

LEADERSHIP



GREENHOUSE
SCHOOL OF MINISTRY

MODULE 1

Competence as a Christian Leader

Self-Assessment

Rate yourself on a scale of 0-5 for each statement or question below. A rating of 0 means “this doesn’t describe me at all;” a rating of 5 means “this describes me well.” As you do this, remember: reality is your friend. You can’t grow as a leader if you’re not honest about where you are. So assess yourself honestly and humbly.

Your righteousness is in Jesus, not in your assessment score.

BIBLE

- I feel “at home” in the Bible – I can find passages quickly, I know major themes, I feel a general sense of familiarity with my Bible
- I have read through the entire Bible
- I can conversationally talk through the storyline of biblical history without resorting to notes or study materials
- I can competently study a passage inductively – observing it, interpreting it, and applying it to my life
- People often come to me for help in understanding and applying the Bible

PRACTICAL LEADERSHIP

- I am aware of my spiritual gifting and how I function best in God’s mission
- I have recruited people to be involved in the ministry I serve in and/or the Microchurch I am attending
- I am eager to lead others (I don’t avoid leadership responsibilities out of indifference or laziness)
- I can administer/organize an event/party/retreat
- I can see and cast vision
- I can start a ministry from scratch and build it with new people
- I can get things done

CULTURE CREATION

- I can help a leader achieve the vision God has given them
- I work well as part of a team
- People comment on how much they appreciate my leadership in small-group discussions or group tasks
- I value the gifts, talents, culture and mind style of those different from me
- I think intentionally about creating a kingdom culture (joy, passion, peace, safety, etc)
- I am a thermostat, not a thermometer. I “set” the culture, not just “measure” the culture

DISCIPLESHIP

- ___ I feel confident in my ability to teach someone how to follow Jesus
- ___ I feel confident in helping others apply the gospel to their specific struggles (getting to the root of the sin, identify heart idols, explaining true repentance)
- ___ People comment on how much they are helped by my counseling and encouragement
- ___ I help others steward their gifts to serve the body of Christ
- ___ I feel equipped to lead someone to Christ and/or pray with someone at the altar

RELATIONSHIPS

- ___ I develop relationships of honesty and trust through which I can comfort and challenge people
- ___ I resolve conflict biblically and consistently (Crucial Conversations)
- ___ I am good at bringing people together (mediating fellowship)
- ___ I enhance a family atmosphere in the church (initiating, setting people at ease, helping others, etc.)
- ___ I am able to confront sin lovingly and directly in others

COMMUNICATION

- ___ I can explain the gospel to someone, winsomely and compellingly
- ___ I can teach the Word of God to a group of people, so that they are convicted, encouraged and edified
- ___ I have spiritual conversations with some kind of regularity with people who may be far from God

___ **Total Score (155 possible)**

REFLECTION

Summary of my strengths and weaknesses:

1-2 priority areas of development (things you want to grow in now):

HUMILITY AND LEADERSHIP FLUENCY

It's not enough to be good; we need to be wise. It's not enough to seek God; we need to mobilize people to seek God. It's not enough to do the works of the ministry; we need to equip the saints to do the work of ministry. This requires leadership.

Max DePree describes it well. The first job of a leader is to define reality. The last is to say thank you. And in between the two the leader becomes a servant.

Defining reality requires vision. What is vision? Bill Hybels describes it as a picture of the future that produces passion. Martin Luther King described a future where children of different races would run around and play together as equals. JFK spoke of a future when humans would walk on the moon. While leaders come in many shapes, sizes, and personalities, what the great ones have in common is this: they define reality.

For the Greenhouse leader, vision is not just about what could be; it is a matter of what should be. Proverbs 29:18 says, "Where there is no prophetic vision the people cast off restraint." This is huge, because without direction, people lose heart. But not just any direction will do. We recognize the "prophetic" nature of the vision required. We take our cues from God. What has He said in His Word? What is He saying through His Spirit?

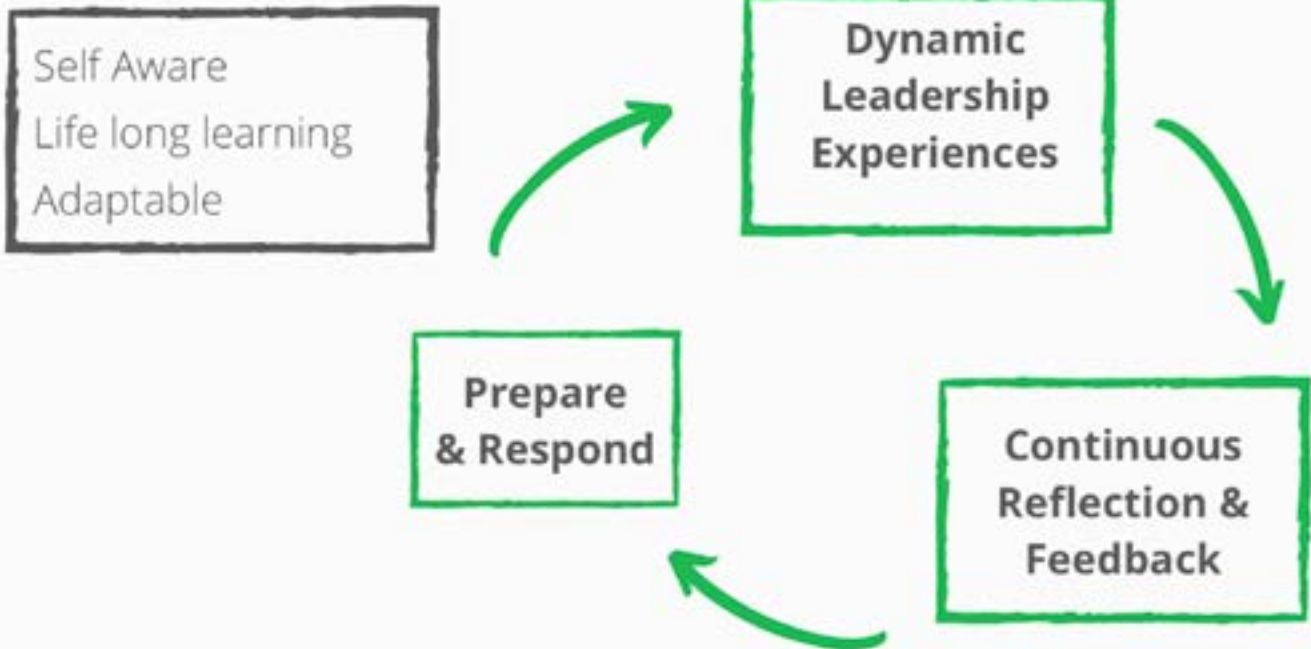
Once the vision is clear, it must be communicated. And then re-communicated. Because we are all like sheep; we go astray. Vision leaks. Our leaders are to set priorities, clarify direction, and hold us accountable to live up to our vision, purpose, and values. As the vision become reality, it is then the job of a leader to speak like Jesus: Well done. "Thank you." The leader is to encourage, inspire, and connect the dots back to the church's efforts and the vision presented.

This is a serious call. Leaders and teachers will receive a stricter judgment, which is why we are very committed to "knowing those who labor among us."

"Leadership, as understood in modern western popular culture, is not reflected with any real definition in the New Testament; it is not a New Testament word. There are clearly leaders who function as prophets, apostles, teachers, deacons, elders, etc., but none who fit the present-day secular model marked by a combination of individualism, self-dependence, task-orientation, supposed objectivity and personal ambition. We have therefore a significant problem. How can we develop leaders who are going to be rooted in biblical revelation unphased by the requirements of popular western culture?" (Viv Thomas) It's all about following the example of the servant King Himself. Humility.

We are not running a business; we are servants – toilet cleaners - in the Lord's church. We are tired of watching people enter church leadership full of passion and humility, only to come out standardized and prideful. Jesus was so different. Oh, He had power, but He only used it to serve. Never to strut. Never to boast. Never for personal gain. If you are considering leadership in Greenhouse you are not being invited to a place of power, you are being invited to be crucified with Christ and serve. What an honor.

Leader Growth



LEADER GROWTH=
experiences (novel and challenging)
+ reflection and feedback
+ new knowledge/experience
+ time

A problem to solve
+ limited resources*
+ a willingness to fail
+ a crazy idea
= explosive innovation

*Limited resources: the top cop-out for would-be innovators is "I don't have what I need," but innovation is often born out of limitations. Limitations are the breeding grounds for innovation.

Reflection and Feedback

Leadership Development requires FEEDBACK

Proverbs 15:22 *"Plans fail when there is no counsel, but with many advisors they succeed."*

Giving FEEDBACK

Helpful, honest, and regular feedback can be the difference between being a GOOD leader and being a GREAT leader.

- Key #1: Giving feedback in real time
- Key #2: Giving feedback regularly
- Key #3: Give helpful feedback

Receiving FEEDBACK

As a leader we set the tone for feedback. If you don't aim to get better, neither will your team.

- Key #1: Don't dread feedback, *crave it*
- Key #2: Separate the "do" from the "who"
- Key #3: Don't get defensive

MODULE 2

Leading Yourself

John 17:4 – I finished the work the Father had prepared for me to do

John 18:9 - “I have not lost one of those you gave me.”

1. The Urgent Vs. the Important

Urgent Activities – Legitimate day to day activities that demand immediate response

Important Activities – God given priorities that have real and lasting consequences, that can be put off indefinitely

Respond to the following question...

Are we always reacting to what someone else wants you to do?

The IMPORTANT – can be put off forever, and will not see the fruit for a long time. We do not do it now because there no APPLAUSE for it.

My Important Activities (on a professional level)

- Staff Leadership
- GHM - church planting
- Preaching
- Finances
- Discipleship/Vine Work
- Availability to leadership
- Strategic Planning Meetings

My important Activities (On a personal level)

- Marriage – date night
- Kids – daddy time
- Parents/Family – don’t call/visit them
- Exercise
- Reading

2. 20/80 Principle

20% of your work yields 80% of your return.

80% of your work yields 20% of your return.

Where is my 20%:

Family (Date Night, family night, Family Devotions, Amanda girls night)

Personal (prayer time, working out, hang out)

Ministry (Team building, retreats)

****Take a few minutes to think about these and write a few down.

Principle of Trade-offs

If you add, you have to subtract

What are you going to give up to get what you want

***ANDY STANLEY and Choosing to Cheat – You are going to Cheat something

He chose to put aside his music career

3. Decide what you are willing to FAIL at:

You can't fail at marriage, kids, but what can you fail at?

Ex. Jeanne was choosing to "fail" as a youth pastor

4. 4 steps to sanity

1. Set priorities

(Jeanne would take 5 days every year to do this with her husband)

evaluate personally

evaluate family

evaluate ministry

Set more than 3 priorities (per each of these groups), and you are destined to fail!

Tim Elmore - Personal Plan for Growth

1. First, I plan a day each January where I take a DAWG (Day Alone With God). During that day, I review my life purpose and my core values, then I proceed into creating a plan for growth during the upcoming year.

Read Two Books a Month (One on professional growth and one on personal growth)

Purchase CD teaching kits and worship CDs that I want to experience and learn from that year

Choose Five Areas I Want to Grow in During the Year

Select Mentors for the Areas I Chose to Learn

Subscribe to and Read Magazines for Personal Growth and Stretching

Meet with Accountability Partners to Stay on Track

2. Set specific goals within these priorities

3. Practice 5 and 5

5 minutes to prioritize activities at the beginning of each day

5 minutes to evaluate activities at the end of the day

4. Once a month, take 1 hour to take an inventory of your time/stewardship

5 – Strive to keep all 5 tanks full

a. Spiritual

b. Emotional

c. Physical

d. Intellectual

- make sure the “voices” that speak into you come from different angles

e. Relational

- depleting

- replenishing

6 – Live wholeheartedly in whatever season you are in

- single

- married

- young kids

-no kids

MODULE 3

Communication in Leadership

-What a difference between SPEAKING and COMMUNICATING?

1. A speaker is focused on himself, a communicator is focused on the audience.

Questions to ask yourself:

1. Are my subjects interesting and relevant to the lives of my audience? (Does this apply to where the people are?)
2. Do I have a feedback system to find out their interests? Have I gotten input from the people on what they're interested in?
3. Do I watch people or the clock? People will tell whether you're good or bad. People will tell you when you're done. Might be LONGER than you planned. But it might be SHORTER. Pay attention!

2. Speakers are information-oriented, communicators are people-oriented.

Communicators think People – Place – Message.

Speaker goes opposite order... Message – Place – People.

When it comes to PLACE & MESSAGE...

Get the barriers out of the way. (physical barriers)

Move closer to the people. (most of the time we're not close enough - Western)

Look at them in the eye.

Relax and smile! (people like communicators who are relaxed/not uptight)

3. A speaker takes something simple and makes it complicated, a communicator takes something complicated and makes it simple.

4. A speaker tends to speak to the mind only, a communicator speaks to the mind and the heart.

5. Speakers love to speak to people, communicators love the people to whom they speak.

MODULE 4

The Empowering Leader

Innovation will require empowerment.

The Apostolic gift creates the need for more leaders to rise up.

Phil. 4:9 – Whatever you have learned or received or heard from me, or seen in me-put it into practice. And the God of peace will be with you.

2 Tim. 2:2 – And the things you have heard me say in the presence of many witnesses entrust to reliable men who will also be qualified to teach others.

IMPORTANT: Do not get imprisoned by another person’s leadership style. (1 Samuel 17:37-40)

To succeed in getting things done through others is the highest level of leadership.

D.L. Moody – “I would rather put a thousand men to work than do the work of a thousand men”

Two best-kept secrets of leadership:

1. The less you do, the more you accomplish
2. The less you do, the more you enable others to accomplish

Only do what you can do.

Don’t set yourself up for wins... set others up for wins.

Jesus – You will do Greater things than me.

Don’t strive to be a well-rounded leader. Instead, discover your zone and stay there. Then delegate everything else.

Everybody in your organization benefits when you delegate responsibilities that fall outside your core competency.

Thoughtful delegation will allow someone else in your organization to shine.

Your weakness is someone’s opportunity.

Leadership is not about getting things done “right”. It is about getting things done through other people.

Leadership is about multiplying your efforts, which automatically multiplies your results.

People around us are exactly where we have led them. If there is not one to whom we can delegate, it is our own fault.

BIBLICAL EXAMPLE: Jethro and Moses Exodus 18:18

- the work is too heavy for you
- What happens when you delegate?
- Moses was able to concentrate on the bigger problems
- The latent talents of many around him were discovered
- Gifted men could have become his critics, were now his allies, they were on his team.
- People problems were solved with efficiency
- Moses laid the groundwork for effective leadership after his death

Exodus 18:23 – If you do this and God so commands, you will be able to stand the strain, and all these people will go home satisfied.

The sense of being watched destroys confidence

THREE REASONS TEAM MEMBERS FAIL:

Reason #1: Leadership Breakdown

According to research from the Employment Policy Foundation, more than 25% of new hires will fail before the end of their first year at a new job. Another 25% will bomb in the first 18 months. The reason for these flops? Many times, it's staring right back at you from the mirror. You (or your leaders) are the problem. Before firing anyone for underperforming, ask yourself:

Did you hire the right person for the job? If not, can they shine somewhere else in your organization?

Was the person given an outlined job description (Key Result Areas) defining in detail what winning in that position looks like?

Was the team member correctly trained and properly mentored?

Was the team member given all the tools to win?

If you answered no to any of the above questions, then your team member may well be on their way to walking out the door for no reason other than poor leadership.

Reason #2: Personal Problems

One of the driving philosophies at Dave's company is that "people matter," including his team. So if a member of his staff is experiencing a personal problem that is causing them to fail at their job, Dave always errs on the side of grace. "You'll never have regrets that way," Dave says.

When dealing with a team member's personal problem, first assess how big it is, and then how you can assist them. Many times, Dave will pay for professional help for a member of his team who is going through a crisis. Once you've evaluated the situation, make plans to ensure their job is covered while they heal or recover. At some point, though, you must see some incremental progress from the person or you will have to re-evaluate their position.

PERSONAL STORY: If God has made you strong, use your strength to build others up. Hebrews 12:12-13. A bruise reed he will not break.

Reason #3: Incompetence

Has anyone worked for you who simply couldn't get the job done? If they just need training or a mentor to help move them forward, that's an easy fix. But if their incompetence is due to character or behavioral flaws, like lack of integrity or laziness, that's a whole different kettle of ineptitude. They should immediately be released.

Before you pull the trigger and fire someone, consider the reasons why they are not working out. And then, fix the problem before you lose someone who's worth keeping. It's always worth the effort.

PRACTICAL EMPOWERMENT TIPS:

1. Make the WIN very clear. Everyone wants to know what the WIN is. They are looking for the score board.
2. Give people EASY wins. (Bring the food. Read the open bible verse. Closing prayer)
3. Under Worked. Appropriate Work. Over Work. – Stretch people... but not for TOO Long.
4. Have a great feedback loop! Refer to Giving and Receiving Feedback teaching.

BIBLICAL EXAMPLE: Acts 6

Acts 6 – There was an injustice that needed to be handled. The apostles were at that time waiting tables.

The delegated/empowered the people around them.

Result?: Act 6:7

- The word of God spread.
- The number of disciples in Jerusalem increased rapidly
- Key influencers in the city were converted.
- New leaders arose (Stephen and Philip)

MODULE 5

1. Lead Yourself

-Set your heart

1. Ephesians 5:15-17
2. Ephesians 4:1
3. Colossians 3:1

-Set your priorities

1. Matthew 6:33
2. Ask: what's required of you? what gives you the greatest return?

what gives you the greatest reward?

-Set your schedule

1. Eliminate half-work at all costs.
2. Do the most important thing first.
3. Reduce the scope, but stick to the schedule.

THE EISENHOWER BOX

	URGENT	NOT URGENT
IMPORTANT	DO <i>Do it now</i> Write article for today	DECIDE <i>Schedule time for it</i> Exercising Calling family and friends Researching articles Long term strategy
NOT IMPORTANT	DELEGATE <i>Who can do it for you?</i> Scheduling interviews Bookkeeping Approving comments Answering certain emails Sharing articles	DELETE <i>Eliminate it</i> Waiting for news Checking social media Sorting through junk mail

"What is important is seldom urgent and what is urgent is seldom important."
-Dwight Eisenhower, 34th President of the United States

2. Build a Great Team

3. Clarify the Goal

- Leadership vs. Management
- Focus on the "Wildly Important Goal" (WIG)

4. Leaders Manage

-Work on a cadence

Traditional Leaders

vs.

Collaborative Leaders

The workplace is changing. Leadership is changing. The future is collaborative.



Believe Power comes from their **Position of Authority**

1

Believe Power is greatest in a **Collective Team**



Maintain **Ownership of Information**

2

Openly Share **Information and Knowledge**



Sometimes Listen to **Suggestions and Ideas from their Team**

3

Encourage **Suggestions and Ideas from their Team**



Deliver the **Approved Solution to their Team**

4

Facilitate **Brainstorming with their Team**



Allocate Time and Resources **Only when Proven Necessary**

5

Enable their Team by **Allocating Time and Resources Right Away**



Adhere to **Specific Roles and Responsibilities**

6

Allow Roles and Responsibilities to **Evolve and Fluctuate**



Fight Fires and **Focus on Symptoms**

7

Seek to Uncover the **Root Causes of Issues**



Review Staff **Performance Annually Annually According to Company Policy**

8

Offer **Immediate and Ongoing Feedback and Personalized Coaching**



MODULE 7

Greatest Leader of All Time: JESUS

Jesus #1 Leadership Quality: *SERVANT*

1. Mark 10: 43-44. **Serve. Leader is someone who serves.**

- Death in me, life in you. That is leadership. 2 Cor 4:12
- Servant: low prestige, low respect, low honor. This is greatness. How low can you go.
- Servant is a REQUIREMENT for those who want to lead in His kingdom.
- John and James wanted to the glory - sit next to Jesus... but not the shame the crown, cross... they wanted mater, but not the role of servant (Matt 20:22)

2. **NOT JUST AN ACTION, a spirit of servanthood.**

- Luke 22:27. I am among you as a He who serves.

3. **Attitudes and Inner Motives that come from the IDEAL SERVANT**

- Dependance. Isaiah 42:1
- Modesty - vs. 2
- Empathy vs. 3
- Optimism vs. 4
- Anointing vs. 1

Jesus #2 Leadership Quality: *FAITHFULNESS*

1. Luke 16:10-12
2. Little things... you get TRUE RICHES.
3. Faithful. Whatever the task.
4. Servant and faithful.
5. UPSIDE DOWN KINGDOM.

ESSENTIAL LEADERSHIP QUALITIES:

Timothy 3:2-7

1. *DISCIPLINE*: we cannot conquer the world until we conquer ourselves.
 - Everything rises and falls on the leader
 - Temperate, self-controlled
2. *VISION*: not just future, but in people.
 - Simon? No, Peter.
3. *WISDOM*
4. *DECISION MAKING*
 - making wrong ones
5. *COURAGE*
 - Moses, Joshua: be strong and courageous. Take risk, fail forward.
6. *HUMILITY*
 - Get corrected, repent, move forward.
7. *INTEGRITY/CHARACTER/HONESTY/SINCERITY*
 - This is key. It is the reason people do not stay in an org a long time. If there is fissures in the character of a leader... it will REPEL leadership.
8. *HUMOR*
 - laugh at yourself and others
9. *ANGER*
 - Care enough
10. *PATIENCE*
 - with those who are following you and yourself

LEADING CHANGE (from John Kotter)

1. Establish a sense of urgency

- This is the WHY of change. Why would we go from HERE to THERE?
Why not just STAY HERE?

2. Create a powerful guiding coalition

3. Create a vision to direct the change effort

4. Communicate the change vision

5. Increase broad based action: remove obstacles for employees or teammates

6. Generate short term success

7. Consolidate gains, and produce more change

8. Anchor new approaches in the org culture.

THE COST OF LEADERSHIP

1. No cross, no leadership. Self --> sacrifice.

- Scars are the marks of a great leader.

2. Loneliness

- to be out in front, there will be loneliness.

3. Fatigue

4. Criticism

5. Rejection

6. Pressure

Spiritual vs. Natural Leadership

Natural	Spiritual
Self confident	Confident in God
Knows men	Also knows God
Makes own decisions	Seeks God's will
Ambitious	Humble
Creates methods	Follow God's example
Enjoys command	Delights in obedience to God
Seeks personal reward	Loves God and others
Independent	Depends on others

Spiritual leadership transcends the power of personality and all other natural gifts. The secular mind and heart, however gifted and personally charming, has no place in the leadership of the church.