

The Formula of Leadership

Maximizing Your 15%

85% of every church leader’s job description is already determined.

*This 85% represents responsibilities like care, teaching, counseling, sermon-preparation, visitation, etc.*

This leaves 15% of his/her time, energy, efforts, and resources to lead people into the incredible future God desires for your church.

By carefully considering how to *maximize your 15%* you set the course for the effectiveness, health, and growth of the church you lead.

(*The purpose of this slide is to disarm any preconceived notions or excuses of leadership and to point to the idea that everyone present is a potential leader regardless of skill, position, or background.)*

Leadership is not what you think

Over 10,000 books have been written that have the term *leadership* in the title.

Leadership could be managing others, overseeing projects, exercising authority, planning events, influencing others, generating a following, crisis management, administrating, etc.

Regardless of how you interpret the term leadership, it is always a choice.

* “The leadership of any program is always more crucial than the program itself.” Rick Warren
* “Leadership is an opportunity to serve.” J. Donald Waters
* “You can’t change the past. However, you can change the future. You have a choice concerning your leadership ability from this day forward.” John Maxwell

Leadership is a choice?

*Story from Summoned to Lead (See Appendix A)*

“Leaders are neither born nor made. Leaders are summoned. They are called into existence by circumstances. Those who rise to the occasion are leaders.” Leonard Sweet

Not a gift; but an opportunity

*Gift – A skill that some individuals possess and others do not.*

*Opportunity – A series of moments that everyone encounters and leaders choose to capture.*

Not a position; but a choice

*Position – Awarded by vote, luck, or default.*

*Choice – Accepting the opportunity to lead.*

There’s no better example of this idea than in the earliest days of the church.

Acts 6:1-2

The Circumstances

(1) But as the believers rapidly multiplied, there were rumblings of discontent. The Greek-speaking believers complained about the Hebrew-speaking believers, saying that their widows were being discriminated against in the daily distribution of food.

(2) So the Twelve called a meeting of all the believers. They said, “We apostles should spend our time teaching the word of God, not running a food program.”

*The church could become an unstoppable and ever-expanding revolutionary movement OR they could become Jerusalem’s best feeding program.*

Acts 6:1-2

The Choice

At this moment the Apostles are faced with a choice we are all familiar with today. They can:

Be *lead by their circumstances*

*By giving in to the concerns and complaints of the people all around them.*

OR

*Lead the people* into their most effective and productive future

***The way the apostles chose to maximize their 15% sets a precedent worthy of OUR 15%. They reveal in the following verses the most effective, the most productive, and—we would suggest—the most God-Honoring leadership quality on which to spend your 15%.***

Acts 6:3-4

The Solution

(3) “And so, brothers, select seven men who are well respected and are full of the Spirit and wisdom. **We will give them this responsibility**. (4) **Then we apostles can spend our time in prayer and teaching the word**.”

*The apostles chose to equip themselves for leadership while equipping others for ministry—this is true leadership.*

Acts 6:7

The Results

As a result of the Apostles choice to equip (Acts 6:7):

1. The word of God spread

2. The number of disciples increased

3. Key influencers in the city were converted

“Leaders become great, not because of their power, but because of their ability to empower.” John Maxwell

* “Great leaders gain authority by giving it away. Retired Admiral James B. Stockdale

Twofold Equipping

The Apostles *maximized their 15%* by choosing to equip both themselves and others in the church for continued ministry:

*We’re going to spend the rest of our time with you discussing the two sides of equipping that improved the effectiveness and productivity of the apostles’ ministry in the early church because we believe equipping will have the same effect on your ministry making it a task worthy of your 15%.*

*Equipping Yourself* - The apostles chose to lead in such a way that they could continue committing themselves to their most important tasks (v. 4)

*Equipping Others* - They did this by giving authority and responsibility to others in the church (v. 3)

* “People are anxious to improve their circumstances but are unwilling to improve themselves; they therefore remain bound.” James Allen
* “I’ve concluded that while nobody plans to mess up their life, the problem is that few of us plan not to.” Andy Stanley

Equipping Yourself

When leaders are not at their best, both the leader and the organization suffer:

*The Leader*: Physical drain, family suffers, and faith falters.

*“A good, devout person first arranges inwardly the things to be done outwardly.” Thomas A Kempis*

*The Organization*: “Your church will grow no greater than its leaders.” Dr. Owen Weston

*John Maxwell outlines in The Law of The Lid that leaders can only attract followers who are below their level of leadership. This means that your level of leadership directly affects the level of your church. For example, a leader who is an 8 can only attract and effectively lead leaders who are 7s and below.*

The simplest and most profound way to equip yourself is to continually seek to…

* “Almost every man wastes part of his life in attempts to display qualities which he does not possess.” Samuel Johnson
* “The only way to improve an organization is to grow and improve the leaders. If you want to make an impact, start with yourself.” John Maxwell

Know thyself; grow thyself

*Know thyself* - Learn who you are as a leader and as a person.

*Know your leadership development plan, your leadership tendencies and your leadership balance.*

*Grow thyself* - Take the necessary steps to assure continued spiritual, emotional, physical, and professional health.

Grow your *focus*, your *health*, and ultimately your *influence*.

Know Thyself

Leadership Development

*Personal Spiritual Discipline - “*Spending time in the presence of God is the first and most vital element in the pastor's job description.” Robert Morris

*Growing Time -* “You will never change your life until you change something you do daily.” John Maxwell

*Time to listen to yourself and others communicating, calendar days of prayer, personal reading time, etc.*

*Mentoring -* “Fools think their own way is right, but the wise listen to others.” Proverbs 12:15

*Finding people ahead of you, asking them questions, and spending time learning from them is incredibly important to learn who you truly are as a leader and as a person.*

*Resourcing* - Knowledge, understanding, and wisdom will not come looking for you. (Proverbs 8:34-36)

*Book examples, podcast examples, conference examples, etc.*

* “The greatest gift you can give to someone is your own personal development.” Jim Rohn
* “The skills that got you here are probably not the skills that will get you there.” John Maxwell

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| --- | --- | --- |
| **topic** | **micromanager** | **no-manager** |
| meetings | “We need to have a meeting to plan the meeting.” | “Meetings???” |
| delegation | “Why delegate what I can do better myself?” | “I wish I could get somebody in here to do my delegating for me.” |
| volunteers | “Do it *how I say* or I’ll have your pay docked.” | “Volunteers will do what volunteers will do.” |
| people-development | “I would like for you to be more self-reliant, show more initiative, and take greater personal responsibility - but check with me first.” | “What’s that got to do with me?” |

Know Thyself

Leadership Tendencies

* Micromanager - “There is no necessary correlation between how busy you are and how productive you are.” Andy Stanley

Know Thyself

Leadership Balance

Neither *micromanagement* nor *no-management* are healthy. The growth and health of your church depends on your ability to strike a balance between these two extremes.

The key to this balance is found in *growing thyself* - and good balance starts with how you distribute time...

*A proper balance of these 3 Necessary Meetings (suggested once per month-and designed to try to push all necessary decisions/topics to the surface) is a path to progress in your organization.*

Grow Thyself

Increase Your Focus

The 3 Necessary Meetings:

1. Creative/Worship Meeting

*This meeting is for every aspect of your worship service to be considered and evaluated regularly*

2. Team Leaders Meeting

*This meeting allows every program at your church to be assessed, strategized, and measured for progress (keeps all teams moving in the same direction)*

3. Elders/Care Meeting

*This meeting could involve everything from finance to pastoral care to business, etc.*

Grow Thyself

Increase Your Health

*Sabbath* - “The seventh day is a Sabbath day of rest dedicated to the Lord your God.” Exodus 20:10

*“Divert daily, withdraw weekly, and abandon annually.” Rick Warren*

*Physical Health* – 52% of pastors say that they believe that being in pastoral ministry is hazardous to their health.

*“75% of pastors report they have had a significant stress related crisis at least once in their ministry.*

*3 sessions of aerobic activity each week, worked about as well as medication when it came to reducing the symptoms of depression.” Wayne Cordeiro*

*Family* - “80% of ministers say they feel that their work has a negative affect on their families.” H.P. London

*“Clergy have the second highest divorce rate among professionals.” H. B. London Jr.*

* Jesus often withdrew for prayer. Luke 5:16
* “Leaders need to be among their people, inspiring them with their ability, letting them see what the standard should be for their performance. When leaders produce, so do their people.” John Maxwell

*Leaders who commit their 15% to equipping must not only equip themselves, but must recognize the necessity, the benefit, and the biblical mandate of equipping others for ministry.*

Grow Thyself

Increase Your Influence

“People are exactly where you’ve lead them to be.” (*The Next Generation Leader* by Andy Stanley*)*

“If I, as pastor, have failed to do my part to train my leaders to lead, what right do I have to complain about the way they do their job or make their decisions?” Larry Osborne

One of the most sobering facts of leadership is that the people who attend your church directly reflect where you are spiritually, physically and relationally.

Rick Warren Story (See Appendix B)

* “Great things will happen whenever we stop seeing ourselves as God’s gift to others, and begin to see others as God’s gift to us.” James S. Vucolo

Equipping Others

“Church leadership is getting things done through other people.” *(The Next Generation Leader* by Andy Stanley*)*

“Only by helping your people reach their potential will your organization reach it’s potential.” John Maxwell

*Whatever you are going to become as a church begins with the people you currently oversee.*

* “Victory is much more meaningful when it comes not just from one person, but from the joint achievements of many.” (Howard Schultz – CEO Starbucks)

Why Equip Others When…

**“I prefer to just do it myself:”**

* Ephesians 4:11-12 - The primary role of each church leader is to *equip God’s people to do his work and build up the church*.

*Paul tells us in verse 11 that God established the leaders of the church, then he adds in verse 12 that the primary role of each church leader is that of equipping others for the work of ministry.*

**“We can grow without placing people in ministry:”**

* For every 1 person who shows up to serve at your church, 4 people will show up to watch him/her serve.

*“Studies have shown that growth in most churches correlates with the number of people serving.”* (*Connect by* Nelson Searcy)

* A team is stronger than an individual.

*“The success of a program in today’s church is based on how many lay people that program can involve wholeheartedly in meaningful ministry.” Dr. Owen Weston*

Who Should We Equip

**EVERYONE** - Inviting people to serve isn’t just for certain *types* of people. Equipping a part of discipleship (James 2:17).

Misconceptions of volunteerism:

1. If they want to serve, they will come to me.

*“[Lowest level leaders] often mistakenly believe that it is the responsibility of the people to come to them for what they need and want. Good leaders understand that it is their responsibility to move toward their people. Leaders are initiators.”* John Maxwell

2. Asking people to serve bothers them.

*“If you aren’t convinced of the importance of what you are asking your people to do – both for them personally and for the Kingdom of God – you will struggle with inviting them into meaningful ministry.”* (*Connect* by Nelson Searcy)

3. Only a certain group of people will serve.

*“Every member in your church is a minister. You are not alone in this unless you choose to be.”* (*Connect* by Nelson Searcy)

* “Mobilizing people for ministry is part of discipleship: If someone in your church is not serving, he is not growing as a disciple. If he isn’t serving, he’s less likely to be sharing his faith, spending time in Scripture and in prayer, and giving in a God-honoring way.” (*Connect* by Nelson Searcy)
* “Too many of today’s pastors, when surrounded by the crowds, forget to disciple their leaders.” Dr. Owen Weston

Who Will Serve

“The greatest need in evangelical churches is the release of members for ministry. A Gallup survey discovered that only 10% of American church members active in any kind of personal ministry and that 50% of all church members have no interest in serving in any ministry. 40% of all members HAVE expressed an interest in having a ministry, but they have never been asked or they don’t know how.” (*Purpose Driven Church* by Rick Warren)

Levels of volunteers:

*Do Anything -* You wish you had more of these people

These are the people you’re probably already using and wish you had more of. Most church leaders, when they say they need more volunteers are actually saying they need more of these people.

*Do Specific Things -* Consistently serve in some capacity

These are the people on your team who will carry out a single task on a regular basis.

*Do An Occasional Thing -* Will serve but not consistently

These are the people who will serve seasonally or perhaps once a year but will not commit to consistent service.

*Do Nothing -* 50% of your church will never serve

Unfortunately, statistically 50% of your congregation will attend your church and never serve. This doesn’t mean we should stop asking, it simply means we should recognize where our efforts are most fruitful.

***The purpose of discussing these levels of volunteers is to help you understand that part of your role as the lead equipper in your church is to create ministry opportunities that meet people at every level—not just the highest (do anything) level.***

* ***“***Preach on ministry and serving. Do your members and attendees understand the biblical imperative to serve? Plan to teach on servant hood at least three times a year. I suggest scheduling one ministry-oriented message in January, one pre-summer, and one pre-fall.” (*Connect* by Nelson Searcy)
* “Personally recruit people to serve—your ability to recruit volunteers is one of the most underestimated tools you have in your arsenal. A good master asker says to a potential volunteer, ‘Wouldn’t you like to make a difference in our church by helping us fold and stuff programs?’ A bad master asker says, ‘You wouldn’t want to come in and help out with some things would you?’” (*Connect* by Nelson Searcy)

How to recruit

Levels of Asking:

*Pulpit* - Asking for volunteers at a congregational level

*It’s important that this is recognized as not just an announcement, (which allows people to hide in the crowd), but a true attempt to capture the heart of the congregation.*

*Group Leader -* Asking for volunteers in smaller group settings

*This is the role of every teacher, team leader, small group leader and pastor. Even the senior pastor needs to recognize the importance of asking people to serve in smaller group settings outside of the pulpit.*

*Personal* - “40% of church attendees say they would serve if they were personally asked to serve.” Rick Warren

*Shoulder Tapping - This is by far the most effective way of recruiting new volunteers—train your team to ask in a one-on-one context. The senior pastor must model this.*

* Offer opportunities like *6 weeks of annual service* around a big event.
* “Once a year, hold a ministry fair to make people aware of all the serving opportunities available to them. When you do the fair, take special care to: 1. Make sure the details of each ministry position are crystal clear. 2. Make sure the sign up process is simple.” (*Connect* by Nelson Searcy)
* “When you give potential servers and immediate “why,” they will often respond. People get involved when they have a specific reason to get involved.” (*Connect* by Nelson Searcy)

How to recruit (cont.)

Methods of Asking:

*Ongoing* – Programming designed to point people to ministry

*Does your follow-up process point people to ministry?*

*Seasonal –* Times of the year focused on recruitment

*Certain times of the year are better for getting more people involved in ministry—capitalize on these moments.*

*Fixed/Cultural* – Regular sign-ups for ministry, tie the vision to ministry, and celebrate ministry

*Serving becomes cultural when you regularly and systematically offer sign-ups, when you regularly cast vision (focus on the importance of ministry), and when you celebrate those who serve.*

How to train

Training should be *systematic* as opposed to *as needed.*

Leading Meetings/Trainings:

Cast Vision

*Why we do what we do*

Train

*How we do what we do—make sure to cover the details*

Address Calendar (Long-Range and Short-Range)

Address Areas Needing Improvement

Celebrate Wins

*What’s rewarded is repeated.*

How to release

Release *authority* as opposed to releasing *responsibility*

Releasing people with responsibility limits your outcomes and limits potential. Releasing people with authority pushes people to reach their potential.

Example of releasing responsibility – “Would you mind showing up early to turn on the lights before the class arrives?”

Example of releasing authority – “Think of a creative way to prepare the environment before the class arrives.”

*Releasing budget is the best way to release authority*

*Job descriptions give clear boundaries for authority*

Intentionality

Your decision to *maximize your 15%* by choosing to equip yourself and choosing to equip others for the work of ministry in your church will determine whether:

You will be l*ead by your circumstances* into yet another year with little growth and little to celebrate

**OR**

You will *lead your church* into the best year in its history

Intentionality

Commitment – Make the necessary paradigm shifts

*“You cannot change your destination overnight, but you can change your direction overnight.” Jim Rohn*

*God is not honored by your plans to serve him—the changes you know you need to make and plan to make someday. God is honored by your obedience and submission to his will here and now.*

Calendar – Make the necessary changes to schedule

*Schedule the necessary meetings—and cancel the unnecessary ones. The calendar is the foremost axiom for growth. Schedule your times of rest, your times of growth, your times for exercise, and your time with family.*

Coaching – Accept accountability

*You do not have to change everything about your leadership. Maximizing your 15% in terms of your day-to-day schedule in a typical 40-hour workweek means that you only need to dedicate 6 hours per week to equipping.*

**Appendix A**

One freezing Thanksgiving evening, dairy worker Guillermo Garcia was herding Holsteins toward the barn in thick coveralls and heavy rubber boots. He looked up and suddenly discovered a shoeless, shivering seven-year-old boy screaming while vomiting on the manure-stained frozen mud: “My mom! My mom!”

Unfortunately, Garcia didn’t speak English. But he knew someone who knew someone who did, who called 911.

The vomiting, shoeless boy was Titus Adams. Titus had run a quarter-mile in his white socks to seek help. He and his two sisters, Tiffany and Tierra, had been riding in their mother’s pickup on a remote road north of Greeley, Colorado. They were in their pajamas, ready to be carried in and put to bed once they got home from Thanksgiving Day at Grandma’s. Titus was talking to his dad on the cell phone when his mother stretched to get the phone at the call’s end. She unbuckled her seat belt, then lost control. The pickup rolled twice and ejected her through the glass of the driver’s window. Tammy Adams-Hill lay unconscious and near death in 23-degree weather.

The children were strapped in. Titus unbuckled his belt and checked his sisters. Tiffany’s nose was bleeding and a cut on her head was staining her blond hair. Tierra was unharmed but hysterical.

**Appendix A (Cont.)**

Titus knew what he had to do. He bundled coats around his sisters. He gave Tierra her pacifier. He told Tiffany to “stop crying. Stay right where you are. Don’t cry. I’m going for help.”

The truck doors wouldn’t open, so he climbed out the window his mother was thrown from. Titus looked for her in the dark and felt his way around the truck on the ground but couldn’t find her. In the distance he saw lights from a small farmhouse (a tenth of a mile away), but the lights from the dairy shown brighter. Titus ran toward the brighter light. It was a quarter-mile away.

Titus was a called-forth leader. He saved his mom from dying that night.

Titus was not trained to be a leader. He was born a player, not a leader. But he was summoned by a situation. He was called out by history. He became a leader by responding to the call.

**Appendix B**

“Recently at Saddleback we were baptizing over 500 people. Around number 280, I had a pretty carnal thought, ‘We are a pretty large congregation!’ As I looked at down at myself I realized I was leading the large charge! It was at that moment that I determined to get healthy and thus help lead Saddleback into a healthier lifestyle. From there we began the ‘Daniel Plan.’ The Daniel Plan is an initiative that has seen our church lose a collective 250,000 pounds through exercise, balanced diet and supporting community groups.”

**Leaders Notes Key**

**Black lettering is directly from the Presentation Slides**

*Red italicized lettering is speaker notes and are meant to help the speaker see more clearly what the slides are meant to relay*

Blue lettering represents marginal and additional notes that the speaker may benefit from reading and presenting but are not necessary to convey the message of the Presentation Slides.