

LEADING

The how and why of leading people and teams



saltchurch.

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WHAT IS THIS BOOKLET?

This booklet will teach you *how* to serve in – and especially how to lead – ministry teams at Salt Church. It'll also show you *why* to serve and lead.

The booklet is broken into 3 parts, for the 3 areas that are crucial in serving and leading: our character (the kind of person we are), our convictions (what we believe), and our competencies (our skills). You can either work through the booklet, or flick to chapters that interest you.

Each chapter ends with questions to discuss and then apply to your role. You can think about these on your own, but even better is to talk about them with your leader or a friend. If you were hammering a nail into wood, reading a chapter of this booklet is like the first taps to get the nail straight. Discussing and applying it is like knocking the nail firmly into place.

Scattered through the booklet are 'Safe Ministry Tips'. God cares for the weak and vulnerable, so Christians do too. We want to be a church characterised by love for each other, especially for the weaker amongst us. So there's tips in some chapters to help you love people as you lead.

Pause for a sec before you get stuck in though, to think about this...

4 Reasons We Don't Serve and Lead

Serving is Hard, Leading is Harder

There's no doubt about it, serving is hard. Getting there early, staying back late, sweating away, out of your comfort zone, often not being noticed, and not being sure your service makes any real difference. It's no surprise Paul calls serving '*hard work*' and '*strenuous labour*' (1 Cor 15:10, Col 1:29).

Leading is even harder, as you take on more responsibility, the buck stops with you, and you need to work through people rather than doing it all yourself – and when are people ever consistently reliable and easy to work with! This is a reason we don't want to serve – it's hard.

Serving Takes the 'Shine' off of Salt Church

Like every church, Salt has many problems and areas to grow in; after all we're made up of forgiven sinners being (slowly!) transformed by God. But in God's kindness, there's fantastic things you get to experience by being part of Salt Church. Serving ruins that experience.

Instead of sitting back and 'enjoying the show', serving gets your hands dirty. Instead of enjoying being welcomed, serving pushes you to get up and welcome others. This is a reason we don't want to serve – it wrecks our experience of church.

We've Been Burnt Before

Do you recognise this experience: you join a church, you're asked to serve in a team or on a roster, you eagerly say yes as you want to get involved and give back, only to discover too late the fine print – you just signed up for a frustrating job that wasn't what you expected, and what's more you can never leave without letting someone down, so you're signed up for life!

Sometimes we don't serve because we're worried that we *will* get hurt, or sadly we already *have been* hurt. So, we only put a toe in the water, or we simply stay far back from the edge.

God Doesn't Need us to Serve – God Serves us

Paul tells us something profound about God and serving in Acts 17:24-25:

"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."

This is another reason we don't serve – God doesn't need us to. What can we possibly offer God! He can easily do all He wants to. With all our sins and failures, surely we only get in the way and make God's job harder.

What's more, far from us serving God, in the gospel we know God serves us. As Jesus tells us: *'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)

3 Reasons We Do Serve and Lead

We Get to Serve

Though serving is hard, it's not a burden. It's a privilege. One reason Christ gave his life was to rescue us from self-service and selfishness so we could serve the true and living God. Serving is what we're made and saved for.

To him 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; to him be glory and power for ever and ever! Amen' (Rev 1:5-6).

We don't serve because God needs us to serve, as if He lacked something. We serve because God lets us serve, for our joy and His glory. 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.

We're Gifted to Serve

One place we serve God is in Church, and God's given each of us gifts to serve the Church with. So as Peter urges us in 1 Pet 4:10:

'Each of you should use whatever gift you have received to serve others'

These gifts aren't about us – we haven't earned them, we've received them; we don't have a right to express them, we have them to serve others with.

Some gifts are more obvious than others, but we all have some, and it's crucial that we all serve if we want to see Church built up (Eph 4:15-16):

'...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. From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.'

Salt Church is not like a bus, it's like a rowboat. On a bus everyone files on and the bus-driver does the work; the passengers come along for the ride. On a rowboat, everyone does the work. A few people might steer the boat, but it only goes forward if we all put our paddles in and row.

There's Much Work to be Done

Jesus is on a preaching and healing 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." (Matt 9:36-38)

2000 years later, things haven't changed. There's so much harvest to bring in – the harvest of *new* believers trusting Jesus for the first time, and of *growing lifelong* believers in Jesus – and the workers are still few.

There are literally over 100 ways you can serve at Salt Church, and that number is only going to rise if God chooses to answer our prayer to bring a flood of lifelong disciples of Jesus across the Illawarra and beyond. And that's just at Salt Church and the Illawarra, yet alone the world!

It's a common myth that as a church gets bigger there's less to do, and not everyone needs to be involved. In reality, there's so much more to do. It's just harder to see it. In big and small ways we constantly need more people, more workers to join in the work.

We especially need many to take the step-up into *leading* God's people, with all the extra challenges leading brings. So as you work through this booklet, pray to Jesus, the Lord of the harvest, to raise up more workers...

... and ask Him to help *you* be the *answer* to that prayer,

... as you serve in big and small ways to make and grow disciples of Jesus,

... and as you learn how and why to lead the people of God, for His glory.

CHARACTER

Oxford English Dictionary

The mental and moral qualities distinctive to an individual; moral excellence.

E.g. 'It would be very out of character for her to lie.'

Ephesians 4:22-24

...to put off your old self, which is being corrupted by its deceitful desires; to be made new in the attitude of your minds; and to put on the new self, created to be like God in true righteousness and holiness.

1

WHY CHARACTER MATTERS MOST

God Cares About 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 lead a team or ministry, 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 lead your Small Group 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's that show about your character? As you lead your group what are you most concerned about? If you've prepared enough? If discussion's good? If the group's gelling together? All those things matter: God does care 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 round 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 lead. But God wants you to 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 Small Group. God doesn't love you less when it's 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 and Apply

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

2

LEADING IS LOVING

In 1 Cor 13 Paul tells us it doesn't matter what you have and do, 'if you do not have love' then you 'gain nothing' and 'are nothing'. Below is chapter 26 from *Wisdom in Leadership* about this, 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 symbol. 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 entire 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 characterized 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 characterized 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 that you aren't simply interested in the job that they can do for you or the results that they can achieve for you, but that you care about them. Do the people on your team know that 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.

CONVICTION

Oxford English Dictionary

A firmly held belief or opinion.

E.g. 'She takes pride in stating her political convictions'

1 Corinthians 15:1-2

Now, brothers and sisters, I want to remind you of the gospel I preached to you, which you received and on which you have taken your stand. By this gospel you are saved, if you hold firmly to the word I preached to you. Otherwise, you have believed in vain.

3

WHAT WE BELIEVE

What we believe as Christians is utterly crucial. Jesus tells us to...

Love the Lord your God with all your heart and with all your soul and with all your mind (Matthew 22:37)

1 way we love God is with our minds – working hard to understand what He’s made known about himself. We don’t have to guess who God is and what He’s like though. He’s told us in His word, the bible.

Knowing more about God is never meant to be an end in itself though.

We’re meant to be changed by what we discover. God’s word changes our beliefs and behaviours...

Knowledge of the truth... leads to godliness (Titus 1:1)

All Scripture is God-breathed and 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)

God’s word also changes our relationship with God. Knowing more *about* God is not the same thing as *knowing* God. What we discover must change the way we think, feel and interact with God. True theology (the study of God) always leads to doxology (praising God).

We want to be a church that wrestles deeply with the bible.

We want to be full of people who are hungry to know God better, and who see reality the way God does so we can go live in light of it.

THE CHALLENGE

'How can we turn our knowledge *about* God into knowledge *of* God? The rule for doing so is simple but demanding. It is that we turn each truth that we learn *about* God into matter for mediation *before* God, leading to prayer and praise *to* God.' – J.I. Packer, *Knowing God*, pg. 23

TO HELP YOU GROW

To help you grow in your convictions Salt Church's Statement of Beliefs is listed below. We're convinced these statements capture foundational things God's word reveals. All of them have a huge impact on how you lead, and even more fundamentally, who you are and how you relate to God who saved you. For each statement, try to answer these questions:

- How would you explain this in your own words to a friend?
- Are you unsure about anything in this statement?
- Do you disagree or feel uncomfortable with any of it?
- Where would you go in the bible to see this idea unpacked?
- What difference could this make to your life, and to how you lead?

Safe Ministry Tips: Salt people come from many backgrounds: Anglican, Baptist, Catholic, Mormon, Jehovah's Witness, Pentecostal, Presbyterian, Uniting, and more. That's a beautiful thing! But it does mean that, inevitably, some teaching at Salt will conflict with things people have been taught and believed. Some people find it confusing and difficult to have long-held beliefs critiqued and challenged. How can you respond when someone in your team has different beliefs to you?

- Check your beliefs are from the bible. Maybe you need correcting too!
- Make the bible your authority. Quotes from authors and sermons have helpful info for discussion, but people are not God and they can be wrong.
- Ask is it a 'salvation issue' (e.g. Jesus died for our sins) or a 'wisdom issue' (e.g. Christians shouldn't drink alcohol)? Some things have definite answers from the bible, others are more nuanced, or there's freedom to disagree.
- Open the bible and explore together, as God is our teacher *'and if on some point you think differently, that too God will make clear to you'* (Phil 3:15).

ABOUT GOD

There is one unique and eternal God, who exists in an everlasting loving relationship of Father, Son and Spirit – one God in three persons.

God is sovereign in all things: including creation, revelation, redemption, judgement and the establishing of his kingdom. As sovereign loving creator and redeemer, he is worthy of all glory, honour and praise.

ABOUT HUMANITY

Men and women together are created in the image of God, and therefore enjoy a unique dignity in creation and a unique relationship with God. Men and women together have dominion over the created order. Tragically, human nature is universally sinful since the Fall and all are guilty before God. This leaves us under the wrath and condemnation of God. We are unable, without the prior regenerative work of God's Spirit, to turn ourselves to God.

ABOUT THE BIBLE

There is no other way to know God except that he reveals himself to us. The Bible is God's revelation to us. The words of the Bible are divinely inspired and infallible, as originally given, and have supreme authority in all matters of faith, conduct and experience.

The Bible is sufficient for knowing God. It is not only central to the wellbeing of the church but is able to thoroughly equip the Christian community for life and godliness.

ABOUT JESUS CHRIST

Jesus Christ was conceived by the Holy Spirit and born of the virgin Mary. He is both fully God and truly human. He entered fully into human experience. He endured temptation and he suffered and died. He was perfectly obedient to God His Father.

Jesus took on himself the consequences of human sin. He died and was buried. On the third day he rose from the dead bodily and is now exalted as ruler over all. He will come again in glory to judge the living and the dead.

ABOUT SALVATION

There is only one name under heaven by which we can be brought into relationship with God: the name 'Jesus Christ'.

It is only through the sacrificial death of Jesus Christ, as our representative and substitute, that the guilt, penalty and power of sin can be removed. In that death, God demonstrates his love to us most perfectly and establishes his victory over Satan and all his foes.

The work of the Holy Spirit is necessary to make the death of Jesus effective in an individual's life. The Spirit enables the sinner to repent and put their faith in Jesus Christ, so that salvation is entirely of God's grace and not of human merit or works.

Although we enjoy now the blessing of union with Christ and secure relationship with God, we await the final consummation of our hope with the return of Christ, the resurrection of our bodies and life with him eternally.

ABOUT THE SPIRIT IN THE BELIEVER'S LIFE

The Holy Spirit is co-equal with the father and the Son, and indwells all true believers. His role is to bring glory to Jesus Christ, thus making Jesus Christ central in all things.

The Spirit works to illuminate believers' minds to grasp the truth of the Bible, producing in them his fruit, granting them his gifts and empowering them for service. He grants his gifts for the purpose of service, not self-indulgence. Their use is determined – not by personal desire for fulfillment, or satisfaction – but by the principle of building the church.

Not every gift of the Spirit is given to the church at every moment of its life, only those necessary for building Christ's body.

ABOUT THE CHURCH

The visible church is the gathering of believers around Christ in his word. It is a community of people intended by God to bear witness to him and actively seek the extension of his rule.

Within its community both men and women are to seek proper expression of their gifts as they work to build the church in love.

The Bible makes clear that in church leadership, as in marriage, the roles of men and women are not interchangeable. We are committed to expressing the differences within relationships of mutual dependence.

COMPETENCE

Oxford English Dictionary

The ability to do something successfully or efficiently.

E.g. 'the players displayed varying degrees of competence.'

1 Timothy 2:15

Do your best to present yourself to God as one approved, a worker who does not need to be ashamed, and who correctly handles the word of truth.

2 Corinthians 3:5

Not that we are competent in ourselves to claim anything for ourselves, but our competence comes from God.



TEAMS & MEETINGS

We're in This Together

Paul ends the book of Romans with an incidental insight into ministry:

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 ...Greet Tryphena and Tryphosa, those women who work hard in the Lord. Greet my dear friend Persis, another woman who has worked very hard in the Lord. Greet Rufus, chosen in the Lord, and his mother, who has been a mother to me, too. (Rom 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 Christ Jesus.

Teams Rather than Rosters

One way we express this truth at Salt is by serving in teams, rather than putting people on rosters.

When you're 'on a roster' you're often serving alone. Even if you serve with others the roster keeps changing, so there's little sense of serving with others. Plus you can easily become focused only on the task, and there's not much scope to take ownership of the area you're serving in.

Most ministries at Salt are in teams, so we can get to know others, take ownership in our teams, and spur each other on to serve Christ 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 the “team” approach Salt takes. So it may take a bit of time and explaining for people to be fully on board.

Also, while it's great to have teams that perform well and consistently, the reality is it will all fall apart sometimes. Being part of a church is a great and necessary opportunity to practice forgiveness and grace.

Meetings are Where Real Work is Done

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.

Wisdom in Leadership: Meetings are Where Real Work is Done” – Chapter 63.

Team Meetings | The Why

Team Meetings give you and your team the space to...

- *Lift Your Eyes:* in meetings open God's word to remind people who they ultimately serve, and how this team serves God's kingdom.
- *Grow as Christians:* in meetings people grow as Christians, as they work with and relate to others, read the bible and pray.
- *Be Supported:* in meetings people can talk about how they're going and how the role's going, to get support and encouragement.
- *Evaluate:* in meetings you can check-in on how the ministry is going and whether it's achieving what it's meant to.
- *Decide Next Steps:* in meetings you can decide the next steps to take in your team and ministry role.

Team Meetings | The How

How Often to Meet

It depends on how many people are in your team, and how easy or difficult it is to get the team together. You may find lots of things you can do in 1-to-1 conversations, by email, phone call or text.

However, if you never meet then you don't really have a team. You have a few individuals that you, the leader, are directing. A team works *together*.

So, get your whole team together at least once every 2 months, but more often if you can.

How Long to Meet For

The tension is to meet for long enough to cover all the important things your team needs to talk about, but not so long that it becomes ineffective and you waste people's time. 45 mins - 1.5 hours is a good general guide.

Keep your word though. If you say a meeting will be 1 hour, make sure it ends after an hour. This is a way to love the people you lead by following through on your promises. Plus they'll be more likely to come to the next team meeting if they know it won't run overtime.

If you can combine your meeting with your role, that's a great way to do it. E.g. if your team serves from 4:30-5pm at Church, ask people to arrive at 4pm one week and have a team meeting before you start.

What to Do in a Team Meeting

Here's a template you can use to run a team meeting. It's especially helpful if you've never led one before. You can begin with this then experiment to find what works best for you and your team.

1. **Chat:** teams are a key way we get to know and spend time with people at Salt, so lean into that. Bring some food, chat about your weeks, play a 'get-to-know-you' game, split into pairs to share 1 praise and prayer point, or choose someone to be in the (hypothetical) hot seat where everyone else takes turns to ask them 1 question.

2. **Bible:** keep training your team to have a life shaped by the gospel and built around the bible. Remind people of the God we serve and how glorious He is. Here's ideas of what you could read:

- Read last week's sermon passage again
- Read about who Jesus is or what Jesus has 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, you could do 'bible in a minute', where you give someone (or everyone) 1 minute to share...

- Their favourite bible verse and tell us why they love it
- Something they've recently learned about God

3. **Remind:** remind the team of the purpose of this role. It's easy for your team (and you!) to forget the purpose and to focus instead on the tasks. Why does this team exist? How do your team's tasks serve God's people? How does your team fit in the bigger picture of what God's doing at Salt? Remind your team of its purpose and use each team meeting to do this. You may feel you're repeating yourself. That's not such a bad thing, as it's easy to forget, and a clear vision of this purpose will motivate your team.

4. **Review:** some questions you might use are...

- Why do you think this ministry team exists? What are we trying to do?
- What have we been doing well since we last met?
- Were there any issues / concerns / difficulties you saw or experienced?
 - Do others agree?
 - 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 reflect our team's purpose / vision?
- Could we be doing more to achieve our team's purpose / vision?
- Will one person / a smaller group / all of us be responsible for implementing these changes?
- When will we implement them by? How will we implement them?

5. ***What's Coming Up:*** what events or moments are coming up for your team or ministry that you need to plan for? Opportunities to take?
6. ***Pray:*** Give thanks to God for the wins and ask Him to keep using your team's efforts. Commit your team's plans to God, trusting in His wisdom and power, and acknowledging our dependency on Him and our desire to bring Him glory.
7. ***Actions After the Meeting***
 - Communicate (e.g. email, text) to the team all the actions you decided on.
 - Do what you said *you* would do – lead by example.
 - Follow-up with team members to see if they need any 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 serve 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 for support, review, deepening relationships, and to encourage each other to serve.

Discuss & Apply

1. What words would you use to describe your team meetings?
2. How often does your team meet? Does this feel too often or not often enough?
3. Next time you have a meeting, try the template model to see what works for your team and what doesn't. Is there anything you're consistently missing in your meetings?
4. Ask for feedback and suggestions from one of your team members as to how they think you go at leading your team's meetings.

5

RECRUITING

Before you spend too much time working out what you're going to do with a ministry and where you're going to go, you need to first focus on the 'who'. Who is on your team is more important than what your team is going to do. If you make a mistake with the who, it may continue to undermine what you're trying to do.

When Jim Collins was researching his magisterial study, which compared companies that went from good to great with other companies that had remained mediocre, he expected to find that completing a new vision and strategy was what catalysed the transformation of the now great companies. The people, he reasoned, would then commit themselves to that vision. What he found was quite the opposite:

"The executives who ignited the transformation from good to great did not first figure out where to drive the bus and then get people to take it there. No, they first got the right people on the bus (and the wrong people off the bus) and then figured out where to drive it."

Wisdom in Leadership: "The Five Cs" - Chapter 43.

Recruiting: The Why

At Salt Church we're praying to see a flood of lifelong disciples of Jesus across the Illawarra and beyond. As God graciously answers that prayer and brings more people to trust Jesus at Salt, we'll grow in number. That means we'll have more people *to* serve, and more people who *can* serve.

We also want people to serve because it's good for them; serving God and His people is part of what Christians have been saved for. Serving others and alongside others is one-way God grows us as disciples of Jesus.

So, we need to recruit people into serving roles.

But yet, there is a big, common and very real danger to be aware of when recruiting anyone. See if you can spot it in these statements below...

Sally, I was wondering if you could 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. We need our best people in our most important ministry.

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

A Better Way

Now none of these are out and out wrong! They just run the risk of missing the main thing. We serve Christ. We're saved to offer our whole lives to him. 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 how we live as Jesus' disciples, 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 / Explore Christianity 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 is missing. So 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 also 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 roles, 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 the names of people to recruit to your team, from your leader or the Ministry Team at Salt. Or you may need to find someone yourself that you can recruit. Either way, what you're looking for is someone with the character, convictions and competency to do the role.

Two Tips

- Be careful you don't look for someone with the right skills only – competency is actually the easiest and quickest C to learn, and the most effective way to learn skills is usually on-the-job.
- Be careful of setting too high a standard. Look for someone on the right trajectory, who's heading in the right direction in the 3 Cs. They might not be fully ready to go when you ask, but the role and extra responsibility itself could be what God uses to grow them so they're suitable.

HOW DO I ASK?

Explain the “why” of the role | What’s the purpose? Why is it important?

Explain the “what” of the role | Talk through the role’s Crawl-Walk-Run. Clarify what tasks they’d be doing, the weekly time commitment required, whether there are meetings, and any other expectations you have of them.

Explain why this could be a “good role for them” | If there’s reasons why you thought to ask this person, share them, for their encouragement.

Give them time to think it over and pray | Organise a time in a few days or a week to chat again. It’s helpful not to pressure them to agree to the role then and there, as they’ll make a better commitment if they can think it over and pray. Some people also have difficulty saying no, even though they want to or ought to, so this extra time helps them feel less pressured.

Have a follow up chat | Chat again at the time you organised. If you’re unable to chat at that time, organise a new time. You might be tempted not to follow up, because you’re worried they’ll say no. But don’t neglect the follow up chat, even if it’s awkward and you feel uncomfortable, or else you’ll have wasted their time and your time asking in the 1st place. Plus they may be really keen to do the role, but you won’t know unless you ask.

Two Tips

- Don’t undersell it. It’s tempting to make a role sound as easy as possible, so they will say yes. It’s better for both of you though if they know what’s really involved and say no, than say yes and quit because it’s more than they expected. Take care to be honest and clear, for both your and their sakes...

For you – it’s not very fair to want them to meet expectations and carry out responsibilities you didn’t communicate, so you may end up expecting too much, or covering for them and doing their work as well as yours.

For them – they unknowingly signed up for more than they realised, so may become frustrated at you or overwhelmed by the role.

- 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?

Someone has agreed to join your team. Great! Now what?

Share again the “why” and the “what” of the role | Memories fade quickly, especially when it comes to the reasons we do things in churches! As they start, remind them from the get-go what they’re trying to achieve and how important it is. Ensure they understand the commitment and expectations, so they have them fresh in their minds as they begin.

Get them started in the role | Bring them along the next time you or your team serve in this role. Then let them *see one, do one, and teach one...*

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

DO: let them have a go, with you or someone else in your team watching, and giving advice, feedback, and gentle corrections.

TEACH: to really cement it, get them to teach the next new team member.

Two Tips

- Get people serving as soon as possible, so they can get involved and so their commitment level doesn’t fade before they’ve even begun. There could be lots of natural reasons that delay them serving, e.g. if you use a roster to organise your team, it might be a while before the updated roster starts. Get them serving anyway, perhaps alongside someone else before the new roster starts.
- Give real responsibility. We don’t want to overload people, but we also want to give people roles that require real work and sacrifice, and make a genuine impact. People won’t stay interested for long if they’re not making a meaningful contribution. Related to this, give them a real possibility for failure. Don’t bail people out too quickly if they make mistakes or let the team down. It’s good for people to learn that mistakes or low commitment affect others and have consequences. If they don’t learn this then it’ll be difficult for them to grow in responsibility for their role.

Summary

Recruiting is a way to serve others, by inviting them to join you in serving God. There are some skills to learn to do it well, but basically just get people serving in your team and help them grow from wherever they're at.

Discuss

1. When was the last time you recruited someone? How did it go?
2. Did 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?

Apply

1. 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?
2. Are there people in your team you could ask to *TELL one* to the next newest member who joins? How could you do that?

6

DELEGATING

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

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 a 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.

Wisdom in Leadership, "There's no point having a dog and then barking yourself" – Chapter 50.

Delegation | The Why

There's 2 big reasons we find it hard to delegate and tend not to do it very well or at all. Both of them have to do, not with our skills, but our heart.

The 1st reason we don't delegate well is pride

Instead of realising all our character, convictions, competencies, abilities and gifts have been graciously given to us by our insanely generous God, we think we don't need the help of others and we're better than we are.

To this Paul tells us:

Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment (Romans 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 Corinthians 4:7)

Or we don't want to give other people responsibilities in case they do a good job – then they would get the credit instead of us! Our fruit would be growing on their tree! So we forget the words of Jesus...

No branch can bear fruit by itself; it must remain in the vine. Neither can you bear fruit unless you remain in me. "I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing. (John 15:4-5)

And we forget the example of Jesus...

In humility value others above yourselves... have the same mindset as Christ Jesus: Who, being in very nature God, did not consider equality with God something to be used to his own advantage; rather... he humbled himself. (Phil 2:3-8)

Or we think we're indispensable, not remembering we're but 1 important part of a glorious 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)

The 2nd reason we don't delegate well is fear

Sometimes we're afraid *for other people*. We feel guilty asking people to make sacrifices for us or worried they'll be over-burdened by the role. Yet it's not us they're sacrificing for! We're not asking them to give us a hand or ease our load. We're asking fellow Christians...

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)

That is: to 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 (Revelation 1:5-6)

It's good to be worried about over-burdening people – that's part of love. However, it's not love to assume someone will feel burdened by a role and so not even ask them if they want to do it. Nor is it love to delegate a task then take it back because you're worried about whether they'll cope.

It's not love to let our fears for other people stop them from serving God. When you ask people to serve – even to serve long and hard – that's the very thing they're saved for and the thing that will bring them true joy and bring God tremendous glory.

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 very God they're growing 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 it can be *personal fears*. We can be afraid that if we hand over parts of our role we'll lose some of what makes us valuable. Yet our value doesn't rest on what we do for God but what God did for us. 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 Peter 2:9)

We also know that the leadership God loves is not self-promoting but loving, sacrificial and servant hearted. So we don't ultimately need to be noticed or considered valuable by the people around us – God sees.

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 Big Reason to Delegate

God doesn't need us! As Paul tells the 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)

But yet, God lets us be involved in His work because He wants us – all of us – to join in. As Paul reminds the Corinthians...

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)

We get to join in God's work. As a leader, equip and enable people in your team to gladly serve Jesus and others with everything they've got – for their true joy and God's tremendous glory.

Delegation | The How

There is a 3rd reason we don't delegate well – we don't know how to do it.

When it's done well, delegation enables you to achieve many more things, to multiply the work, and to motivate and empower people to take real ownership and responsibility.

There are more ways to delegate a task or responsibility to someone than you might have realised. There are, in fact, 7 levels of delegation.



1. **Tell:** You make a decision for others. You might explain the reasons or your motivation, but a discussion about it is not assumed or desired.
2. **Sell:** You make a decision for others but try to convince them you made the right choice, and you help them be and feel involved in it.
3. **Consult:** You ask for input first, which you take into consideration before making a decision that respects people’s opinions.
4. **Agree:** You enter into a discussion with everyone, and as a group you reach consensus about the decision.
5. **Advise:** You offer others your opinion and hope they listen to your advice, but it’s their decision to make, not yours.
6. **Inquire:** You let others decide and take action, then afterwards they tell you what they did and why.
7. **Delegate:** You leave the whole decision to them and don’t even need to know how it went.

Here are some examples of what each level might sound like:

- Tell: “Wait to be told” or “Do exactly what I say.”
- Sell: “Look into this and tell me what you come up with. I’ll decide.”
- Consult: “Give me your suggestions, other options, the pros and cons of each. I’ll let you know whether you can go ahead.”
- Agree: “Decide and let me know your decision but wait for my go ahead.”
- Advise: “Decide and let me know your decision, then go ahead unless I say not to.”
- Inquire: “Decide and take action, and let me know what you did.”
- Delegate: “Decide and take action. You don’t need to tell me how it went or check back with me.”

Often we operate at level 1 or 7, when levels 2-6 are much more effective. So how do you decide which level to use? There are 3 factors to balance:

A) The person's competence

Are they able to 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 taking on a role or responsibility for the very first time! You'll want to start further back. Similarly, if someone has done the task or role a million times before it'd be patronising to *Tell* or *Sell* them what to do – they already know what to do.

B) Your confidence in them

In order to delegate to someone, you need to trust they'll follow through. How sure are you that the person will get the things done in the time you asked them to? Will they do it the way you want them to?

If someone is very competent but you've never worked together before you might start at a level a little further back, to build trust of each other, before you give them more responsibility.

C) The consequences of decisions

If you're giving someone real responsibility there'll be real consequences if things go well, or badly. Factor this in. For example, you might *Agree* rather than *Advise* if a bad outcome has serious damaging consequences.

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

Summary

When it's done well, delegation enables you to achieve many more things, to multiply the work, and to motivate and empower people to take real ownership and responsibility.

More than that, delegation allows Christians to do the very thing they've been saved for: to serve our great God as '*co-workers in God's service*' (1 Cor 3:9). God doesn't need us, but He lets us be involved in His work because He wants us – all of us – to join in.

Discuss

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.

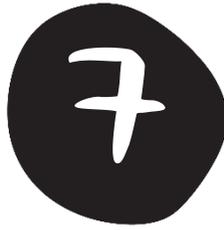
Apply

1. Is there something that has been delegated to you but you're unsure what level it is? Try and guess, and then ask your leader to clarify what level of delegation they've given you.
2. Think about the parts of your role: is there something you could delegate to someone? What level might it be? Who could do it?

Next, attempt to delegate it to them.

If they're willing to do it, review how this process went after they finish the job or task. Did clarity about the level of delegation help?

Next time you delegate something to that person you could increase the level, giving them more responsibility and ownership.



GIVING & GETTING FEEDBACK

Giving feedback can be awkward, even if it's positive! Some people love to hear it while others hate it. Giving it can feel uncomfortable and forced.

Regardless of how you feel about it though, if you're going to lead a team you'll need to learn how to give it – *and* how to *receive* it, when people in your team encourage you, suggest changes or express their frustrations with you or their role or the team you lead.

All members of your team need to know that what they do matters. Most of the time people want to do a good job, and want to know when they are and when they're not. Feedback is a way to give support, encouragement, training and to keep people accountable to do what they said they'd do – which means the team is more likely to get the job done and enjoy doing it.

People deserve to know the truth

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.

Wisdom in Leadership, "People Deserve to Know the Truth" – Chapter 46.

Giving feedback | The Why

Ephesians 4:15 is a really 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 doesn't look like saying only what people want to hear, or telling half-truths and leaving out the rest because you want to be 'kind' and not hurt someone. It means speaking the truth of scripture, 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)

As you lead people it's your role to help them grow in their character, conviction and competencies. Each time you speak the truth to the people in your team and give them feedback you're helping them grow.

But it's truth in love. Love doesn't look like complaining about someone behind their back, or giving feedback to put them in their place.

It looks like *'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)

It's loving your brothers and sisters so much that you're willing to endure the uncomfortableness – for you and them – of speaking the truth, to help them grow in their competence, character and convictions for their good.

Giving feedback | The How

What do I Say?

There's no need to overcomplicate it. You can just say: 'can I give you some feedback?' then tell them something they're doing well or something they could work on and get better at.

Some other statements you could say are:

- '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 I suggest this change [e.g.] in what you're doing, to better fit with what we want in this team?'

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

- How are you going?
- Do you feel like you know what you're doing in this role?
- Which bits are you finding easiest and hardest?
- Is there anything you need help or advice with?
- Let me give you this positive feedback / suggestion to improve

Last up, you can try to link it into the vision of why your team exists.

- I've seen you welcoming new visitors really well and getting to know them in our host team *and that's so great because* we want to show genuine love to people as they come to church.

How Often?

There's no rules. It'll depend on the people in your team and what they need. Some things to bear in mind:

- When someone starts out in a new role they'll need more regular feedback as they're less sure of what they're doing.
- When a job or task is completed people will be wondering if it went well. If you don't give feedback they might conclude they did something wrong.
- If you're only just learning how to give feedback, give it more often than you think you need to. Since it probably feels uncomfortable or awkward your natural tendency will be not to give it much.

Should I say 'Thank You'?

We want people at church to serve ultimately from their love of Jesus. We love Him because he first loved us (1 John 4:19); we serve Him because he first served us (Mark 10:45).

With that in mind, it can be unhelpful to thank someone for serving. Saying 'thank you' can create the impression they're doing the role *for us* instead of *for Jesus*. With a 'thank you', we're accidentally teaching them to be concerned with pleasing us, instead of pleasing their Lord Jesus.

The solution isn't to say nothing though! So here are some ways you could preserve a Jesus-focussed-mindset in ministry and yet affirm people for the work they've done:

- I thank God for what you did / do / keep doing in this team / role.
- I'm so grateful to God for how he's using you in this team / role.
- You put so much into that, I think it was really appreciated by...
- That was such a great way to serve Jesus / God's people.
- God is using you to make an impact here.

It may take a bit of getting used to, but it's important to make the effort because it helps set a culture for why we serve.

Getting feedback | The Why

As a leader you will inevitably receive – and ought to ask for – feedback from people in your teams and your own leader. When you get it 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. (Proverbs 13:1)
- A rebuke goes deeper into a man of understanding than a hundred blows into a fool. (Proverbs 17:10)
- Better is open rebuke than hidden love. Wounds from a friend can be trusted, but an enemy multiplies kisses. (Proverbs 27:5)

There's also profound truths in 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 belong to God due to Christ's performance.
- *Transformation*: God is at work in us to transform us to look like Christ. We're saved sinners, so of course we'll get things wrong, sin at times, and still need to repent and grow.
- *Needing the Body*: because of self-deceit and the way we can be blinded to our own sin, we need our brothers and sisters to point out to us 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 words they shouldn't, or accuse us of things that aren't fair. If 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've said, reflect for yourself and/or ask a friend or your leader if it's accurate feedback.
- If you've done something wrong, apologise to God and the person.
- Work out what step/s you could take to grow from the feedback.

Getting feedback | The How – Positive Feedback

When people give you praise or encouragement that brings a danger – of feeling proud at what you've achieved instead of thankful to God for what He has done in and through you. Here's a way to guard your heart.

Similar to that idea of avoiding saying 'thank you' to people in your teams, when you receive positive feedback you can direct that back to God:

E.g. if someone tells you: 'you did such 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 give honest and useful feedback if they feel safe. As leaders, you can encourage this culture by demonstrating respect for all ideas, giving everyone a chance to have a say, following through on feedback, and balancing negative and positive.

It can be helpful to initially bring feedback to your team meetings anonymously, just to get past those initial hesitations. One way is this: at your first meeting give everyone 3 slips of paper, and ask them to write down 2 things they think the team is doing well, and 1 thing you could improve on. Compile the answers and then 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.

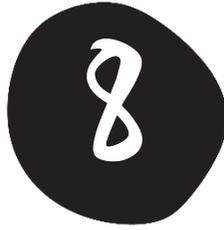
It's also important to hear and receive feedback from people on your team, to listen well, apologise if you need to, and take the opportunity to grow.

Discuss

1. How do you go at getting feedback? Be honest with yourself. Do you crumble under negative feedback but thrive on positive?
2. How about giving feedback? When was the last time you gave someone feedback? Was it negative or positive? Do you find giving one kind harder than the other? How often do you think you *should* give people in your ministry or teams feedback?

Apply

1. With your leader, practise giving positive feedback and then giving constructive / negative feedback.
2. Write a list of something positive and something constructive you could say to each person in your team.
3. Throughout the next few weeks try to share this feedback with your team members: in meetings or one-to-one. It may be a bit awkward at first but it'll become more natural as you do it more.



A GROWING TEAM

Understand the Life-cycle of a Team

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.

Wisdom in Leadership, "Understand the life cycle of a team" – Chapter 45

Leading a Growing Team | The Why

The team (and people) you're leading will change the way they work together over time. These changes might be frustrating or confusing if you haven't realised they're a natural part of the life-cycle of teams.

Teams operate in predictable ways. Wise leaders recognise this and make the most of it. This is the kind of wisdom Proverbs 10:4 tells us...

Lazy hands make for poverty, but diligent hands bring wealth.

This is not simply 'advice'. It's wisdom: how to live rightly in God's world. Wisdom understands the patterns God has woven into this world and lives in light of them instead of ignoring them and walking in foolishness.

The ultimate source of this wisdom is a right response to God...

*The fear of the Lord is the beginning of wisdom,
and knowledge of the Holy One is understanding.
For through wisdom your days will be many,
and years will be added to your life.
If you are wise, your wisdom will reward you*
(Proverbs 9:10-12)

This response of fear of the Lord is what enables us to take wisdom from the business world, psychologists, sociologists, etc. and use it to please God – without compromising what God wants and without being foolish in the way we live. Craig Hamilton captures this well in the intro to his book...

And so my Conclusion is: it Should be Both / And

It often seems like there are two ways to live when it comes to being in Christian ministry. You're either a Bible person or a leadership person. You read theology books or you read leadership books. You read books by Don Carson and John Stott or you read books by Bill Hybels and John Maxwell. And that's a problem.

It's always felt like a problem to me because I'm a Bible guy. I've always been a doctrine guy. Let's talk about models of the atonement and perichoresis and enhypostasis and anhypostasis and the ordo salutis and all kinds of other Latin words. Let's talk about preaching and texts and contexts and subtexts. That's who I've always been, and I'm still that guy.

And yet, as a leader in different settings over the years, I observed that when groups of people get together they function in certain predictable ways. I knew it was true that I could lead a group well or I could lead a group badly. And even if I had all kinds of amazing and life-changing things to teach, and even if I explained them as clearly and persuasively as I could, I still had to help groups of people organize and achieve things.

I realized the either/or was a false choice—that all this talk about leading people well wasn't necessarily godless, faithless pragmatism. Rather, it was about living with wisdom and loving my neighbour. And both of those things are in the Bible and God seems to think they're good ideas. So I came to see that if I really wanted to be a Bible guy I probably also needed to be a leadership guy, because it's both/and.

So I set about seeing how I could be both a Bible guy and a leadership guy. And through that process I became convinced that it wasn't even biblical to have two separate groups that have nothing to do with each other—leadership people versus theology people—throwing rocks at each other and taking no prisoners. We need leaders who are well trained in theology and in leadership principles. To think otherwise is like asking which blade of the scissors you need the most. To do ministry well requires both...

Wisdom in Leadership, "How we got here" – Introduction

When it comes to leading a team, the wise Christian leader will fear the Lord, listen to the advice of others, and lead with wisdom so they can best love and serve the particular people God has made them responsible for.

Leading a Growing Team | The How

There's 4 stages teams normally move through as they work together.

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

When you first pull your team together this is how they'll interact:

- Some members will be excited and eager, possibly bringing 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 with this team? Can I really take this on?
- There may be caution from the team about you as a leader, an uncertainty about you and your ability to lead.
- They will 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 for your team at this stage is: ***A Directing Style.*** What does that look like?

Be crystal clear and explain exactly what you want people to do and how to do it. Most of your time will be spent explaining and clarifying, then encouraging people as they 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.

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

The best leadership style for your team at this stage is: ***A Coaching Style***.
What does that look like?

Be directive (clear in your explanations of what to do and why) *but also* reassuring (listening, problem solving, encouraging and resolving tensions). This is probably the most challenging time to lead! You need to meet conflicts head on. If it's well-handled though, you'll keep moving forwards.

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 perform their roles more competently. You'll have a team with:

- A more realistic expectation of what can be achieved.
- A decreasing amount of unhappiness directed at people, you as leader, and how the team is functioning overall.
- A growing sense of respect, trust and support for each other, with a vibe of team-ship and camaraderie.
- A growing confidence in their ability to perform the task or tasks.
- More openness in sharing and giving feedback in discussion times.
- People experiencing and expressing their enjoyment of the team and role.

The best leadership style for your team at this stage is: ***A Supportive Style***.
What does that look like?

Because the group largely know what to do, the role the leader needs to take is to facilitate discussion, help the group manage and solve its own conflicts, give direction only if the group appears to be wandering, and use the group's own ideas and creative energy 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:

- Is able to share leadership for tasks, discussions and trains each other.
- Is confident about being able to complete tasks or reach their goals.
- Enjoys the work and enjoys working together to accomplish the task.
- Has seen some success and is excited by what has been achieved and what can still be achieved.

The best leadership style for your team at this stage is: *A Delegating Style*.
What does that look like?

At this point you can ask the team to make nearly all the decisions and solve most problems through group discussions and team meetings. The team is not so dependent on you as a leader for the sense that they're doing the job well. Feedback will come not only from you as leader but also from each other. You can start to direct the team's energies into new, bigger and better things connected to your ministry area.

2 Last Thoughts on These Stages

- You can't skip a stage

If you could, wouldn't you want to skip straight to flourishing? It's the stage you want to get to! But you can't jump there. If your group's going to flourish you can't skip the initial awkwardness, or the conflict. It takes time, so let it come with time and try to lead with the best style at each stage.

- Add in a new member

If a new person joins your team it'll take time for your team to adjust to the change. If you were in the 'flourishing' stage, a new member will likely move your group to the 'figuring out' stage, for example.

You can smooth that process by helping the new person get to know your team and how it operates. Tell them the in-jokes. Share stories of experiences you've had together. Ask everyone to tell the new-person one thing they've learnt about the person sitting on their left. Tell the new person what the team expects from them and what they can expect from the team. Help them join this team that's committed to serving 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.

As you lead, if you can identify which stage your team is at and adapt your leadership style to suit it, then you can love and lead your team to be godly and to achieve what you're trying to achieve, for God's glory.

Discuss

1. What stage do you think your team is currently at? How can you tell it's at that stage?
2. Based on the stage your team is at, which leadership style would be most appropriate for your team at the moment?

Apply

1. How could you change up your leadership style to best suit the stage your team is currently at?
2. What could you do to move your team to the next stage?

Remember that this could be a process that takes months. What *gradual* steps can you take to move in the right direction?



SAFE MINISTRY AND SAFE TEAMS

The Most Trustworthy Profession is...

In a recent survey, Doctors were rated as the most trustworthy professionals. Given the knowledge and power associated with this profession, it's important that doctors are held to a high ethical standard for the safety of their patients. Doctors give advice that requires specific knowledge, carries a level of risk, and they work with people when they are most vulnerable. In some situations, your life is literally in their hands.

The Doctor's code of ethics includes pledging to act for the good of their patients and to not act in ways that will cause them harm. We're all shocked and horrified when we hear of Doctors taking advantage of their patients, or using their skills and positions for personal gain, because this fundamentally goes against their basic ethical standards.

Sadly, however, in the same survey, clergy / priests were rated amongst the most untrustworthy professionals. While it wasn't clear in the survey *why* people ranked faith-based leaders as untrustworthy, 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.

Yet Christian leadership carries an even greater responsibility than that of a medical professional. Much more important than a person's physical, temporary body is their eternal soul.

Research into survivors of abuse from priests has shown the impact for many was a loss of faith in God, and a lower likelihood of using their faith or beliefs as a way of getting through difficulties in later life.

God also holds those who are leaders of His people to a high ethical standard – look at God’s anger at the leaders of Israel who failed to teach the people and took advantage of them – clearly God cares how we lead!

“Woe to the shepherds who are destroying and scattering the sheep of my pasture!” declares the Lord. Therefore this is what the Lord, the God of Israel, says to the shepherds who tend my people: “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,” declares the Lord. (Jer 23:1-2)

Safe Ministry and Safe Teams

Just like a Doctor’s code of ethics, churches have Safe Ministry Policies and recommended practices. Some of these are Government-mandated. Others churches have created themselves.

Salt has a bunch of these practices and policies. You would’ve seen Safe Ministry Tips in this booklet. There are policies on our website. We ask all Salt’s leaders to complete our Safe Ministry Training Program.

These practices are all designed to protect and promote the spiritual welfare of people in our church, our teams, and the people we’re seeking to share the gospel with who aren’t yet Christians. These practices help us avoid behaviours that may be harmful, especially towards children and adults who are already vulnerable.

In one sense, Safe Ministry is very simple – just act in ways that love those you lead and point them towards 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 us pre-empt and avoid mistakes or falling into unwise behaviours. They help us protect the gospel and the ones we lead from our own foolishness and sinfulness.

Why Safe Ministry Matters

The gospel and discipleship are so precious and so crucial to a person's spiritual health that we need to lead with care and humility, lest our own flaws taint the purity of the message. Christian Leadership can be thought of a bit like being an ambassador. We represent and promote God and His gospel to those we lead or evangelise. 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: Be reconciled to God. (2 Cor 5:20)

As leaders and representatives of the gospel, the way we behave, especially when observed by people who don't yet follow Jesus, will be assumed to be approved of by God, and to represent God's values.

Leaders set the standards their followers' copy, so it's important 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 as a leader you must be perfect and sinless! You are saved by Christ's perfect sinless life and death in your place. You're being transformed by the Holy Spirit. You will inevitably sin in some way and make mistakes. How you handle those errors though is also part of how you can point people to God and our daily need for His grace.

The God who Cares

Ultimately, Safe Ministry does more than comply with Government Policies. Safe Ministries and Safe Teams point 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 care well for vulnerable people? Who could you tell that to?



saltchurch.

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