

LEADING

The how and why of leading people and teams



saltchurch.

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WHAT IS THIS BOOKLET?

This booklet shows you *how* and *why* to serve, and to lead teams, at Salt Church. You can work through it or flick to chapters that interest you. 'Safe Ministry Tips' are scattered throughout to help you lead vulnerable people, as we want to show extra care to the vulnerable among us.

Each chapter ends with questions to discuss and apply – when you hammer a nail into wood you tap first to get the nail straight, then hit hard to knock it firmly into place; reading this booklet is like the taps; discussing and applying it is like knocking it firmly into place.

The Workers Don't Match the Harvest

In Matt 9:36-38, Jesus is on a preaching circuit of Israel, when he pauses:

When he saw the crowds, he had compassion on them, because they were harassed and helpless, like sheep without a shepherd. Then he said to his disciples, "The harvest is plentiful but the workers are few. Ask the Lord of the harvest, therefore, to send out workers into his harvest field"

2000 years later, things haven't changed much. There's a huge harvest – of *new* believers trusting Jesus for the 1st time, and *lifelong* believers growing – and the workers are still few. The workers don't match the harvest.

In our part of the harvest field at Salt, there's already 50+ ways you can serve, and that number is rising as God answers our prayers for a flood of lifelong disciples of Jesus across the Illawarra and beyond.

It's a common myth that as a church grows in size there's less to do, and not everyone needs to be involved. In reality, there's more to do! It's just harder to see. Salt is not like a bus, where the driver does the work and the passengers come for the ride. It's more like a row boat, where a few people steer but we only go forward if we all put our paddles in and row.

Salt needs more workers, more servants, and especially more *leaders* who will make the extra sacrifices needed to lead, to see more harvest come in. So, as you work through this booklet, ask the Lord of the Harvest to raise up more workers – and ask Him to help *you* be the *answer* to that prayer.



CHARACTER MATTERS MOST

Being and Doing

When Titus needs to choose pastors for the churches he oversees, Paul gives him a list of qualifications.

An elder must be blameless, faithful to his wife, having faithful children who are not open to the charge of being wild and disobedient. Since an overseer manages God's household, he must be blameless – not overbearing, not quick-tempered, not given to drunkenness, not violent, not pursuing dishonest gain.

Rather, he must be hospitable, one who loves what is good, who is self-controlled, upright, holy and disciplined. He must hold firmly to the trustworthy message as it has been taught, so that he can encourage others by sound doctrine and refute those who oppose it. (Titus 1:6-9)

As you scan that list, what does a pastor need to **do**? 2 things: teach and manage a household. Those are crucial things! Lives are transformed as a pastor manages God's household / the Church, and teaches the truth.

Now what does a pastor need to **be**? 14 things! 14 ways our character is to be like the God we love and trust.

As you scan the list, how different is it to your average job description on seek.com? For most jobs, qualifications are about competence, what you **do**. But almost all of God's qualifications are about character, who you **are**.

What does that tell you about God – what does God care about: who we are or what we do? Both, actually.

Who you *are* as a leader, *and* what you *do* as a leader matter to God. God cares about *being* and *doing*, but character matters most.

These are qualifications for pastors. But that doesn't mean it's not for you. Across the New Testament, *all* Christians are told to grow in *all* these qualities. It's just that for Pastors of God's church, they need to already be the settled pattern of the way they live.

At Salt, we're all growing to be lifelong disciples of Jesus. As you serve, or lead a team, grow in what you do and in who you are. God cares about *being* and *doing*, but being – your character – matters most.

A Spring and a Stream

Craig Hamilton in his book *Wisdom in Leadership* explains: who we *are* is like a freshwater spring and what we *do* is like the stream, the water that flows from the spring. They're connected: without a spring there's no stream. But they're not the same thing.

Jesus says our hearts are the spring of all we do. Our hearts flow out in the way we work, parent, party, rest, give. Your heart will flow out in the way you serve and lead too. Which means you need to:

Check and Change Your Heart

If a freshwater spring is unhealthy, you'll notice the effects downstream. As you look at your actions, what do they show about your character? As you serve and lead your ministry team, what are you most concerned about? How many results you've achieved? Whether everyone is chipping in? How you can do things better? Those things matter: God cares about *doing*. But how you live, your character, matters most.

Grow by Being Like Mary

When Jesus came to Mary and Martha's house, Martha rushed around to get everything ready. Mary just sat at Jesus' feet and listened to Him. Mary did the better thing.

God doesn't need you to serve and lead; God doesn't *need* anything! God wants you to serve and lead so you can share in His work. He invites you to serve him with joy!

Your value as a person has nothing to do with your serving or leading. God doesn't love you less when your ministry role is tanking, and more when you're kicking goals. He loves you in Christ, and nothing can ever separate you from His love.

Summary

Work hard for Jesus. God's people need to be led and grown, and you're key to making that happen.

But as you do that, remember the best thing you can ever do for your team is to love God deeply, to serve because you want to, to sit at Jesus' feet to hear his voice, and to grow to look more like your Heavenly Father.

God cares about being and doing, but character matters most.

Discuss & Apply

1. What struck you most from this chapter?
2. Do you tend to focus more on being or on doing?
3. What's one part of your character you could work on at the moment? How could you grow in it?

2

LEADING IS LOVING

Below is Chapter 26 from Wisdom in Leadership, called 'Leading is Loving'.

If you have a clear and powerful vision, but have not love, you are only a resounding gong or a clanging cymbal. If you have a huge crowd of people following you, but have not love, you are nothing. If you have all the skills and strategy you can acquire, but have not love, you have nothing.

This is the blazing centre of the book. Everything orbits around it and everything flows from it. Leading yourself, leading other individuals, and leading a team are all about love and about seeking the best for others, even at great cost to yourself. Love is considering the needs and wants of others to be more important than your own.

No Love = No Leadership

Since Christian leadership is driven by love, if you don't have love then you don't have real leadership. Why? God is the original and model leader. He invented leadership and was the first to lead. God is love, and he has been for eternity, which means that his leadership flows from, is driven by, is energized by, and is characterised by love. So if his leadership is the leadership from which all other leadership derives its name, then my leadership is only true leadership to the degree that it is marked by other-person-centred love. Those whose leadership isn't characterized by this other-person-centred love have a counterfeit leadership, a forgery that might mimic the original in a lot of ways but will never be authentic.

To lead a team you need to genuinely love them. If you're going to lead them you need to serve them. If you're going to serve them and want them to succeed, you will need to love them.

Everything in your leadership is about love. Seeking to run your meetings so you don't waste people's time is about love. Telling people the truth, both the positive and the negative, is about love. Admitting mistakes and saying you're sorry is about love. Giving people clarity on *why* you want them to do something, beyond just the what and the how, is about love. Allowing people the space to fail and also celebrating improvement and milestones is about love. Leadership is about love before it's about anything else.

Love Made Known

But there's more. It's not just that love should drive and energize your leadership. Your leadership should also be marked and characterised by love. That is, your team needs to know that you love them. Each and every person. This is how God leads you. It's not just that his love drives what he does; he also makes sure he shows us and tells us so that we know that we are loved. He demonstrates his love for us in that while we were still sinners Christ died for us.

If God has given you a team to lead, then God has given you a team to love. It's the same thing. Now this doesn't mean that you have to be best friends with everyone on your team, or that you should go on holidays with them and hold hands, share an ice cream cone, and ride a tandem bike. It simply means that you genuinely care about them and about what's happening in their lives and how things are working out for them. It also means that you want what's best for them and are actively seeking to build and grow them.

The people you lead need to know you aren't simply interested in the job that they can do for you or the results they can achieve for you, but that you care about them. Do the people on your team know you love and care for them? Have you ever told them? What have you done to show them?

There is a pragmatic edge to this, because caring about how the people you lead are doing and loving them as individuals will affect how they perform in the job you have for them to do. This is particularly true in a ministry context, where heart and character are so central.

But you need to love them above and beyond the fact that it makes good pragmatic sense. If you love them so that they will work harder and better and be more loyal, then you haven't really loved them.

You need to love them because God has given them to you to be loved. If you love them genuinely, however, you will have a better team.

Do you remember the story of the golden goose? Once upon a time, a man and his wife owned a unique and precious goose. Every day the goose would lay a single solid gold egg. And the couple quickly became very rich. The man's wife said to him, "Just imagine how many golden eggs are inside that goose. Why are we waiting every day for her to lay them? We could be richer much faster."

"That's brilliant!" the man said.

So the husband and wife killed the goose and sliced her open, only to find that inside she was just like every other goose. She had no golden eggs inside her, and the couple had no more golden eggs.

The couple didn't care about the goose. They only cared about what the goose could do for them – the eggs the goose could produce. And in the end, they had no eggs and no goose.

But if they had loved the goose they would have been able to enjoy both the goose and her eggs. If all you care about is the ministry your people can do, without caring for them as people, then in the end you will lose both them and the ministry that they do.

Leadership is all about love – love for the people you lead as well as love for the people your team is seeking to serve. And so, in a very real sense, this book about leadership is a book about love. Leadership is always pastoral, and without love you may be able to do a convincing impersonation of leadership but you will never be a true leader following The True Leader. As 1 Corinthians 13:13 reminds us:

So now faith, hope, and love abide, these three; but the greatest of these is love.

Discuss & Apply

1. What struck you most from this chapter? Do you agree that leadership is first and foremost about love?
2. How could you show the people you serve with or lead, that you love them? How about the people your team is serving?

3

MEETINGS

We're in This Together

Paul ends Romans with a passing insight into serving and leading:

Greet Priscilla and Aquila, my co-workers in Christ Jesus... Greet Mary, who worked very hard for you... Greet Urbanus, our co-worker in Christ... (Romans 16:3-13)

What's the insight? We're in this together. The God we serve has united us together, and so we serve together – as men and women, young and old, from many nations, all of us co-workers in serving the Lord.

Teams Rather than Rosters

One way we express this at Salt is by serving in teams, rather than putting people on rosters. When you're 'on a roster' you're often serving alone, you can easily focus only on the task, and there's little scope to own the area you serve in. Most roles at Salt are in teams, so we can serve together.

Which takes us to the next point... teams meet, and you can't have a great team without team meetings.

Safe Ministry Tips: Many people at Salt will have come from "roster mentality" backgrounds, and may not get Salt's "team" approach. It may take time and explaining for people to be on board. Also, it's great to have teams who perform well and consistently, but reality is it'll all fall apart sometimes. In Church we need to practice forgiveness and grace.

Meetings are Where Real Work is Done

Wisdom in Leadership, Chapter 63

Meetings can often be awful. We all know that. They're boring. They're frustrating. They're a waste of time. They exist to be endured and to remind us that life could be worse. They often feel like the payment we have to make so that we can all go back to our desks and get on with some real work. But it doesn't have to be this way. This isn't the necessary DNA of a meeting. Meetings aren't supposed to be like that... Meetings are, in fact, one of the most important things that your church does.

Team Meetings: The Why

- *To Lift Eyes:* in meetings we read God's word to see who we serve.
- *To Grow as Christians:* in meetings we grow as Christians, as we work with and relate to others, read the bible, and pray.
- *To Be Supported:* in meetings we talk about how we're going and how the role is going, to get support and encouragement.
- *To Evaluate:* in meetings we review how well we're doing the role.
- *To Take Next Steps:* in meetings we decide next steps to take in the role.

Team Meetings: The How

How Often to Meet

You can do lots of things in 1-to-1 convos, by email, call or text. But if you *never* meet, you don't really have a team. You have individuals that you, the leader, are directing. A team works *together*. Get your team together as often as you can – at least once every 2 months, but more often if possible. The key is to meet together consistently and regularly.

How Long to Meet For

Meet for long enough to grow relationships and to cover important things you need to discuss, but not for so long you become ineffective. 45 mins to 1 hour is a good guide. Keep your word though: if you say a meeting will be 1 hour, end it after 1 hour, to love the people you lead. If you can combine a meeting with your role that's even better; e.g. if your team serves 4:30-5pm at Church, you could meet at 3:30pm, before you start your role.

What to Do in a Team Meeting

Here's a template for a team meeting. If you're just starting out, begin with this, then experiment to find what works best for you and your team.

1. **Chat:** Meetings allow us to grow relationships at Salt, so lean into that. Bring food, ask about people's weeks, play a quick game, put someone in the 'hot seat' where everyone else asks them 1 question.
2. **Bible:** Let the bible shape your team, and remind people who we serve.
 - Read last week's sermon passage again
 - Read about who Jesus is or what he's done: e.g. Col 1:15-23
 - Read about serving: e.g. Mark 10:42-45; John 13:3-15; Eph 4:15-16
 - Read part of the bible about your ministry role, e.g. for kids, Luke 18:15-17

Or do 'bible in a minute' – give 1-2 people a minute to share...

- Their favourite bible verse and tell us why they love it
 - Something they've recently learned about God
3. **Remind:** It's easy for your team (and you) to forget why your team exists and to only focus on getting tasks done. Remind your team *how* it serves God's people, and *how* it fits the big pic of God's work at Salt. Do this every team meeting, even if you feel you're repeating yourself – you are, and that's good thing as a clear vision motivates your team.
 4. **Review:** How are things going? Some questions you might use...
 - Why do you think this team exists? What are we trying to do?
 - How well are we hitting that goal / outcome?
 - What have we been doing well since we last met?
 - Were there any issues / concerns / difficulties you saw or experienced?
 - What are some ways we could solve or improve this?
 - Does everyone agree this is a good solution or alternative to try?
 - *Leader:* Something I would like to raise is...
 - What do we need to change to better achieve our team's purpose / vision?
 - Could we be doing more to achieve our team's purpose / vision?
 - Will one of us / a small group of us / all of us make these changes happen?
 - When will we make these changes by? How will we make them happen?

5. **Coming Up:** What events are coming up for your team or role that you need to plan for? Are there good opportunities to take?
6. **Pray:** Thank God for wins, ask God to use your team's efforts, and commit your plans to God, knowing He will do what is best.
7. **After the Meeting**
 - Communicate (e.g. email, text) with the team actions you all decided on.
 - Do what you said *you* would do: lead by example.
 - Follow-up with team members to see if they need help or advice to do what they took on from the meeting.
 - Confirm the date for your next team meeting.

Summary

As Christians we not only get to serve the true and living God, we also get to do that alongside each other as co-workers in His service. A key way we do this at Salt is by serving in teams, and by meeting together to grow relationships, serve better in our roles, and encourage each other to serve.

Discuss & Apply

1. How often does your team meet? Does this feel like it's too often, or not often enough?
2. What words would you use to describe your team's meetings?
3. From the template, is there anything you consistently leave out of your team meetings?
4. Ask one of your team members for feedback: what am I doing well as I lead our team meetings? How can I lead them better?

4

RECRUITING

Recruiting: The Why

We recruit people to serve at Salt because it's good for us and it's good for Salt. *Good for us* because serving God and His people is what Christians have been saved for; serving is one way we live as Jesus' disciples. *Good for Salt* because God is answering our prayers for a flood of lifelong disciples of Jesus so we have many needs and many people to serve. But there's a danger when recruiting. See if you can spot it in these statements:

Sally, can you help me out? We need an extra person in Salt Kids this year. I've tried lots of people; could you do me a big favour and serve just for one year?

Paul, I'd love you to be a Small Group Leader this year. You've matured a lot in recent years. It will be really good for you; you have great gifts in this area.

Chloe, I want to talk to you about joining our Mission team, because it's the most strategic thing we're doing as a church.

Sam, I'd like you to run our Why I Believe course next term. No one became a Christian last time we ran it, and I think you can do it better.

What do they have in common? They're human centred reasons to serve. The 1st is about you (the leader), the 2nd is about them, the 3rd is about the task, the 4th is about results. Now none of these are totally wrong. They just run the risk of missing the main thing: we serve Jesus. As Paul urges us:

...in view of God's mercy, to offer your bodies as a living sacrifice, holy and pleasing to God – this is your true and proper worship. (Rom 12:1)

We want to be a church who, in response to God serving us, gladly serve Jesus and others with everything we've got, our time, money, energy, life. As you recruit people, ask them to serve because serving is part of life as Jesus' disciple, it's part of our worship of him. Notice the difference...

Sally, Paul, Chloe, Sam – I've got a great way for you to serve Jesus and to follow Jesus more. You could serve the people Jesus has brought into our church, in our Salt Kids / Small Groups / Mission / Why I Believe Ministries. That'd be a great way for you to please Jesus and follow him.

If we leave out Jesus when we recruit someone to serve Jesus' gospel and Jesus' people, surely something significant is missing! As you recruit, 'point to the cross and call people to live for the one who died for us, and die for the one who lives for us.' (Peter Tong, Biblical Recruitment: Cross-Shaped Servants)

Safe Ministry Tips: People sometimes join teams because they don't know how to say no, they feel guilty, or they don't want to damage a friendship. When you recruit, provide the opportunity for someone to say no, and respect that answer. Don't use coercion tactics, play a guilt trip, or demand they provide reasons why they won't join. They should be able to say 'yes' or 'no' to the role without it impacting your relationship, or the way you see and treat them.

Overcommitment can sometimes be an issue for Christians, especially when they are convicted to be other-person centred. Recruiting someone may mean they need to leave another role, or may only be able to give smaller amounts of time and energy to both roles. If this isn't considered, people can burn out, do a poor job in one or both roles, or become resentful or avoidant. Encourage them to talk to the leader of their other role/s, and in general, to think about what they'd say 'no' to in their life if they said 'yes' to this role.

Recruiting: The How

Who Do I Ask?

You might be given names of people to recruit to your team from your leader or Salt's Ministry Team. Or you may need to find someone yourself. Either way, look for someone with the character and skills for the role.

- Don't look for someone with the right skills only – skills are much easier to grow than character, and the most effective way to learn is on-the-job.
- Don't set too high a standard. Look for someone who's heading in the right direction in growing their character. They might not be fully ready to go when you ask, but the role itself could be the very thing God uses to grow them.

How Do I Ask?

1. *Explain the “why” of the role:* What’s the purpose? Why is it important?
 2. *Explain the “what” of the role:* Talk through the role’s Crawl-Walk-Run (if it has one) or explain the tasks they’d do, weekly time commitment, meetings to come to, and any other expectations you’d have of them.
 3. *Give time to think and pray:* Organise a time in a few days to chat again. It’s often helpful if people don’t agree to the role on the spot, as they’ll make a better commitment if they can reflect and pray. Some people also have difficulty saying no, even though they ought to or want to, so extra time helps them feel less pressured.
 4. *Chat Again:* Chat again at the time you organised. If you can’t talk then organise a new time. You might be tempted to leave it, because you’re worried they’ll say no or don’t want to pressure them. But contact them again, even if you feel uncomfortable, or else you’ll have wasted their time and your time by asking in the first place, plus they may be really keen to do the role and disappointed that you didn’t chat again.
- It’s tempting to make a role sound as easy as possible, so they’ll say yes. Don’t undersell it though; be honest and clear, for your sake and theirs.

For you: it’s not fair to ask someone to meet expectations you didn’t communicate, so you may end up frustrated they’re not doing what you... never asked them to do.

For them: if they signed up for more than they realised they may be frustrated at you or overwhelmed by the role; better that they know what’s involved and say no, than say yes and quit because it’s more than they could handle.

- Having these conversations can be awkward to begin with. You could practise with someone first, so you know what you want to say before the conversation.

How Do I Get Them Started?

1. *Share the “why” and “what” of the role again:* Make sure they know what they’re trying to achieve, why it matters, and any expectations for the role, so they have that fresh in their minds as they begin the role.
2. *Get them started:* Get them involved the very next time you or your team serve in this role. Let them *see one, do one, and teach one...*

See One: pair them with you or someone in your team, to show them how to do the various parts of the role.

Do One: let them have a go, with you giving advice and feedback.

Teach One: to cement it, ask them to teach the next new team member.

- Give real responsibility. We don't want to overload people but we also want to give real work that requires effort and makes a genuine impact. People won't stay interested for long if they're not making a meaningful contribution.
- Give them a real possibility for failing, and don't bail people out too quickly if they make mistakes or let the team down. It's good for people to see that mistakes or low commitment affect others and have an impact. If they don't learn this it'll be hard for them to grow in responsibility for their role.

Summary

Recruiting people to serve is a way you can serve them, as you are inviting them to join you in serving God. There are some skills that will help you recruit well, but basically get the right people serving in your team and help them grow from wherever they're at.

Discuss & Apply

1. When was the last time you recruited someone? How did it go?
2. Do you think you recruited them using more human-centred reasons or more Christ-centred reasons?
3. Have you ever started a role or a task only to realise it was 'undersold' to you? What did that feel like?
4. Are you in the process of recruiting someone? Which of those 3 stages are you up to (i.e. who do I ask, how do I ask, how do I get them started)? What is the next step you could take?
5. Are there people in your team you could ask to *Tell One* to the next newest team member who joins? How could you do that?

5

DELEGATING

Delegating: The Why

There's No Point Having a Dog and then Barking Yourself

Wisdom in Leadership, Chapter 50.

Let's imagine that your neighbour just purchased a Rottweiler as a guard dog. They found the best, most well-trained dog they could afford and brought him home and set him up in the front yard with a good view out the front fence and a nice bowl of water. But then you noticed the owner himself sitting next to the dog. And whenever someone walked past, your neighbour would start barking at them.

What would you think of that person sitting next to their dog in the front yard, barking at passers-by? That's right. You'd think they were off their meds.

And yet lots of leaders make this same mistake with the people and team they lead. Instead of being the leader of the team and doing team leader's work, they do the work of the team members – which means they end up competing with their own teams.

There will of course be things that you as a leader can, and probably should, do. There may even be things that you can do better than anyone else you lead. And when you give responsibility for a task to another person and, heaven forbid, they don't perform that task exactly the way you would have done it, or even as well as you would have, you will be tempted to sit outside and bark yourself.

As a leader, however, it's your job to mobilise and multiply the people for whom you're responsible. And you can't do this when you're doing all the work yourself. You'll need to hand things over to people on your team and let them take those things and run with them. And it will be your job to coach and develop them so that they perform those tasks as well as you can – or better.

2 big reasons we find it hard to delegate are, not our skills, but our hearts.

The First Reason We Don't Delegate Well is Pride

Instead of realising all we have comes from our insanely generous God, we think we're better than we are and don't need others. But Paul tells us:

Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment (Rom 12:3)

What do you have that you did not receive? And if you did receive it, why do you boast as though you did not? (1 Cor 4:7)

At times we don't give others responsibility in case they do a good job – then they'd get the credit instead of us! Or we think we're indispensable, forgetting we're but one important part of an interconnected body, where:

To each one the manifestation of the Spirit is given for the common good... The eye cannot say to the hand, "I don't need you!" And the head cannot say to the feet, "I don't need you!" (1 Corinthians 12:7, 21)

We can also forget that the leadership God loves is not self-promoting but servant-hearted. This is how Jesus leads, and he calls us to copy him:

Whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve (Mark 10:43-45)

The Second Reason We Don't Delegate Well is Fear

Sometimes we're afraid for other people. We feel guilty asking them to make sacrifices or worried they'll be over-burdened. But we're not asking them to give us a hand, or sacrifice for us. We're asking fellow Christians to join us in gladly serve Jesus with everything we've got – Jesus:

Who loves us and has freed us from our sins by his blood, and has made us to be a kingdom and priests to serve his God and Father (Rev 1:5-6)

It's good to want to protect people; that's part of love. It's not love though to assume someone will feel burdened by a role so that you never even ask them if they want to do it, or to give them a task then take it back off them simply because of your own fears. So, pray about who to ask, find out people's capacity, talk them through the role, support them to do it. But don't "love" them by never letting them serve the God we're called to:

Love... with all your heart and with all your soul and with all your strength and with all your mind (Luke 10:27)

Or sometimes we're afraid for us. We feel valuable and useful as we serve, so we're afraid that handing over parts of our role will make us less valuable. Our value is not based on what we do for God though, but on what God does for us. We don't need to be noticed or praised by the people around us to be valuable; God gives us our value. Who are you?

You are a chosen people, a royal priesthood, a holy nation, God's special possession, that you may declare the praises of him who called you out of darkness into his wonderful light (1 Pet 2:9)

The Big Reason to Delegate is...

Delegate, because God doesn't need us! As Paul tells people in Athens:

The God who made the world and everything in it is the Lord of heaven and earth and does not live in temples built by human hands. And he is not served by human hands, as if he needed anything. Rather, he himself gives everyone life and breath and everything else (Acts 17:24-25)

God doesn't need us to serve; God doesn't *need* anything! Instead, God lets us join in His work because He wants all of us to join in. As Paul says:

I planted the seed, Apollos watered it, but God has been making it grow. So neither the one who plants nor the one who waters is anything, but only God, who makes things grow. The one who plants and the one who waters have one purpose... For we are co-workers in God's service (1 Cor 3:6-9)

It's God's work, it's God who grows; but we get to join in God's work. God wants you, and all Christians, to share in His work. So as you lead, delegate to enable other Christians to serve, for their joy and God's glory.

Delegating: The How

There's a third reason we don't delegate well: we don't know how to. There are more ways to delegate a task or responsibility than you might realise. There are, in fact, 7 levels of delegation.



1. **Tell:** You make a decision. You might explain the reason for it, but it's not assumed you'll discuss it. E.g. "Here's exactly what I need you to do".
2. **Sell:** You make a decision and also try to convince others it's the right choice. E.g. "Here's what I want you to do, and here's why I think it's the best choice".
3. **Consult:** You ask for input from others and take that into consideration before making a decision. E.g. "Can you look into this and tell me what you'd recommend? I'll make the final decision, but I'd love your input".
4. **Agree:** You have a discussion with the person / group, and together reach a consensus about the decision. E.g. "What's your suggestions / other options – it seems most of us like option B, so that's what we'll go with".
5. **Advise:** You offer others your opinion and hope they listen to your advice, but it's their decision to make, not yours. E.g. "Here's what I'd recommend and why, but it's your decision to make – what do you think you'll do?"
6. **Inquire:** You let others decide and take an action, then afterwards they tell you what they did, why they did it, and how it went. E.g. "How did it go? Why did you do it that way? Did it achieve what you wanted it to?"
7. **Delegate:** You let others decide and take an action, and don't need to know what they did, why, how it went. E.g. them: "I ran that event", you: "good job".

Often we use levels 1 and 7, when 2-6 are usually more effective. How do you decide which level to use? There are 3 factors to balance:

1. **Their Competence:** Can they do the role you're asking them to do? Have they done it before? How much support will they need? You don't want to *Inquire* if someone is doing a role or task for the very first time! You'll want to start further back. Similarly, if someone has done the role or task 1000 times before don't *Tell* or *Sell*; they already know what to do.
2. **Your Confidence in Them:** You need to trust that the person you are delegating to will get the job done, in the time you asked them to, and in the way you want them to. If someone is very competent but you've never worked together before, it's often worth starting a level back, so you can build trust of each other, before you give more responsibility.

3. **Consequences:** If you're giving a real responsibility (and you should be) then there'll be real consequences if things go wrong. If a serious bad outcome is a possibility you wouldn't *Inquire*, but might *Agree / Advise*.

Safe Ministry Tips: It's important to know your own personality and leadership tendencies when delegating. What roles do pride / anxiety / perfectionism play in your delegation? Are you tempted to micro manage? How will it affect your relationship with someone if they "fail"? What will you do if the group decides on an action you disagree with? How do you show people that you trust them? These are helpful things to consider, as delegating is about working together.

Summary

Delegation allows you to achieve more than you could on your own, and it empowers people by giving them real responsibility. More than this, it allows Christians to do what we've been saved to do: to join in God's work. God wants all of us to share in His work, for our joy and His glory.

Discuss & Apply

1. Do you find it difficult to delegate to others? Why, why not?
2. For your own team and ministry, come up with an example of when you would use each of the 7 levels of delegation.
3. Is there something that has been delegated to you but you're not sure what level it is? Guess, then ask your leader if you're right.
4. Is there something you could delegate to someone on your team? Who could do it? What level would it be?

Attempt to delegate it to this person. If they're willing to do it, reflect after they finish the job / task: how did it go? Did clarity about the level of delegation help?

Next time you delegate to that person try using the next level.



FEEDBACK

Giving feedback: The Why

Feedback can be awkward, even if it's positive! Some people love to get and give it, others hate it. However you feel about it, if you're going to lead a team you'll need to become comfortable with feedback.

Most people want to do a good job, and want to know when they are and when they are not. Feedback is a way to encourage and train, and to keep people in your team accountable. It's also a way you can become a better leader. All of which means you and your team are more likely to get the job done and to enjoy doing it.

People Deserve to Know the Truth

Wisdom in Leadership, Chapter 46.

We know we should tell the truth. The bible says we should, we've been taught since we were little to do it, and we're Christians. Of course we tell the truth, right?

Although we don't want to lie or communicate less than the truth, we probably don't speak the truth as much as we think we do. You're probably aware of how many times you don't say what you're really thinking or feeling so you can be 'kind'; to a boss, a co-worker, or a person you lead. Whether it's one-on-one or in a meeting, we often don't say what we're thinking because we don't want to be cruel or to publicly embarrass or upset someone. No-one wants to do that.

We want to be gracious and self-controlled. We don't want to hurt anybody's feelings and so we don't say what we think. We don't speak up or disagree, at least to the person's face. And yet we know, as Paul reminds us in Ephesians 4:15, that we need to speak the truth in love. But we're often more comfortable speaking the truth in love about a person instead of to the person.

Ephesians 4:15 is a helpful verse when it comes to giving feedback.

'...speaking the truth in love, we will grow to become in every respect the mature body of him who is the head, that is, Christ'

Truth isn't saying what people want to hear, or speaking half-truths that leave things out because we want to be "kind". It's speaking the *truth*, to help people grow as Christians and servants of God. It's especially speaking the bible's truth, which...

Is useful for teaching, rebuking, correcting and training in righteousness, so that the servant of God may be thoroughly equipped for every good work (2 Tim 3:16-17)

But it's truth in love. Love is about your *manner*, the way you speak when you give feedback. It's also about your *motive*, loving your brother and sister in Christ so much you're willing to endure the uncomfortableness of giving feedback, to help them grow as Christians; *'not looking to your own interests but... to the interests of others' (Phil 2:4)*, and being careful to *'first take the plank out of your own eye, and then you will see clearly to remove the speck from your brother's eye.'* (Matt 7:5)

Giving feedback: The How

What do I Say?

No need to complicate it. Just say: 'can I give you some feedback?' then share something they're doing well, or could do better. Other statements:

- 'I've seen you doing this [give an e.g.] or being this [give an e.g.], and that's exactly what we want in this team. Great job!'
- 'Can you make this change [give an e.g.] in what you're doing, to better fit with what we want our team to do?'
- Or link it to your team's purpose – 'In our host team you've welcomed visitors so well *and that's great because we want to love people who visit Salt.*'

You can also combine it with a bigger check-in with the person, and ask:

- Do you feel like you know what you're doing in this role?
- Which bits are you finding easiest and hardest? Do you need any advice?
- Let me give you this (positive feedback) or this (suggested way to improve)

How Often?

There's no rules. It'll depend on what the people in your team need, and any issues that may need attention. Some things to bear in mind:

- When someone starts in a new role, they'll need more regular feedback as they're less sure of what they're doing.
- When a job is completed, people will be wondering if it went well. If you don't give feedback, they may conclude they did something wrong.
- If giving feedback still feels uncomfortable or awkward for you, give it more often than you think you need to, to help you become better at it.

Should I say 'Thank You'?

At Salt we want to serve first and foremost from our love for Christ. We love him because he first loved us (1 Jn 4:19); we serve him because he first served us (Mk 10:45). Because all we do is for Christ, there can be a small problem when you thank someone for serving. Saying 'thank you' can create the impression someone is doing the role *for us* instead of *for Jesus*. With a 'thank you', we might accidentally teach someone to be seeking our praise as they serve, instead of serving to please their Lord Jesus.

The solution isn't to say nothing though! We want to encourage the people in our team, and acknowledge their service. So here are some alternatives:

- I'm so thankful to God for how he's using you in this team / role
- That was such a great way you served Jesus / God's people
- You put so much effort into that, and it was really appreciated by (person)
- God is using you to make an impact here

It may take some getting used to but it's a worthwhile shift to make, so we can all work together to remind each other who we're ultimately serving.

Getting feedback: The Why

As a leader you'll inevitably receive feedback. When you get some, you might feel defensive or attacked. Proverbs has some sound advice for us:

A wise son hears his father's instruction, but a scoffer does not listen to rebuke... Better is open rebuke than hidden love. Wounds from a friend can be trusted, but an enemy multiplies kisses. (Proverbs 13:1, 27:5)

There are also deep truths from the bible that help us receive feedback:

- *Saved by grace*: our identity isn't based on our performance (what we do or don't do). We're saved with God due to Christ's performance.
- *Transformation*: God is making us more like Christ. We're saved sinners, so of course we'll get things wrong and need to repent and grow.
- *Needing the Body*: because of self-deceit and being blind to our own sin, we need Christians to point out things we can't see about ourselves.
- *Gifts*: we're not gifted by God to be good at everything. God gives each part of His body gifts so we can all work together (1 Cor 12).
- *Forgiveness*: at times people will misunderstand us, say things they shouldn't, or accuse us of things that aren't fair. When that happens, we can forgive, 'just as in Christ God forgave you' (Eph 4:32)

Getting feedback: The How – Constructive Feedback

Every time someone gives you feedback you have an opportunity to grow. Work hard in the moment to listen and understand. Assume the person is speaking the truth in love. (Even if they're not, there's probably a nugget of truth in what they say worth reflecting on).

Afterwards pray about what they said, ask yourself if it's accurate (or ask a friend or your leader), and what steps you can take to grow. If you've done something wrong, apologise to God and to the person you've wronged.

Getting feedback: The How – Positive Feedback

When people give you praise or encouragement that's great! It can bring a danger though, of feeling proud to be noticed rather than thankful to God for what He's done in and through you. One way you could help yourself guard your heart could be to direct that praise to God. For example, if someone says 'you did a great job' you could say 'That's encouraging! I'm thankful to God for how He's using me'.

Safe Ministry Tips: People are more likely to receive and give honest and useful feedback if they feel safe. You can encourage this culture by demonstrating respect for all ideas, and being thoughtful in how and when you give feedback.

When your team is new you can help by bringing anonymous feedback, just to get past those initial hesitations. For example: at your first meeting you can give everyone 3 slips of paper and ask them to write 2 things we're doing well, and 1 thing we can improve. Compile the answers and discuss these openly together.

If you need to provide negative feedback, unless it can be given in a way that applies to all members of the team, it's probably more respectful to talk to the person individually. You're more likely to promote positive changes if the person doesn't feel embarrassed or defensive in front of others.

Summary

As a leader it's important that you tell people in your team how they are going, whether they're going well or have room to improve. Don't assume they know how they're going. Speak the truth in love to help them grow.

It's also important to hear and receive feedback from people on your team, to listen well, apologise if you need to, and take the opportunity to grow.

Discuss & Apply

1. How do you react when you get feedback? Be honest – are you crushed by negative feedback, but you thrive on positive?
2. When did you last give someone feedback? Was it negative or positive? Do you find giving one kind harder than the other?
3. How often do you think you should give your team feedback?
4. Write a list of something positive and something constructive you could say to each person in your team. Over the next few weeks, share this feedback with your team members.



A GROWING TEAM

Understand the Life-cycle of a Team

Wisdom in Leadership, Chapter 45

Simply gathering a group of people, giving them a common purpose, and calling them a team doesn't automatically make them a team. As we've seen, a team behaves differently from a group of people. Once a group begins to form into a team, though, they won't function in only one way as a team. The way the team behaves will change and evolve over time. Teams have a clear and predictable life cycle. Generally speaking, teams will function in a certain way at the beginning and then their behaviour will continue to change in broadly predictable ways.

It's important to know these stages, because once you determine which phase your team is in you will know better how to lead them. Understanding the different stages will help you to understand what's normal and what's not. You'll know how much you should worry about a certain behaviour and what markers you should look for when your team is moving into a new stage.

Leading a Growing Team: The Why

Lazy hands make for poverty, but diligent hands bring wealth. (Prov 10:4)

Proverbs gives us lots of 'wisdom' – not simply 'good advice' but wisdom from God about how to live in His world. Business leaders / psychologists / sociologists give us this kind of wisdom. Many experts point out 'wisdom' when it comes to teams: that they follow predictable patterns, and move through stages. Wise leaders will see and work with these patterns.

However, the start of *true* wisdom is a right response to God...

The fear of the Lord is the beginning of wisdom (Prov 9:10)

Trust in God, and a reverent fear of God, enables us to take this wisdom from the business world and use it as God intended: to please God by following it for His glory, not for our own. The wise Christian leader will listen to the wise advice of others *and* fear the Lord.

Leading a Growing Team: The How

Teams normally move through 4 stages as they grow. Another common label for these stages is: forming, norming, storming, performing.

Stage 1: The FORMING or 'Let's get started' Stage

When you first pull your team together this is how they'll tend to interact.

- Some members will be excited, possibly with unrealistic expectations of what can be achieved (by them, or by the team).
- Some will be anxious about the unknowns they face, asking: What is expected of me? How will I fit in this team? Can I really do this role?
- They may be cautious about your ability to lead. They'll be working out how they relate to everyone else in the team. They will depend on you to take charge and explain everything clearly

The best leadership style at this stage is: **A Directing Style**. Explain exactly *what* you want done and *how* to do it. Lead your team by explaining, clarifying and encouraging people to have their first go at the role.

Stage 2: The FIGHTING or 'Not sure I like this' Stage

After a short-time, team members will start to find things difficult.

- People might be frustrated at parts of the role or you as leader. They won't enjoy still needing you to explain things and instruct them.
- They might feel inadequate for the role or task, confused about what you're asking them to do, or believe what's asked of them is unrealistic.
- They might feel negative towards some of the other members of the team, and team meetings might have an undercurrent of competing agendas.

The best leadership style at this stage is: **A Coaching Style**. Be *directive* (keep explaining what to do and how, as before) *but also reassuring* (listen well, problem-solve, encourage, resolve tensions and conflicts).

Stage 3: The FIGURING OUT or 'We're getting somewhere!' Stage

Now that you've worked through the first 2 stages, your team will feel more settled and be consistently performing well in their role. They'll have:

- More realistic expectations of what can be achieved, a growing confidence in their ability to perform the role, and people sharing more often that they're enjoying the team and the role.
- A growing sense of respect, trust and support for each other, with a vibe of team-ship and camaraderie.
- More openness in sharing and giving feedback in discussion times.

The best leadership style at this stage is: **A Supportive Style**. Your team largely knows what to do, so your role is: to facilitate discussion rather than overly direct it, to help the team manage and solve its own conflicts, and to use the team's own ideas and creativity to shape where you go next.

Stage 4: The FLOURISHING or 'We're smashing it!' Stage

This is where we all want to be! Your team:

- Has seen some success and is excited by what has been achieved and what can still be achieved.
- Is confident about being able to complete tasks or reach their goals. They share responsibility for tasks, and train each other.
- Enjoys the role and enjoys working together to achieve the role.

The best leadership style at this stage is: **A Delegating Style**. It won't be only you who gives feedback on how the team is going; it'll also come from each other. You can ask the team to make decisions. Most problems can be solved through discussions at meetings. You can put more of your efforts into starting new things and directing the team towards those things.

2 Last Thoughts on These Stages

- You can't skip a stage

Can't you skip straight to flourishing? No, if your team is going to flourish you can't skip the initial awkwardness, or the conflict. Be ok with growth taking time, and help by using the best leadership style at each stage.

- Add in a new member

If a new person joins your team it'll take time for both them and your team to adjust to the change. A new member often moves your team back a stage, e.g. from 'flourishing' back to 'figuring out'. You can smooth that process by introducing the team to the new person: tell them the in-jokes, ask everyone to share one thing about another team member. You can also smooth that process by explaining how the team works: tell the new person what the team expects from them and what they can expect from the team. Help them join a team that serves together.

Summary

God is generous: He has shared wisdom about the best way to live in His world with Christians and non-Christians alike. Many experts have noticed this wisdom when it comes to teams – that teams operate in a predictable pattern, moving through 4 stages.

If you can identify the stage your team is at and use the leadership style that best suits it, then you can better lead your team to achieve what you're trying to achieve, for God's glory.

Discuss & Apply

1. What stage do you think your team is currently at? How can you tell it's at that stage?
2. Which leadership style would be most appropriate for your team at the moment? What could you do to lead more in that style?
3. What can you do to move your team to the next stage? Remember this could be a process that takes months, so, what *gradual* steps can you take to move in the right direction?



SAFE MINISTRY

The Most Trustworthy Profession is...

In a recent survey, participants were asked to rank professions based on how trustworthy they thought they were. The highest rank went to Doctors – and with good reason. Doctors have specialised knowledge, recommend treatments that carry levels of risk, and work with people when they're at their most vulnerable. In some situations, your life is literally in their hands.

Given the power Doctors have over their patients, Doctors need to be held to a high ethical standard. The Medical Code of Conduct requires them to promise to act for the good of their patients, and not to cause harm. We're shocked and horrified when we hear of Doctors mistreating their patients, because this goes against their basic ethical standards.

Sadly, in the same survey, pastors / clergy / priests were rated amongst the least trustworthy professionals. It wasn't clear in the survey *why* people ranked faith-based leaders as untrustworthy, but we can hazard a guess that the widely publicised failures of religious leaders to live up to the moral standards of their faith influenced people's responses.

Doctors take on significant responsibility for their patients. Christian Leaders take on even greater responsibility for people. Far more important than a person's physical body is their eternal soul. God cares deeply about how we lead His people. Look at God's anger at Ancient Israel's leaders...

"Woe to the shepherds who are destroying and scattering the sheep of my pasture!" declares the Lord... "Because you have scattered my flock and driven them away and have not bestowed care on them, I will bestow punishment on you for the evil you have done" (Jer 23:1-2)

Safe Ministry

In the same way the Medical Code of Conduct governs how Doctors act, Churches have Safe Ministry Policies and recommended Practices. Some of these are Government requirements; others Churches have created themselves. These Policies and Practices are designed to protect and promote the spiritual wellbeing of people in our church, our teams, and visitors to our church who are exploring Jesus. These Policies and Practices help us avoid behaviours that may be harmful, especially towards children and adults who are already vulnerable and unable to protect themselves.

In one sense, Safe Ministry is very simple – just act in ways that love those you lead, and point them to God’s love for them in the gospel. It’s also more complicated though, as we’re not God and we live in a fallen world as redeemed sinners, so we’re tempted to be selfish and we make mistakes. Safe Ministry Policies and Practices help to protect us and the people we lead from mistakes, unwise behaviours, foolishness and sinfulness.

Why Safe Ministry Matters

Christian Leadership is a bit like being an ambassador. As we lead others, we represent God and the gospel. Paul talks of himself this way...

Follow my example, as I follow the example of Christ (1 Cor 11:1)

We are therefore Christ’s ambassadors, as though God were making his appeal through us. We implore you on Christ’s behalf (2 Cor 5:20)

As Christians and even more so as leaders, the way we behave will be assumed to be approved by God and to represent God’s values. Leaders set the standards their followers’ copy, so it’s crucial that our behaviour reflects God’s standards. We must take care to *‘put no stumbling block in anyone’s path, so that our ministry will not be discredited’* (2 Cor 7:3).

This isn’t to say that we leaders must be perfect and sinless! We’re saved by Christ’s perfect sinless life and death in our place. We’re being transformed by the Holy Spirit. We will inevitably sin and make mistakes. How we handle those errors though, is also part of how we lead others, as we humbly admit our failures, and point people to God and our daily need of His grace and forgiveness.

Some Practical Examples

These examples help you think through how you'd handle a situation where "something feels a bit off". It's useful to consider how you'd work out whether to say or do something, and to make sure you know the right process you should follow. For the following situations consider:

- What is the "red flag" here? What could be the area of concern?
 - What do you need to do next?
 - What would you do if you didn't know what to do in the moment?
 - What would Safe Ministry Guidelines advise you to do in this situation?
 - Is this a reportable situation, where you need to tell the Government?
 - What further information would change the situation for you?
1. You notice a female Salt member appears to feel uncomfortable around a particular guy, who appears to always try to talk to her alone and exclude others from their conversations.
 2. Someone regularly hangs around late after Gatherings, is often the last to leave, and doesn't appear to have anywhere to go afterwards.
 3. A friend tells you they feel like they've been "hassled" into serving on a team, and they only said yes so that they would be left alone.
 4. Someone repeatedly makes sexualised jokes in your Small Group.
 5. A specific subgroup of people at Salt are repeatedly told they should behave a certain way, or else shouldn't call themselves Christians. But other subgroups do that behaviour and it's not commented on.
 6. A team leader repeatedly comments on how attractive he finds it when women wear short skirts.
 7. You've noticed a member of staff has lots of contact with someone of the opposite sex, both in groups but also alone in private places.
 8. It is announced at an AGM that those who give the most financially will be granted positions on the Administration Committee.

Who Do I Ask?

If you're ever unsure what to do or how to respond to a situation, or if you want to raise a concern, you can contact Salt's Safe Ministry Supervisors by emailing safeministry@saltchurch.info or by talking to the male or female Safe Ministry Supervisors at your Gathering.

Summary

Salt Church's Safe Ministry Policies and Practices are about so much more than complying with Government requirements. Safe Ministry is about protecting and promoting the spiritual wellbeing of everyone in our church. It's about imitating and pointing people to the God who cares.

Cast all your anxiety on him because he cares for you (1 Pet 5:7)

Discuss & Apply

1. Did you find anything confronting or unsettling in this chapter?
2. Have you observed anything at Salt that seems unsafe or doesn't protect vulnerable people very well? Who could you tell that to?
3. Are there any changes you could make to your team, or the way you lead, to make it safer for vulnerable children or adults?
4. Have you completed Salt's Safe Ministry Training Course? Email safeministry@saltchurch.info to get started.

MORE RESOURCES

Articles

For stacks more articles and videos to help you grow as a leader check out:

www.saltchurch.info/resources/leading

Or go to the Salt Church Website → Resources → Leading

Books

Wisdom in Leadership – this book by Craig Hamilton is packed with bite-size chapters to help you grow as a Christian and a Leader. It's available as an ebook or in hardcopy from [Matthias Media](#) and [Koorong](#).

Podcasts

[The One Thing](#) – this podcast from Geneva Push, an Australian Church Planting organisation, has insightful advice on a bunch of topics for Christian Leaders and Pastors.

[Manager Tools](#) – this podcast by a secular management consulting firm has 1000s of episodes stretching back from 2005 to now. So if you have a question, chances are they've got an episode that answers it. They recommend you start with their 'Manager Tools Basics' episodes.

Quotes from *Wisdom in Leadership*, Craig Hamilton, Matthias Media Press (2015) used as permitted by the Australian Copyright Act, 1968. All scripture quotations are taken from NIV (2011). Chapter 4 'The Why of Recruiting' quotes Peter Tong's articles, *Human-Shaped Service* and *Cross-Shaped Servants*, available at <https://gotherefor.com/offer.php?intid=28753> (accessed 19 Dec 2020). 7 Levels of Delegation graphic in Chapter 5 from article by Jurgen Appelo, *Leading Agile Developers: The Seven Levels of Authority (Part 2)*, available at: www.informit.com/articles/article.aspx?p=1675546 (accessed 19 Dec 2020).

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For even the Son of Man did not come to be served, but to serve,
and to give his life as a ransom for many.

Mark 10:45