.
- DO NOT FILL SLOTS. Shoving people into slots and then delegating responsibilities in a frenzy is actually dishonoring.

Focus on developing people, not just winning games

Great coaches spend time watching their players during practice and games. They note their strengths and weaknesses and incorporate strategies for growth. Dribbling drills or running laps can build endurance in the athlete. One- on-one conversations and even team road trips can build confidence.

Great coaches understand that winning is more than a number on a scoreboard. Winning is personal growth, team unity, conquered fears, sharpened skills and increased confidence. Winning is individuals being their best and playing as one.

- Observe the Lead Team as they serve. Offer helpful feedback.
- Implement the five Principles of Leadership Development.
- Resource the Lead Team with tools to help them grow and lead at a greater capacity.

Assess and direct momentum

Successful coaches read a game's momentum and know when to make adjustments. They instinctively know how to shift or strengthen the momentum because they possess a killer combination of intuition and practicality. Changing the line-up, calling a time-out, or implementing a new play are just a few momentum shifters.

- Assess the momentum of your team by looking at energy or exhaustion levels. Evaluate the overall number of team members and ministry projects they have been given. Review the team schedule and growth numbers.

Call a TIMEOUT if:

- The team is notably discouraged.
 - The team serves with a "got to" (not a "get to") attitude.
 - Huddles are poorly attended or led.
 - The team is disengaged from guests.
-
- Create a new game plan. Bring Lead Team together to cast vision, re-focus on the heart of Jesus and His Church, and communicate expectations. If necessary, give leaders a breather. The only way the team will be healthy is if the Lead Team is healthy.

Adapt coaching technique to most effectively reach the team

Players respond to discipline and encouragement in different ways. Shouting, wind sprints and getting benched can each be a form of discipline. High fives, chest bumps and longer playing time can each be encouragement. Effective coaching incorporates various techniques to bring out the best in the individuals.

This is not about what is easiest or most comfortable for you. It's about what needs to be done to reach and develop your Lead Team. Some people respond well to direct confrontation and others do not. Some people readily desire challenging feedback while others avidly avoid it.

So, how do Coaches lead the team while also leading the individual? They have learned to recognize four different types of players (leaders).

1. **Leaders who need direction** — The rookies. At this stage they are brand new leaders and you instruct them in every step. You are often times doing the ministry through them; accomplishing the tasks through them. This requires significant investments of time and patience.
2. **Leaders who need coaching** — The rookies begin to lead more independently, but still rely on you for direction and feedback. This will look more like a partnership.
3. **Leaders who need support** — They are now able to serve without much dependence on you, but definitely require encouragement and relationship for confirmation.
4. **Leaders to whom you delegate** — At this stage the leaders can be given a task and you can be confident that it will be done with excellence. These leaders only need you to lead – to provide vision on the front end, accountability on the back end, and relationship throughout.

Qualities of a great coach

Use this section to activate well-rounded, authentic leadership.

Passionate

"I have a coach who doesn't know a thing about baseball but he still tries to act like he does," said young Tyler. "He shows up in a suit and tries to coach us from the fence. A coach needs to have just as much heart as his players."

A Coach is responsible for motivating the team for the game ahead. When a coach loves the game passion comes through in every word and action.

Our hope is that every Grow Team Coach has a real passion for "the game" — to see people become fully devoted followers of Jesus Christ. This role is more than just leadership or socializing. It's believing in and guiding people as they grow in Christ.

REFLECT:

Am I passionate about this ministry? Is my passion contagious?

Does my passion for the Lord and for serving motivate my Lead Team?

How can I help my Lead Team serve more passionately?

Great Example

Studies show that after thirty-six months a team reflects very specific characteristics of its coach — for better or worse. A Coach with integrity and excellence has a team which reflects that. A Coach who lives in fear and selfishness has a team which reflects that.

Paul writes, "Follow my example, as I follow the example of Christ." (1 Corinthians 1.11) Even during challenging seasons or in areas of personal growth, allow others to watch and follow you as you follow Christ.

- **Pray.** God delayed the movement of the sun (Joshua 10.13) and He can do much more than that. As their spiritual leader and pastor, you have the opportunity to model the importance and power of prayer.

- **Be Real.** The team wants to follow a Coach who has gone through life's up's and down's and come out better for it. Do not hide your successes, failures, joys or sorrows. They can provide infinite wisdom and encouragement for others.
- **Stay Stoked.** Your personal love relationship with Jesus is a visible, vibrant display of Heaven. It is the most inspiring example you provide. Fan your gifts into flame (1 Timothy 1.6) and pursue God.

REFLECT:

What example do I set for my team? What should I model more intentionally?

Do I place too much pressure on myself to be a perfect leader and lose my authenticity?

Organized

Great Coaches work from a set game plan because without one, chaos and confusion infect the entire team. An effective Coach not only organizes practices, team meetings and schedules, but also organizes his personal life well.

It is important for you to lead yourself, first maintaining a healthy rhythm in life. Since life is more of a marathon than a sprint, staying "in the race" means establishing and maintaining a sustainable pace. Let's walk through this together.

First, organize yourself well. Take a look at your monthly calendar and set aside time for the following:

- Personal time with God.
- Quality time with family and friends.
- Fulfillment of work responsibilities.
- Being part of the Church. ("Worship One | Serve One" and small group, not just ministry leadership.)
- Intentional time for hobbies and rest.

Now, look at time needed for your Lead Team. Continuing with the calendar, determine the best time to invest in your leaders with the following activities:

- Conducting a Grow Team Leadership Interview for potential new leaders.
- Observing Huddles to assess Team Leaders in action. Provide feedback.
- Meeting one-on-one with Lead Team members to discuss life and leadership issues.
- Communicating logistics, information and expectations. • Facilitating monthly Lead Team meetings.

REFLECT:

What aspect of my leadership is chaotic? (scheduling, leadership development, relationship development, Connection Power usage, etc.)

Is this chaos adversely affecting my team?

How can I better organize my time and that of my Lead Team?

Visionary

Basketball players understand the game: defend your basket, ring a ball in your opponent's basket, outscore them and win. It's actually quite simple. Players do not need a coach to continually scream "DRIBBLE! SHOOT!" They need a coach to remind them why the game is great and to clarify HOW they can become better players.

Great Grow Team Coaches have both a vision for the game (the ministry) and the team (the ministers).

To Lead with Vision:

- **Have Vision.** Vivid expectations for what the team can achieve and practical steps for getting there.
- **Use the Word.** The Bible is filled with Scripture about the importance of loving (serving) God and people. It's foundational to the vision of this Church (the game) and its people (the team), so implement Scripture into every conversation and communication.
- **Help leaders grasp and live out the vision.** Provide practical steps to achieve team goals so that everyone is a part of impacting eternity.
- **Use personal testimonies.** Stories that capture the heart and impact of serving and can be instrumental in motivating the team.

- **Celebrate those who achieve the vision.** Public commendation is best!

REFLECT:

Is the vision for serving clear to me and my leaders? What is one practical step I could take to clarify or recast the basic vision to them?

Is there a gap between my vision for the team and what they actually do? How do I bridge this gap?

Relational

While the coach does hold a position of authority, in order to be effective he must also personally relate to his players. Coaches who strategize and shout are a dime a dozen. Coaches who know, love and support players through actual relationships are rare. An athlete can thrive with a coach who genuinely, personally cares.

Brand new leaders want about 80% of the relationship to be feeding them. They want you to know where they are with God, their family, work, and life in general. They need specific next steps for personal and leadership growth.

About 20% of the relationship will then be leading them — casting vision and developing the skills necessary to succeed in their leadership role.

As they mature, the amount of time leading them will increase substantially, but never beyond the time spent feeding them. Why? Because people always need to be known.

- Know in their spiritual journey. How did they come to Christ? What are their struggles? What are their greatest victories?
- Know in their life history. What was their family like? How did they handle conflict? What were the major turning points in their life? Are they married? Do they enjoy their job?
- Know in their heart. What brings them joy? What makes them sad? What do they Grow about?

Leadership is not something we do to others. it is what we do with others.

REFLECT:

Who do I need to invest more time in this next season? How can I best reach them?

Who seems to be overwhelmed or disconnected? Who is going through a difficult season (death of family member, loss of job, illness)? How can I lead and love them?

Who do I continually sow time and energy into but see no fruit from the relationship? Is it time to re-assess this relationship?

Decisive

A good coach must be confident in making and sticking to his decisions. Decisive coaches always pursue the best long-term, “big picture” solution even when it is difficult.

Fear is the greatest inhibitor to decisiveness. If you struggle in this area ask God to reveal and heal any insecurity or issue so that you can lead more fully.

Steps to becoming a more decisive leader:

- Gather feedback from the team on their issues and needs.
- Take time to fully process the issue(s) at hand.
- Pray for wisdom and revelation.
- Seek guidance from a mentor.
- Draw from past personal experiences.
- Take the decision to the team in a timely manner.

REFLECT:

Am I hesitant or hasty in making decisions? Why?

How does the Lead Team/team respond to my indecisiveness?

Do I allow for feedback from my leaders and team?

Energy Leaks

Remember your first helium-filled balloon? Remember the special feeling of walking along with it tied to your wrist, letting it soar above your head? When you took it home you let it float to the ceiling of your bedroom. No matter how many times you pulled it down, that balloon was so filled with helium it always floated back up to the ceiling.

Remember the next morning? You awoke to find a sad blob of latex on the floor. What happened to the glorious balloon that was floating on the ceiling as you crawled into bed? From the outside, nothing changed — the ribbon was still tied tightly around the tip and there were no holes. Even so, the helium leaked out and the once-mighty balloon lost its ability to soar.

The same thing happens to some teams. For a while they are filled with so much energy, enthusiasm, and motivation that they seem to soar. But slowly the invisible energy leaks out and the team becomes a mere shadow of its former glory. From the outside nothing obvious happened, yet the energy that filled it has disappeared, seemingly overnight. What once was a super-energized, highly motivated group now struggles with basic communication, unity and even joy.

Energy can leak from a team just as helium can leak from a balloon. When this happens, quick action is required in order to stop the leak and replenish the energy. So, how does it happen? Let's look at the three most common causes of energy leaks: burnout, comfort with the status quo, and decay.

The Burnout Leak

Burnout can stem from over commitment or continual miscommunication. It can lead to bitterness and even offense. Burnout is dangerous for both the individual and the team because it's roots can be far-reaching and its fruit toxic. In order to prevent the burnout leak we must first know some causes.

- If we are several months in to a new campus launch and the team has yet to grow from initial launch size.
- If we launch a new service time and there are not enough current team members to cover all the services on a healthy rotation.
- If there is a new Grow Team initiative launched amid a frenzy of other activities and personal commitments.

- If a team is constantly pushed beyond its physical or emotional limits because the leaders relentlessly drive them to irregular, short-sighted goals. If every serving opportunity has a “crisis” and the new norm becomes crisis mode.

Signs of Burnout:

- People/responsibilities fall through the cracks
- Increased number of “no shows”
- Short-sighted focus on “pulling off Church”
- Prolonged over commitment
- No time developing people/relationships
- Continual, relentless pace
- Interpersonal conflicts and tempers rising
- Poor communication
- Constant operation in “survival mode”
- Anxiety and stress

Understand that teams function best when there's **rhythm** — periods of dynamic energy followed by periods of static energy.

For example, additional services and serving opportunities can be great energizers for the team, but no one can sustain serving at a maximum level of intensity for an extended period of time. It would be like driving your car at 100 MPH all the time. Eventually you'd blow out the engine, right? Your team, just like your automobile, requires consistent maintenance, refueling and tune-ups. They can run at a high speed for a period of time, but should not be constantly throttled down.

The Status Quo Leak

After a long period of success and stability, sometimes the energy of a team leaks out because it grows too comfortable with the status quo. People can be lulled into doing things the way they've always done them and resist making the changes that are necessary to restore energy and improve Kingdom impact. Or leadership may have allowed a long period of lackluster serving, during which the team lost vision and focus. In either case, the result is a weak and lifeless team.

With a status quo leak, people have a high satisfaction level without really having much buy-in or passion. In fact, low-intensity emotions are usually the hallmark of people who are satisfied with the status quo. Because

everyone is “satisfied” with their level of serving, these teams are typically marked by very little authenticity of expression, lack of attentiveness, and insufficient stamina to make changes. If the words, “But we’ve always been successful doing things this way” are familiar, it’s time to check your team to ensure you’re not being lulled by the status quo.

The status quo leak is difficult to address because things seem to be okay the way they are. After all, adding team members, covering all the positions, and at least *having* a Huddle is good enough, right?

True servant leaders are not satisfied with the status quo, so ultimately two things happen. They will leave the team altogether if mediocrity is all they see or they will gradually conform to the status quo. This fact is demonstrated time and time again when excited, new team members serve alongside complacent, existing team members. When the example is weak and watered down, the new team members follow suit.

Signs of status Quo serving:

- Little value of team or guests
- Existing leadership has “paralysis of analysis”
- No clear direction or goals
- Great leaders either leave or underperform
- High resistance to change
- Lack of innovation or creativity on the team
- Lack of drive
- “Way we’ve always done things” mentality

The Decay Leak

The third type of energy leak may be the worst and most toxic of all because it affects the heart, head and hands. Many times these energy leaks are solely the result of subtle, internal leaks that over time drain energy from the entire team.

Many times if a team struggles with lack of vision or value of relationship (with God and people), decay can set in. If decay is allowed to exist too long, leaders and team members become convinced that the *system* is the problem and will not acknowledge the real issue at hand. Then the focus of leadership now must shift to address the internal issues.

Some of the most common leaks are:

- Time and energy wasted in unproductive, ineffective meetings
- Lack of clarity with Grow Team systems and strategies
- Paralysis in current situation due to fear of backlash from difficult decisions to be made
- Lack of a positive team culture
- Power struggles for position
- Pauper mentality of blaming, complaining and competing

Signs of decay:

- Guests are looked over, not loved on
- Discontentment with the Church or self
- Lack of effective solutions
- Confusion and lack of clarity
- Apathy, lack of enthusiasm
- Poor communication
- Negative team culture
- Increase in turnover
- Lack of team unity
- Gossip

Road To Recovery

Even after massive amounts of energy is lost, survival is absolutely possible!

First identify the cause and address it immediately. Is it the result of a sudden or uncontrollable event? Is it the result of more subtle events — burnout, the status quo, or decay? Is the loss a result of the cumulative effect of smaller energy leaks over time?

Learn from the energy loss and regroup. It is never too late to recover, but it will require courage and decisiveness to stop the leak and generate positive energy.

Identify energizers and Zappers. Every team member is a source of energy, but do they *create* energy or *zap* it? If you know your team well, you know which people *create* and which *zap*.

Energizers spur themselves and others on to higher heights. A team of energized people is easy to motivate but challenging to manage because their high energy requires constant direction and focus.

Zappers complain and resist change, using their negativity to take the energy right out of the room. A team of energy zappers is easy to lead since there is little passion or vision, but very challenging to motivate because of their contentment with status quo.

Are you facing issues with energy zappers or lackluster leaders on your teams? Here are some questions to ask in order to better understand the situation.

- Did I clearly communicate the expectations?
- Are these expectations reasonable and attainable?
- Has the individual received adequate training to execute the responsibilities effectively?
- Does the individual understand why it is important to handle the responsibilities correctly?
- Do I hold this person accountable for their level of service?
- Do I give appropriate and consistent responses/consequences for their performance?
- Do I give every leader/team member the freedom to take initiative, to succeed?
- Have I removed any obstacles to high-level leading and authentic serving?
- Am I aware of what is going on in this person's life that could be affecting things? Have I intentionally pastored and prayed for them?

If you can honestly answer yes to these questions, then you have done all that you could. Deal with the individual quickly yet fairly because the longer a lackluster, energy-zapping individual remains on the team, the more damaging it can be.

Align everyone with the vision. Everyone must be on board with the vision and mission – what we do, why we do it and how we do it. Simplify and communicate team vision (purpose) and mission (practical steps) so that everyone is unified.

Align everyone with the core values. Cut away anything that contradicts the character of Jesus Christ and the core values of Grow Church.

Create critical mass. There is energy in a full room, a full balloon and a full team. And energy creates energy. So add team members, one at a time, training and releasing properly.

We can somewhat determine the success of the Grow Team by the number of members and weekly check-ins. These indicators are important, but the success of the team is also found in its energy — the enthusiasm and passion sustained, the unity and oneness of relationships and the personal growth of every individual.

This is not merely an organization we are building. This is the Church of Jesus Christ and it is built one conversation, one day at a time.

Discipline of a Grow Team Member

Yes, this is the Church and yes, this is a voluntary act of service. But the discipline and potential dismissal of a Grow Team member is necessary and should not be avoided. Using this simple, three-step approach you can pastor people through any heart issue or unmet expectation. These conversations are a part of leadership and helping people become more fully devoted followers of Jesus Christ.

1. Start the conversation by asking how they are enjoying their time serving and if they have any feedback for you. Graciously extend gratitude for their serving and encourage them in a significant way before addressing the issue(s) at hand.
2. Communicate specific expectations such as time commitment, Honor Code, logistics and character.
3. Ask if they are in agreement with these expectations, YES or NO. Give them an opportunity to respond, but keep in mind that you are not trying to convince them to serve. Love for God must be their motivation and its overflow their ministry.
 - If they respond with NO, direct them to another ministry team (if appropriate). You may encourage them to take a break for a season and/or join a Small Group.
 - If they respond with YES, provide them with their next opportunity to

serve and ask if you can continue to hold them accountable to the issue(s) discussed.

If inappropriate behavior continues after this conversation, have another one- on-one conversation to reinforce the set expectations and boundaries. Make any clarifications and hold them accountable for what you observed. If their heart is in the right place, walk them through these three steps again and offer another opportunity to serve. If their heart is rebellious or proud, direct them to a small group or pastoral care for counseling.

We are each walking out our salvation while serving on the Grow Team. It is the role of leaders to disciple those in their care, so that they continue to move one step in their Jesus journey.

Always offer a clear path of restoration. Jesus does.

Team Scenarios for Problem Solving

The Awesomely Overcommitted Team Member

Holding People Accountable.

The scenario:

Jenny, a self-employed, single mom of two, serves on the Events and Check-In teams, as well as a Small Group Leader. Her children are active in sports and school so her minivan has gathered many miles. Creative, talented, energetic — Jenny is awesome!

Unfortunately, Jenny is unreliable due to her hectic schedule and tendency to overcommit. She also has a tendency to be easily offended when these issues are addressed. As a result, people avoid conversations that could potentially cause Jenny to become angry.

Everyone tiptoes around Jenny's unpredictable, fragile personality. "After all, she is doing such wonderful things for the Church," they say. However, people are confused and even hurt by Jenny's "servanthood" which often bulldozes over and disregards them entirely.

The Questions:

Who should confront her, if anyone? At what point?

What are the dangers of confronting Jenny? Of not confronting her? How well do I hold the team accountable?

The Thoughts:

Jenny's pattern of overcommitting appears to be a habit. If it exists in her ministry, we can almost guarantee it exists in other areas of her life.

This pastoral conversation has the potential to completely free Jenny of false narratives she has believed about herself and/or God. If this opportunity is avoided, Jenny could potentially remain destructive to herself and others.

The solution:

The Events Team Leader (Tom) has the best relationship with Jenny, so he brings his concerns to the Events Coach. They discuss the issues, honestly and confidentially, and pray for the Holy Spirit to give insight. They resolve that Tom, as the Team Leader and pastor for Jenny, will talk with her first, using Matthew 18 as a guide. The Coach will follow-up with the Trainer. They remain united in prayer for Jenny and the situation.

“if your brother or sister sins, go and point out their fault, just between the two of you. if they listen to you, you have won them over. But if they will not listen, take one or two others along, so that ‘every matter may be established by the testimony of two or three witnesses.’ if they still refuse to listen, tell it to the Church; and if they refuse to listen even to the Church, treat them as you would a pagan or a tax collector.” MATTHEW 18.15-17

Steps:

- Schedule a time to talk with them, face-to-face. Begin the conversation with prayer and encouragement.
- Ask specific questions about life, work, relationships and serving. Is there any fear/insecurity? What is prompting all the commitments? Follow the 80/20 rule: listen 80% and talk 20% of the time. The goal is to see the condition of the heart.
- State the specific concerns you have. In this scenario, overcommitting to ministry, having a bad attitude towards others and being easily offended.

- Talk through some of your personal experiences in these areas. Offer prayer and accountability, speaking the Truth of the Word — what God says about them and this situation.
- Set clear next steps. It may be scaling back in ministry, repenting, or a LIFE group.
- Ask if you may continue to follow up on these issues. (Realize: it's always better if they give you permission to hold them accountable.)

Knowing that to be on the team Jenny had to complete Grow Team 401 and the one-on-one interview, the Coach follows up with the Trainer. Issues of life balance, family, and commitments should have been noticed and addressed in the interview. This conversation ensures that intentional interviews are taking place and people are given appropriate next steps.

The Disengaged Team Member

How to Address Lackluster Serving

The scenario:

Since the Parking Team has needed additional team members for a while, any newcomers are a blessing. Grow Team 401 brought a new guy, Ted, who has experience with serving at his previous Church. Wow!

Jeremy, the Parking Team Leader, was so excited to have Ted on his team, but after serving with him for a couple of months, Jeremy has two concerns. Ted rarely smiles while he serves. Though he stands in the lot, waves his arms and directs the guests, his facial expressions are sad and his words are often negative. Ted attends the Huddles, but he is disinterested and never opens up to anyone on the team, including Jeremy.

The Questions:

Would you let Ted continue to serve at this level, hoping that over time he would just “get it”?

How are other team members and guests impacted by Ted's level of serving? What does Ted's body language communicate?

The Thoughts:

When a child needs encouragement or discipline, a parent is to provide it. Team Leaders serve in a parental role in the family of God, so this same truth applies. Team Leaders are responsible to equip the team (Ephesians 2.10) for the works of ministry and the role of minister.

The solution:

1. Have a private one-on-one with the team member to find out:
 - Does he enjoy serving on the team?
 - Has he made new friends?
 - Is the team what he expected it to be?
 - Did 401 training fully prepare him?
2. Lay out clear expectations for serving on this team. Communicate the importance of body language — waves, smiles and facial expressions — in demonstrating love and value to people. Ask if he is able to serve at this level.
 - If yes, let him know of the next opportunity to serve and ask if you can continue to hold him accountable on these issues.
 - If no, connect him to another ministry's Connect Leader, if appropriate. (In doing this relay any remaining concerns.) You may need to connect him to a small group or pastoral care.
3. Provide clear next steps for growth.

The “He said – She said” Shenanigans

How to Resolve Team Conflict

The scenario:

Molly has served on the Worship Guide team for six months. At first she was positive and engaging, but recently she has made multiple snide remarks towards her teammates. She gets frustrated when team members do not “work at a highly productive rate” or when they “talk too much.”

Recently there was a major blow-up. Molly has continually berated Jeannette for not being “fast enough” and not counting the stacks properly. Molly’s comments were inappropriate and made in front of the entire team. Jeannette is now threatening to leave the team if Molly is not immediately dismissed. Molly is threatening to leave the team if Jeannette is not corrected and dismissed.

The Questions:

What are the actual issues at hand?

Do Jeannette and Molly have a history of negative interactions? To what extent is Molly’s negative behavior impacting the team?

The Thoughts:

Leaders are responsible for creating an environment and process for growth. If there is a delay in handling this situation, the entire team will be impacted by negativity and chaos. The leader will also lose credibility and influence.

The solution:

- Prepare your heart. Set aside time to pray for each person involved in the conflict.
- Ask those directly involved if they are willing to meet together and also be in prayer about the situation prior to the meeting.
- Meet soon. Waiting may deepen the wound or prolong the pain.
- Meet face-to-face. Affirm the relationship. You love them and value the relationship, so communicate that.
- Keep it simple. With Matthew 18 as a guide, serve as a facilitator. Allow them to talk out their frustrations while you maintain a healthy environment and keep the conversation moving forward.
- Get to the truth. Hear all sides of the story, listening and discerning for the root of the issue(s) at hand. Do not allow emotions or personal opinions to guide this! Let TRUTH be the guide.
- Make observations, not accusations. Be firm and direct, affirming what is seen and understood as you go.
- Promote resolution. Decide together what steps need to be taken.
- Encourage reconciliation. Resolving the conflict is not the end of the journey. Trust may have been broken and the relationship damaged.

Lead them through any awkwardness or grief that follows conflict and resolution. If they allow it, this relationship can be stronger because of this.

- Lay solid ground rules for returning to the team. Give expectations for them as a team member, including what will not be allowed — negative words and behavior. If they do not agree to this, then they cannot serve on your team and you should recommend a specific small group or pastoral care for counsel. If they do agree, give another opportunity to serve, but monitor it closely.

The Non-Responsive Team Member Of Late

Leading and Pastoring Unreliable Team Members

The scenario:

When Rachel first joined the Greeter team two years ago she served consistently and passionately and communicated openly with her leaders. Amy, is new to leadership, has been in her Team Leader role for six months, and wants to get everyone on her roster to be actively serving. She e-mails the entire roster the serving schedule twice a week. She also sends a text message reminder on Saturday evening. Rachel never responds to Amy and has not served in four months.

Then there's Tyler, a dynamic Greeter so energetic that everyone "lights up" after meeting him. Greeter poster child, right? Well, Team Leader Amy would disagree since Tyler has yet to show up on time to a Huddle. Typically he breezes in just in time to grab a donut and his badge, flash a smile at the team and say, "I've got main entrance!"

The Questions:

What are the main issues in these scenarios?

Is it difficult for a leader to "inherit" a team that has served longer than they have? How do you get buy-in as a leader?

The Thoughts:

All of Amy's communication is electronic — through e-mails and texts. How would a personal interaction impact the situation? Amy's avoidance of direct communication with Tyler perpetuates his behavior and increases her frustration.

The solution:

- Pray first and ask God to be a part of the conversation.
- Share a positive comment about them, their value in Christ and acceptance in His Church.
- Open with specific questions to get to know them personally. Ask about life, work, relationships, hobbies, and their ministry experiences. Do they feel passionately about this ministry? Is there an issue from another area of life that is affecting their ministry? The goal is to see more of their heart.
- Follow the 80/20 rule: listen 80% and talk 20% of the time.
- Respond to their answers in love.
- State the specific issues at hand: lack of response, lack of commitment and tardiness.
- Follow the Grow Team policy.

Missing one scheduled opportunity to serve without notice: promptly and personally follow up to ensure they are doing ok. Then ask if they want to continue serving on the team. If they respond "yes," then remind them of their next opportunity to serve and let them know they are expected to be on time and ready. If they respond with "no," then you may direct them to another ministry or Small Group, depending on the circumstance.

Missing two consecutive scheduled opportunities to serve without notice: let them know they were missed and ask if there is anything hindering them from committing to this ministry. If they have no hindrances, then clearly communicate that we want them on the team, but they need to commit. Let them know their next scheduled opportunity to serve and that if they do not attend, we will be glad to help them find a Small Group, but we will have to remove them from our roster.

Missing three consecutive scheduled opportunities to serve without notice: remove them from roster. Send an e-mail of encouragement and leave the door open if they ever need you.

Always offer a clear path to restoration. Jesus does!

- Ask for their thoughts. Do they see the issue? Is this common behavior for them?
- Ask how you can help them resolve it, walk through it, grow from it.
- Brainstorm about next steps. End with a positive statement and prayer.
- Ask if you may continue to follow up on these issues. (Realize: it's always better if they give you permission to ask about the issues discussed.)

The “Stylish” Team Member

Navigating Conversations about Inappropriate Attire.

The scenario:

Casey, a coffee connoisseur and hospitality queen, serves as the Team Leader for the Hospitality Team. She loves Jesus, people and coffee and is growing in confidence as a leader. Over the past several weeks she has noticed a gentleman on her team wearing jeans and t-shirts when he serves. She has also noticed a lady on her team consistently wearing questionable attire — short skirts and immodest shirts. Casey, battling her own fears of being “too judgmental,” reluctantly brought these concerns to her Coach.

The Questions:

Are these two issues the same?

Is inappropriate attire a potential distraction for our guests? Why/why not?

What are the major difficulties in having this type of conversation with team members?

The Thoughts:

Each Team's training materials state: “Dress in a manner that would honor Christ. What we wear can sometimes speak louder than what we say. Be mindful to not dress in a manner that would DISTRACT others or cause them to stumble. The attire is business casual for Sunday morning, so do not wear shorts, halter tops/spaghetti straps, or short skirts. Nice jeans are suitable attire for evening services. (Nice jeans are suitable at some campuses. Your leaders will inform you of specifics.) Use discretion. If you think your attire is questionable, that it could potentially distract someone, then simply do not wear it.”

Which is more critical, a team member potentially being offended in a moment of correction or guests being distracted and confused by the immodest attire of a leader in the Church?

The solution:

- Pray for the individual, asking the Lord for His eyes so that you see them as He does.
- Schedule a time and meet one-on-one.

- Open with prayer first. Then start the conversation with a positive comment about them.
- Ask if they enjoy the ministry and if they have any feedback for you.
- Communicate specifically about the potential distraction of attire, referring to training materials. Communicate WHY this issue is important. They are Christ followers and representatives; Grow Team members and leaders: a tangible, visible display of God to the world. As such they live with a high calling.
- Ask if they know their worth in Christ. Talk through this with them, affirming their adoption as God's own child. *Whether the attire is too sloppy or too sexy, often the root is often the same.*
- Ask for their feedback. If they are willing to submit, PRAISE THE LORD and let them know how grateful you are for them. Ask them if you can continue to hold them accountable with this issue.
- If they are unwilling to submit, dig a bit more. It is crucial that you take this pastoral opportunity to help them through any frustrations, problems or wounds which may be affecting them. If they simply need to take a break for a season, then leave an open door for them. If this conversation reveals a deeper issue, such as rebellion or pride, then you may need to offer a specific LIFE group and consider removing them from the team for that season.
- Always offer a clear path for restoration. Jesus does!

Healthy Leadership

Amazing one, you are a minister of the Gospel. You have "*the amazing grace of the Master, Jesus Christ, the extravagant love of God, [and] the intimate friendship of the Holy Spirit.*" (2 Corinthians 13:14, MSG) God lives within you and gives you the capacity to do great things in His Kingdom.

Ministry is designed to be an *overflow* of the love experienced through an active, intimate relationship with God. Ministry is God-graced and should never be a heavy burden to bear. *if we are exhausted in ministry then we are doing more than God has asked us to do.* Perhaps we impatiently jumped ahead of Him or anxiously took on more than He intended.

Following Jesus allows for living and leading in unforced rhythms of grace. Though filled with opportunities and obstacles, life is quite rhythmic. For instance, we all experience:

Exciting times of nearness. Times in which it seems God speaks constantly, whether through His Word, His creation, song or people. Times in which we pray with fervor and experience deep intimacy with Him.

Challenging times of suffering. Times in which we seem to be blasted by the world's relentless waves. Times in which the enemy "sifts us like wheat." (Luke 22:31) Times in which our faith is tested and ultimately strengthened.

Confusing times of distance. Times in which we can't see God's hand or feel His heart. Times in which His Word does not seem as applicable, prayer as effective or worship as intimate.

Exhilarating times of adventure. Times in which we soar on the mountain top with God, receiving vision, direction and confirmation. Times in which we are stirred to see and experience more of God and His plan for our lives.

You know, many Churches are not healthy because their leaders are not healthy. Why would leaders be unhealthy? Because they believe their entire lives are to be spent at the Church or doing ministry. They live with a twisted mentality that they must always be serving, working, and reaching. They live a relentless, all-consuming lifestyle of constant "Church work." Ultimately they become distanced from their families, embittered with God or His Church and exhausted.

Some roots may be offense, comparison, competition, religiosity, or fear, but that little "b-word" is usually the fruit. **Busy.**

"Oh, I served *all day* yesterday at the Church. I've got small group tomorrow morning and then a meeting Wednesday afternoon to talk through this new ministry I'm starting. *Super* excited. Oh, silly me, you said you wanted to meet for coffee? Let me look at my schedule...I may have some time next month..."

Know what? That neighbor, co-worker or family member we're too busy to spend time with... they're *lost*. They are the very person God wants us to reach! But in striving to work *for* God, we're not allowing God to work through us. Instead of living in the "unforced rhythms of grace," as Jesus describes in Matthew 11, we live in the forced monotony of strife, perfectionism and approval. Know who else lives that way?

The world. And we are called to be in, but set apart from the world. We are identified by Jesus Christ, not by the number of Boy Scout badges on our lapels, the number of Small Groups led or the number of times we prayed this morning.

How do you know when you're unhealthy?

Circle the following statements which apply:

- I constantly overwhelmed by the demands of ministry.
- I feel resentment when the Church leaders ask for help.
- I often have dramatic, emotional reactions to challenges or difficulties with my team.
- I always feel hurried and want one more hour in the day.
- I am constantly "putting out fires."
- I have not communicated with my leaders in weeks.
- I feel shame/guilt in regards to how I'm leading in this season.
- I struggle to fully engage in worship.
- I have not attended a service in weeks.
- I have little desire to pray, worship or read the Word.
- I can't remember the last time I clearly heard God speak to me.
- I constantly try to please people.
- I spend more time working on ministry than being with my family.

If you checked three or more statements, it is possible that the ministry demands are too great during this season.

Ask: *Have i placed too much pressure on myself? Have my leaders placed too much pressure on me? Do i need more training/clarity? Do i need to take a break?*

It is time for the Church to rise up and be the Church. It's time for us to live with margin. Imagine if we just *did life together*, as God's family? Imagine if we stopped trying to do everything for everyone and began living in the unforced rhythms of grace? So, how do we get out of "busy," performance-driven leadership?

How do we live and lead in health?

Pray first. In whatever season of life you find yourself in, pray. Repent and receive forgiveness for sins. Start afresh right now.

Talk with leadership. Have a meeting with your leader(s) and fully disclose your heart and health. Submit to God's established authority and allow them to pastor you.

Determine the "big rocks." Set top priorities and place them on the schedule first. (Time with God, family, work, the Church, etc.) Add "pebbles and sand" of less critical items. (Hobbies, etc.)

Establish a healthy rhythm of life. Life was designed to be full and varied, so include a variety of activities such as reading the Word, riding a bike, being with friends, developing leaders, participating in a recreational Small Group, working, taking the kids for an ice cream cone, star gazing and more.

Create and maintain margin. Avoid the temptation to fill every single minute of the week with a planned activity. Leave open spaces in your calendar, even if you write in "*margin*" as a scheduled activity. Creating margin allows unexpected events, such as spontaneous conversations, great revelations or simple pleasures to blossom.

Set aside times of refreshing. Whether it be an extended vacation, experimenting with a hobby or an intentional Sabbath, it is necessary to put energy and excitement into your life. What makes life fun for you? What gives you energy? Put it in your schedule!

Let God do His work. It is the Holy Spirit's role to save souls, not ours. It is our role to display the love of God. Greeting at a door, witnessing to unreached people, clothing the homeless or bringing Doritos to a Small Group — *that is ministry*. God works salvation. We serve.

