A Guide for Identifying and Training Leaders

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OHIO
— for —
JESUS

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Preface

In 2020, the Ohio Ministry Network officially started a ten-year journey called "Ohio for Jesus." This is an effort to see Ohio forgiven, healed, and whole in local churches and ministries through the power of the Holy Spirit. To accomplish this significant task, we have aligned our efforts around four drivers: Leader Development, Church Health, Church Multiplication, and Missions Partnership. Within each driver, three key result areas were defined. These key result areas were the specific goals that would need to be in focus in order to accomplish this God-inspired vision.

In Leader Development, three key result areas were identified, including:

Identify and Train
Discipled leaders continue growing while actively discerning giftings in potential leaders, effectively

mentoring them with time, prayer, and resources.

Care and Coach

Discipled leaders model and celebrate a climate of intentional self-care and ongoing coaching to heighten long-term fulfillment and effectiveness.

Multiply and Mobilize

As a result of the intentional effort of the first two key result areas, our churches and ministries are believing for 25,000 new leaders to be raised up and deployed at every level of ministry organizations across our state.

To accomplish these audacious, Spirit-inspired goals, we knew that each leader would need to create a new pattern of disciplines that would produce these types of outcomes. While we can never control the harvest, we can be faithful to sow the seeds. We call these intentional behaviors our "*Every Disciplines.*" You can find a list of the Every Disciplines for Leader Development in the appendix at the end of this book.

This book intends to provide helpful ideas and tools that will enhance your understanding of leader development and provide you with a resource that you can use as a guide with the leaders you will raise up. This book is designed to address the "Identify and Train" key result area. For the larger vision of Ohio for Jesus to come to fruition, one action must occur: *the multiplication of leaders.* Churches will not become healthier without this

action. Churches will not multiply without it. Missionaries will not be sent. The Ohio for Jesus Strategic Plan does have one Every Discipline that could literally change the landscape of the churches and ministries of the Ohio Ministry Network. This Every Discipline is that:

Each pastor, director and discipled leader reproduces him/herself every three years.

This one discipline could change everything. As we look at the patterns outlined in Scripture, the great movements throughout history, and the research of our current time, everything is built upon the fundamental activity of each one raising up someone else. In this book, we will seek to answer four questions.

- Why Develop Leaders?
- What is a leader?
- How is a leader developed?
- How do we identify leaders?

We pray that as we answer these questions, you will be equipped toward this vital effort of developing others to lead wherever it is that God has placed them.

Why Develop Leaders?

The title of this chapter may seem odd. You may even wonder why someone would even ask such a question. Before we go any further, take a moment and reflect on that question and all of its implications. Who can be a leader? How are they selected? What is the role of a leader in developing other leaders? These are critical inquiries. To answer them, we can turn to our steady, unchanging source of direction: the Scripture.

Even a casual read of the Bible will yield an examination of leadership — the good, the bad, and the ugly — throughout history. In fact, from the beginning of the story of creation to the end of the book of Revelation, you'll find that God appoints people to do His work alongside Him. However, He doesn't just appoint them. He cultivates them. Think of how many mentoring relationships there are in the Bible from Moses to Joshua, Elijah to Elisha, Jesus to Peter, and Paul to Timothy. Perhaps we could look at how God used divinely orchestrated

experiences to prepare people to steward His Kingdom agenda[1]. We could also review the long history of "diamonds in the rough" that God carefully developed into faithful examples of godly leadership. God is always at work, and for some reason, He chooses to use imperfect people for His purposes. Much could be said regarding leadership from the Bible. However, for the purposes of this book, we'll take a look at three key ideas.

Leadership development is really just discipleship.

Though there are many versions of the Great Commission represented in the New Testament, the one that springs to mind most commonly is found in Matthew's gospel, which reads:

[19] Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, [20] and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."

Matthew 28:19-20 (NIV)

I have preached and heard this passage preached on countless occasions. Most commonly, the verb that jumps out at us in these verses is the word "go." In fact, we might even see the "go" with a bold font, italicized, and underlined. However, this is one of those occasions in the New Testament where some of the meaning gets lost in translation. This passage does contain

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1 Consider Nehemiah's training in the royal court in leading the rebuilding efforts in Jerusalem.

an imperative verb. This means that a command is being given. However, in this passage, the imperative is not "go" but "make." In fact, the "go" is even in a passive voice, which means that it can be understood as "As you go, **_MAKE DISCIPLES_**…"

Why is this significant? Well, it all has to do with what comes before and after this command. For three years, Jesus had carefully and consistently invested Himself in the lives of these early leaders of the church. In fact, throughout most of Jesus' earthly ministry, they were largely unaware that this was part of Jesus' agenda. Despite the reality that Jesus would indeed invite them to lead the church, Jesus never divided his time with the disciples into categories such as "discipleship time" and "leader development time." For Jesus, it was all discipleship. As you chart the Church's expansion and growth in the first century, you see a similar leader-development-as-a-part-of-discipleship approach. Because of this, countless individuals were nurtured to use their influence and giftedness to lead within the church.

Everyone has influence that can be used to make a Kingdom impact.

In the 16th century, reformers like Martin Luther and John Calvin recovered a landmark concept of the New Testament: the Priesthood of All Believers. That is, each follower of Jesus Christ has been touched by God for His good work and purpose (See 1 Peter 2:5-9 and Ephesians 4:11-16). Not only has God given each believer a measure of influence with others, He has also

given each access to the unfiltered, unmitigated power of God in the baptism in the Holy Spirit. Each time an outpouring of the Holy Spirit occurs within Acts, the book's author, Luke, goes to great pains to demonstrate that the whole church has the same encounter. Why? He wants us to see God's divine plan to empower each of us for the impact that we are created to make for Jesus.

Everyone is gifted differently.

In 1 Corinthians 12, Paul outlines nine spiritual gifts that are given by the Spirit for the edification of the people of God. In this passage, he deploys a powerful illustration by describing the church as a body. There are different body parts and systems that accomplish different functions. In fact, the diversity is not only good; it's vital. The body just could not function properly apart from the kind of variety that exists between the ear and the foot or the stomach and the eyeball. Each person has their place that is aligned to their personality, giftedness, and passion. In this light, we see that no one part of the body is more important or valuable to the work that God desires to do. If one part isn't functioning properly or at all, we notice because we cannot sustain life without them.

Putting it All Together.

When you put these items together, you really get the recipe for something monumental. Each one of us is called to something. Though not the same from person to person, we each have a measure of influence with others that God has uniquely gifted us to steward and empowered us to maximize by His Spirit. However, this influence, giftedness, and passion have to be cultivated. Every believer has to be developed by the Spirit through the investment of others. Leaders simply must be developed.

What is a Leader?

I would venture to say that this question is more complex than one would initially assess. For instance, we've all met someone and said, "They're a natural-born leader." Usually, this means that a person bears the charisma, communication skills, and organizational acumen to woo others to follow. Others might view leadership through a positional lens. They have the job at the top of some part of an organizational chart. In the church world, when we think of a church leader, our minds naturally drift to a pastor or church staff member.

While these thoughts are not entirely off-base, they do not represent the fullest potential of what the word "leader" means. In the Ohio for Jesus (OFJ) Strategic Plan, our churches and pastors have boldly, through the Spirit's leading, set the audacious goal of raising up 25,000 leaders in ten years. However, if we only look for the "natural-born" leader or only understand leadership as someone who holds a position of responsibility or authority,

we'll never be able to reach that goal. More than that, hundreds -- even thousands -- will miss out on their unique, God-given calling to lead.

What is leadership then? The classic definition of leadership commonly quoted by many individuals comes from leadership expert, John Maxwell, which states that "Leadership is influence." Honestly, I'm grateful for this definition because it describes a vital aspect of leadership. However, with the greatest respect to Maxwell, this phrase does not capture the fullest understanding of the kind of leadership that is going to be needed to reach Ohio for Jesus. I believe that leadership is more robust, more intentional, and more diverse than simply the designation of "influence with others." ***Leadership happens when we influence others to collaborate together toward a common goal.***

This definition contains several components of the task of leadership. Let's break down this definition.

Influence with others: Every person has some kind of influence with others. For instance, every parent is, by virtue of office, a leader over their children. Influence is sometimes given because of a title or position (think the manager at work). Influence can also be informal and undefined. We've all been around individuals who seem like they have the clout or ability to sway a group despite the lack of a title. Reflect on this for a moment. Who do you have influence with? Whose opinion do

you sometimes sway because you weighed into a conversation?

Collaborate together: One of the essential functions of a leader is that they are trying to get a group of individuals to work together. No matter what, leadership ends with people working as a team toward something. A leader is not someone who does the project alone, but rather someone who inspires others to contribute. If a leader is organizing something by themselves or working alone through an entire project or program, they aren't leading because they don't have any partners in the task.

Toward a common goal: Leaders are always moving people somewhere. The quality of the leader's communication and the clarity of the vision will be what determines if everyone who is following understands the goal or even knows what it is. However, the simple fact remains that leadership is dynamic. Leaders take people somewhere.

None of the components of the definition of leadership noted above require a person to be leading a large organization or group. Think about your family. Parents, you're trying to get your family to work together toward raising godly, productive adults. You may only have one child, but that's still the goal toward which you are striving. The definition above also does not account for either how well the leader accomplished these basic functions, nor does it reflect upon the virtue of the goal or the tactics used in influence. There have been many leaders in history that have influenced people with manipulation or fear to accomplish an ignoble agenda. Nevertheless, the basic raw

materials of leadership are universal. A leader uses influence with others to collaborate toward a common goal.

As we think about developing 25,000 new leaders, we really must ask the question, "What kind of leader needs to be developed, and what needs to be cultivated in them?" There are at least four critical areas to consider.

- The Qualities of an Ohio for Jesus Leader
- The Different Types of Leadership that are Needed
- The Skills that Need to be Cultivated
- The Vision Priorities that need to be Held Tightly

The Profile of an OFJ leader

In The Leadership Code, authors Dave Ulrich, Norm Smallwood, and Kate Sweetman review the work of a large-scale research project that attempted to understand the leadership qualities that are shared from field to field. In other words, they striving to discover the qualities of great leaders regardless of whether they are in the world of education, business, non-profit, military, or church. They found that 60-70% of the characteristics of effective leaders are the same from industry to industry. Essentially, the core traits of a leader are the same no matter where or how they serve.

If all leaders share a core set of traits, we must attempt to identify what those core traits are. Many people have created various lists outlining the qualities or traits of a leader. Many

people have created various lists outlining the qualities or traits of a leader. In fact, you could probably ask 100 people what a leader is, and you'd get as many ideas about what makes a great leader. Some lists are long and extremely precise, but no one can keep track of all of the items. Other shorter lists are pithy, but they lack the depth needed to truly capture a robust view of leadership. Despite the diversity of opinions, we must clarify what exactly it is that we are attempting to cultivate in our own lives and develop in others. So, let's attempt to make two things happen at once. We put together a simple set of leadership action categories while also establishing several key qualities that will provide shape to each category.

You should notice before you dive in that this is a profile of an OFJ leader. While these qualities may not differ much from what makes a great leader in general, we wanted to make sure that together we embraced a common set of characteristics. To accomplish this, we surveyed Ohio Ministry Network local church and ministry leaders and deliberated with the Ohio Ministry Network Presbytery and other key leaders. Collectively, what emerged from this endeavor was the following profile of an OFJ leader.

An OFJ leader leads him/herself first.

Personal Integrity: A leader's personal life reflects godly character including honesty, personal responsibility, and righteousness consistently over time, regardless of situation.

Spiritual Life: A leader cultivates a growing relationship with God through regular spiritual disciplines such as prayer, Bible engagement, corporate worship, and giving. A growing spiritual life is evidenced by the regular increase of the fruit of the Spirit-filled life (Galatians 5:22-23).

Self Care: A leader stewards well their physical, mental, and emotional energy through rest, retreat, accountability, and the establishment of wise boundaries.

Gospel-Centered: A leader embraces the transformation of the gospel allowing it to function as fuel for life, a framework for decisions, and a motivation for personally sharing Christ.

Learner: A leader acknowledges that they must continue to grow in knowledge and understanding to flourish. As such, they establish a lifestyle of learning through various forms of continued education and development.

An OFJ leader cultivates a team-based approach.

Servanthood: A leader demonstrates Christlikeness through sacrifice, diligence, and humility as they prioritize the

needs of others around them.

Relational Wisdom: A leader exercises empathy, listening, compassion, authenticity, and self-awareness to build trust and ensure healthy interactions within the team.

Developer: A leader invests in the lives of others to empower them for greater levels of impact. Ultimately, the goal of the leader is to multiply leaders and "work themselves out of a job."

Communication: A leader commits to clear, God-honoring patterns of communication to facilitate relational health, clarity of direction, and greater effectiveness.

Collaboration: A leader recognizes that an inclusive, team-oriented approach that prioritizes unity produces stronger solutions and ensures that each individuals' gifts are maximized to bring about the greatest impact possible.

An OFJ leader prioritizes the mission.

Change Management: A leader must be proficient in introducing and leading new strategies and approaches in a healthy way as they use influence to motivate a team toward a collective goal.

Stewardship: A leader must manage the resources of a ministry organization to ensure efficiency, effectiveness, and integrity.

Cultural Discernment: A leader must understand the

worldview and needs of those in the reach of their ministry's influence to communicate the gospel in a contextually appropriate manner.

Strategic Planning: A leader collaborates with their team through prayer to develop a Spirit-inspired plan that maximizes Kingdom impact.

Execution: A leader follows through on commitments and works to ensure that key strategic priorities are accomplished with excellence.

Discovering Your Leadership Type

While we do believe that every leader should develop certain qualities for ministry effectiveness, we also have to understand how everyone is uniquely wired. Everyone will not operate as a leader in the same way.   In fact, the qualities of an OFJ leader will be expressed differently depending upon your leadership type. Earlier, we discussed how many would look to a person with charisma or natural communication skills as the de facto leader in a given situation. However, leadership is far more diverse than that limited view allows. In fact, within the "big tent" of leadership, there are several basic types of leaders. In his book Preparing for a Change Reaction, Dr. Bob Whitesel identifies three basic types of leaders.

The first is the ***strategic*** leader. This kind of leader is often characterized by the charisma and forward thinking that fit the "natural-born leader" persona. They are full of visionary ideas,

they are ready to face challenges, and they love to take risks. Many times, they possess the gift of inspiring groups of people to join them even when great sacrifice will be required. The weakness of these leaders is that while they have a vision for the future, they do not always possess the skills to create a plan that can bring that vision into reality.

For the task of creating a plan, you need a ***tactical*** leader. The tactical leader is all about the "how." They can take the vision and break it down into steps that people can easily follow. Unfortunately, these leaders are commonly overlooked because they like to work out strategies, define metrics, and think in systems. However, without them, the visionary leader will get nowhere fast. This is because they build the ladder that will help others climb toward the goal.

When it comes to actually putting boots on the ground and getting the job done, look to the ***operational*** leader. These leaders likely won't lead hundreds, but no one will lead a small team better than they will. They don't enjoy the planning process. Coming up with visionary ideas stresses them out. However, working the plan gives them great joy. They love to execute the strategies that have been created by the tactical leader and the fact that they are a part of a bigger vision that has been cast by a strategic leader.

It's important to acknowledge which type of leader you are because this is closely correlated to your personality and God-given giftedness. By embracing who you are, you will find the

great joy that God has designed for you in serving in kingdom work. When we operate outside of our design for too long, we quickly become frustrated and even burned out.

⚙️ EXERCISE
Paterson Thinking Wavelength

Take 5-7 minutes and fill out the assessment in this link: https://patersoncenter.com/wp-content/uploads/2017/11/Paterson_ThinkingWavelength.pdf

Once you've completed the assessment, read the descriptions provided. Generally speaking, a strategic leader will score 7 or above, a tactical leader will be between 4 and 6, and a operational leader will be 1-3. Take note that this exercise is best conducted within a group environment. Share your scores with others in your group. Talk about times when you felt most "in sync" with your leadership responsibilities.

Leadership Skills

Earlier we reviewed how 60-70% of the qualities for leadership are shared from role to role. The other 30-40% of leadership development is cultivating the specific skills for the role to which we've said yes. Most often, when most people are asked to lead a group, ministry, or initiative, they think, "Do I possess the skills for this?" In many cases, what might cause us to shrink

back from an opportunity is the thought that we might not be qualified to do something because we don't feel like we know how. Leadership skills are important. Like we've seen, some skills are transferable from one leadership role to another (i.e., good communication skills). However, they are also often specific to the context of the role or task in which an individual is engaged. Skills development is a key aspect of leader development.

Sometimes, it is difficult to know which skills need to be cultivated. Here are a few quick ideas to help provide some direction on where to start.

- Talk about important skills with a seasoned mentor. There are some abilities that seem important at the beginning of the leadership journey that likely aren't as much of a priority as you move along. A seasoned mentor will be able to share their experience to help you narrow your focus.
- Engage with a coach. A coach simply asks powerful questions to help you identify the areas that you might need to develop. We'll talk more about coaching a little later.
- Reflect on what causes you stress within your current role. There may be a chance that honing some leadership skills could relieve some of that pressure.
- Cultivate a lifestyle of learning. Learning through books, videos, podcasts, and training often reveals areas of future skill development.

Organizational Identity

Organizational identity sounds like a complicated concept. However, it simply means that you understand where you're serving. Each leader, no matter the scope of their responsibility or the number of people they lead, needs to know the mission, vision, values, strategy, and protocols of their organization. A local ministry leader needs to know how what they do fits into the big picture. Further, any leader should also be a good team member within their organization. Part of what it means to be a good team member is knowing the protocols of the ministry or church in which you serve. Likewise, as a good leader, it's part of your task to clearly impart these items into the lives of those you lead.

To learn more about the organizational identity of the Ohio Ministry Network, visit the appendix entitled, "Ohio Ministry Network Organizational Identity."

A Word About Self-Awareness

One of the great challenges of both becoming a better leader and developing other leaders is a lack of awareness of how God has wired you or others to lead. Every leader will have different aptitudes, styles, personalities, and levels of influence. While there are common qualities in all spheres of leadership, we

also need to recognize that God has made each to be uniquely suited for the area He has called us to. This concept has a few key implications. First, we need to gain an understanding of how God has made us. Second, we need to focus our energies on those areas that will produce the most fruitful results.

Let's deal with that first thought. We need to know how God has wired us for leadership. Discovering who we are, how we process, and how we related to those around us equips us to not only lead more effectively in a team-based environment, but it also builds into our hearts a sense of confidence that we don't have to conform to a certain type of leadership profile. This is a common trap for leaders. We play the comparison game. We have in our minds the picture of what we think a leader should be, and, more often than not, we don't measure up. However, when we recognize that leaders come in a myriad of different types and roles, we don't feel as pressured to conform to any one style or personality of leadership. At the end of this chapter, you'll find a number of helpful assessments that can aid you in becoming more aware of your unique strengths, weaknesses, personality, and relational styles.

The second big idea is that our best efforts in developing ourselves as leaders is spent fortifying our strengths rather than shoring up our weaknesses. Before I'm misunderstood, I'm not referring to the previously defined qualities for an Ohio for Jesus leader. Those must be developed in ALL leaders. However, as we have noted here, each of us is wired certain ways. We have

different competencies. We have different natural skills. Despite this, we regularly entertain the thought that we have to be "well-rounded leaders." In relationship to the qualities of an OFJ leader, we would say, "YES!" In relationship to the varied, diverse giftedness of an individual leader, I would say, "ABSOLUTELY NOT!" You'll be exponentially more effective if you focus on maximizing your God-given aptitudes and allowing others to compliment your weaknesses with their strengths.

Let me give you an example. I'm neither truly gifted for nor exceedingly passionate about administrative details. However, I am fully aware of how important managing administrative details is to the operation of ministry. It's vital! I could be tempted to see this as a weakness that I need to address in my personal leadership. The only problem is that I am not naturally wired toward this area. I wouldn't be serving my ministry partners best if I decided that this was my top development priority. This is because I don't have to be gifted at everything. Everyone I serve with is better served when I lean into my strengths and trust other team members with areas in which I'm not proficient. Thus, my goal is to spend the majority of my time cultivating and nurturing my strength areas. It doesn't mean that I neglect my weaknesses entirely. It means that I delegate so that they don't get the bulk of my energy.

RESOURCES FOR FURTHER DEVELOPMENT

Self-Leadership

Overcoming the Dark Side of Leadership: How To Become An Effective Leader By Confronting Potential Failures. Gary L. McIntosh and Samual Rima. Baker Books. 2007.

Leading from the Inside Out: The Art of Self-Leadership. Samuel Rima. Baker Books. 2000.

The Emotionally Healthy Leader: How Transforming Your Inner Life Will Deeply Transform Your Church, Team, and the World. Peter Scazzero. HarperCollins Publishing. 2015.

Team Leadership

The Five Dysfunctions of a Team: A Leadership Fable. Patrick Lencioni. Jossey-Bass. 2002.

The Teaming Church. Robert Crosby. Abingdon Press. 2012.

Organizational Leadership

Advanced Strategic Planning: A 21st Century Model for Church and Ministry Leaders. Aubrey Malphurs. Baker Books. 2013.

Leading Change. John Kotter. Harvard Business Review Press. 2012.

Preparing for a Change Reaction: How to Introduce Change in Your Church. Bob Whitesel. Wesleyan Publishing House. 2007.

General

Four Faces of a Leader. Bob Rhoden. My Healthy Church. 2013.

Help! I'm in Charge: Stuff Leadership Experts Didn't Tell You. Rod Loy. Influence Resources. 2018.

Lead So Others Can Follow. James T. Bradford. Salubris Resources. 2015.

Next Generation Leader: 5 Essentials for Those Who Will Shape the Future. Andy Stanley. Multnomah Books. 2003.

Assessments

16 Personalities (www.16personalities.com)

> Based off the clinical psychometric personality assessment Myers-Briggs Type Indicator® (MBTI®), 16 Personalities help you to understand your God-given wiring. Read Your Personality and the Spiritual Life: Understanding Who You Are Can Deepen Your Relationship with God by Reginald Johnson to help see your personality through a biblical lens.

StrengthsFinder (www.gallup.com/cliftonstrengths)

The StrengthsFinder assessment is all about your unique giftedness. While sometimes this aligns with your personality, it is different from a personality test. Pair this assessment with the book StrengthsFinder 2.0 by Don Clifton (The book comes with a free access code for the assessment). Also, consider reading Living Your Strengths: Discover Your God-Given Talents and Inspire Your Community by Albert Wineman, Donald Clifton, and Curt Liesveld to see this assessment from a Christian perspective.

Enneagram/RHETI Test (www.enneagraminstitute.com)

The Enneagram is a tool for understanding ourselves and others. At its core, the Enneagram helps an individual to see themselves at a deeper, more objective level and can be of invaluable assistance on the path to self-knowledge.

How is a Leader Developed?

We've already discussed how leaders aren't really born (i.e. the natural-born leader); they're made (developed). This, of course, begs the questions, "How is a leader developed?" Also, "What needs to be developed?" While these are extraordinarily complex questions, we can come to some fundamental conclusions.

In their book, Designed to Lead, Eric Geiger and Kevin Peck lay out a simple diagram for the different spheres of cultivating and developing a leader. They argue that leader development is the result of knowledge, experiences, and coaching. This "Development Convergence" can be illustrated in the figure on the next page.
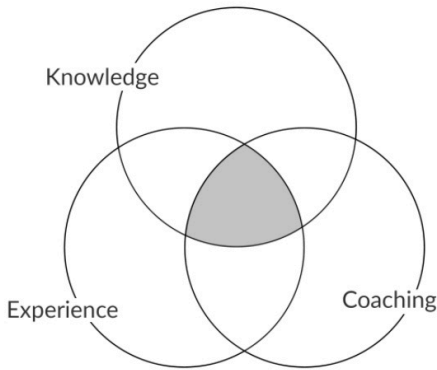
Any leader development process must include these three components for a successful outcome to be possible. Let's take some time to unpack each quickly.

Knowledge

Knowledge represents all of the skills training and basic understandings of what it means to be a leader. Knowledge is transmitted via an avenue such as a book, podcast, seminar, or formal education. These venues help the leader to consider a wider range of ideas while demonstrating the need for greater learning. In Bible college, I had a professor say it plainly, "Leaders are readers." What was he getting at? Leaders put themselves into the posture that says that they need to learn as much as they can from others. They don't assume that they know. To assume that we know is to play a dangerous game whose only prize is frustration and even pain. A friend of mine, Derek Boivon, once drew a diagram on a whiteboard. He was making the case for why we apply ourselves to learning.

He said, "This is the information that you think is out there."

Knowledge You Believe
Exists on Your
Area of Leadership
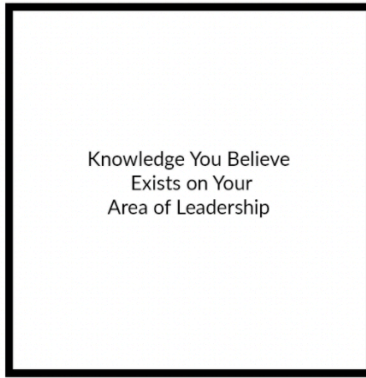
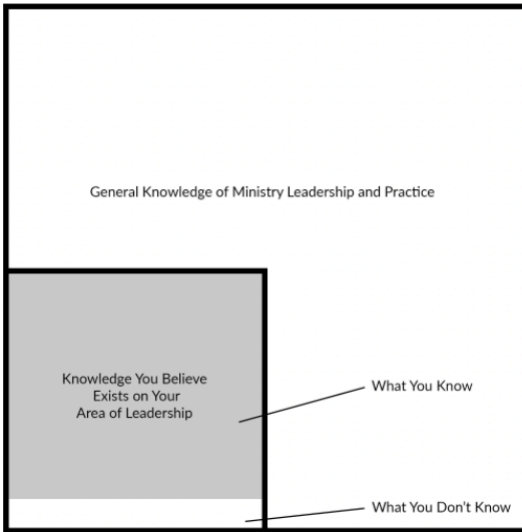Then, he said, "If you've been in ministry leadership in that area a long time, because of life and experience in that area, you might believe that you know 80-90% of what can be known about that area of ministry."

Knowledge You Believe
Exists on Your
Area of Leadership

What You Know

What You Don't Know
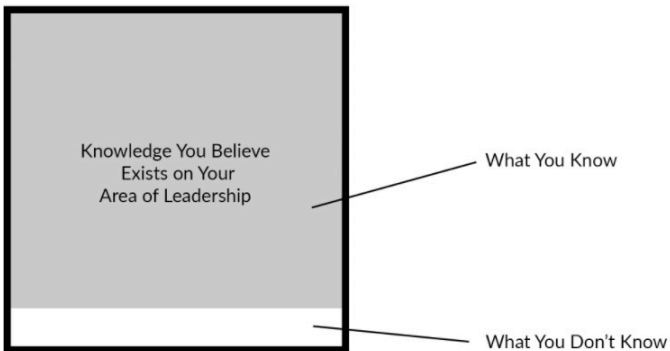
He noted, however, that the broad scope of ministry is much larger than we know and we likely know less of it than we imagine.

General Knowledge of Ministry Leadership and Practice

Knowledge You Believe
Exists on Your
Area of Leadership

What You Know

What You Don't Know

In most cases, the more we learn the more we realize that we don't know and the more we desire to learn. Knowledge is key to your development as a leader. To adapt the axiom of my professor, "Leaders are learners."

Too often, however, this is the only circle of development that's engaged. We've all met leaders that were full of information but had never put anything into practice. Knowledge transfer alone does not a leader make.

Experiences

The practical application of knowledge gained is critical to the leader development process. In fact, without the benefit of real-world application of the content gained through books, podcasts,

or seminars, some negative consequences can arise. First, you have a greater likelihood of forgetting the content that you have acquired. Knowledge applied through ministry experience is much more likely to become knowledge retained in long-term versus short-term memory. Put simply, our brains tend to keep what we find to be useful. Without ministry experience, we have no way to discern the information that is helpful to us, and subsequently, the likelihood of it sticking is diminished.

Second, knowledge without application can lead to some pretty negative character traits — namely, pride. Experience has a way of building God-inspired humility in us. We all know that there can be a significant gap between theory and application. The fusion of both makes the potential for a positive, fruitful outcome increase significantly.

Thus, a critical piece of developing a leader is providing a venue in which this process can occur. Ministry is very much an "on the job learning" kind of discipline.

An Apprenticeship Model for Ministry Experience

Jesus is without question or debate the greatest model in history for leadership. Jesus took an eclectic crew of folks and churned out some of the greatest leaders the world has ever known. How did He do that?

While that is a loaded question (to say the least), one could argue that it was simple really. Jesus' leadership development model could be summed up in two words, "Follow me." This model was built on intentionality and relationship.

In so many ways, Jesus placed those early followers into an apprenticeship. Think about Jesus' pattern.

1. Jesus models life and ministry in a transparent and authentic way. His followers see all of the aspects of His life and practice (John 13:1-17).
2. Jesus invites them to participate alongside Him in various ways. He even has them reflect on their practice as they're going. (Luke 11:1-13; John 6:1-14).
3. Jesus steps back and lets them take the lead. He's still around for some reflection and debrief (Luke 10:1-23).
4. Jesus empowers them and steps away (Acts 1:8-11).
5. The disciples repeat the process in others.

This five-step approach is key to creating the best type of environment for leaders to gain the most valuable and meaningful experience. Dave and Jon Ferguson summarize this pattern well in the following.

1. I do. You watch. We talk.
2. I do. You help. We talk.
3. You do. I help. We talk.
4. You do. I watch. We talk.
5. You do. Someone else watches.

Jesus' "follow me" style apprenticeship means that we have to be intentional about never going the ministry alone. The best

developers are those who simply bring people along with them. Now, if you're sitting there thinking, "This sounds a lot like discipleship," you're right. Leader development is really just an intensive discipleship process.

One final note. It's tempting to diminish the need to acquire knowledge in deference to gaining experience through doing. In fact, some will altogether dismiss formal and informal education and training as inferior forms of development. This is folly. In ministry, it's certainly probable that you could have some bad experiences that you would not want to emulate in the future. The tricky part is that we can't always discern the experiences that will negatively impact us. We may think we're learning the best way when in reality we're learning a form of ministry that could be ineffective or even harmful. This is why experience has to be joined with knowledge and a seasoned leader as a guide.

In the OFJ Strategic Plan, we encourage leaders to allow their mentorees or protégés to take the lead in their ministry environment in a corporate setting at least once a quarter.

Coaching

In a technical sense, coaching is a specific field of developing others that is built around the belief that individuals already possess much of what they need inside of them in order to break through issues, challenges, and roadblocks in their lives and leadership. For the sake of this guide, we'll use the term more broadly. However, we will talk about key aspects of technical coaching later.

The broad concept of coaching is this: a developing leader needs a seasoned leader to know how to sort out and apply the benefits gained from knowledge and experience. The Bible is filled with mentor/protégé relationships like Moses and Joshua, Elijah and Elisha, Jesus and Peter, and Paul and Timothy. These relationships are foundational to the development of any leader. They not only allow for individuals to have a forum for reflection, but also provide a model to follow. Keith Anderson and Randy Reese put it this way, "Christian faith is an imitative faith." Having a mentor or coach gives us the opportunity to witness how to navigate unique or challenging situations. We are able to observe best practices. We can ask questions. Often, these types of relationships take different forms.

Mentoring. Early church leader, Augustine of Hippo, once said, "No one can walk without a guide." In many ways, a mentor is a guide. Generally, a mentor is a seasoned leader in a particular field or arena who invests their life and expertise into a protégé or mentoree. It is entirely possible to have a number of different mentors in your life — even at the same time. For instance, you might need a person who is a technology mentor to help you wade through the various components of your audio/visual set up at church. You may also have a mentor who sows into principles of life and ministry that are deep and foundational. In any case, mentoring is generally about receiving wisdom and insight from someone who has it to give.

Coaching. Obviously, the word "coach" conjures up someone on the sideline of some sport directing a team. This is not so much what we're talking about here. A coach, in the sense we're discussing here, is someone who draws the best out of you. They don't necessarily have to be a content expert in the field in which you're inquiring. They do have to possess the ability to ask powerful questions that can equip you to move around roadblocks in your mind. Think about Jesus. He asks 307 questions in the New Testament. Many of these questions were deeply thought provoking. "What must you do to inherit eternal life?" "Who do people say that I am?" "Who do you say that I am?" The questions don't lend themselves to quick, easy answers. Because of this, some incredible revelations come as a result. A good coach will ask these kinds of powerful questions in order to redirect our thinking toward next action steps and behaviors.

A Simple Framework for One-on-One Leader Development

There are many different models or programs for developing leaders. Each model has its own strengths and weaknesses. If you have something that is working for you, we celebrate that and encourage you to continue to use it and share it with others. However, you might find yourself unsure about a simple plan for moving forward. As such, the aim of the following framework is to give you a basic roadmap for incorporating the ideas noted above together to help a leader

grow to become who God has intended them to be.

Leader Development through Circles and Lines

Let me first say that I am deeply indebted to my friend, Gary Fowler, for walking me through this incredible model. His generosity in allowing us to share this with you is a great example of what it looks like to collaborate with others to see Ohio won for Jesus. Below I will walk you through a basic leader development scenario using this framework of circles and lines.

1.) Assessing the Current Reality. Begin by asking the individual a question like, "If you were to rate yourself on a scale of 1 to 10 regarding your leadership, where would you be?" Let's say the individual responds by saying that they see themselves as a 6.5.

2.) Setting the Goal. The next step in the process is to see where they'd like to be in a set timeframe. So, the conversation might go like this:

> You: What number do you think you could be at in 6 months?
> Individual: I think I could get to a 7 in six months.
> You: What do you think you need to develop in yourself that will get you from a 6.5 to 7 in six months?
> Individual: I really think that I need to become better at developing other people.

3.) Breaking Down the Goal. At this point, we need to clarify the goal into more concrete actionable components. This is where the circle and lines come into play. Pull out a piece of paper and draw the diagram on the next page.

Begin to break down the big goal by labeling each circle with a micro-goal. In this case, because there is a 6 month time frame, there are 6 circles. There is no rule here. Really, the number of circles is based upon the number of check-ins and the number of micro-goals. Continuing to use the example above, the conversation could look like this:

> You: So, let's brainstorm. What skills, attitudes, or behaviors do you need to develop in order to be a better developer of others.
> Individual: I think I need to be better at delegating.
> [You take note of that]
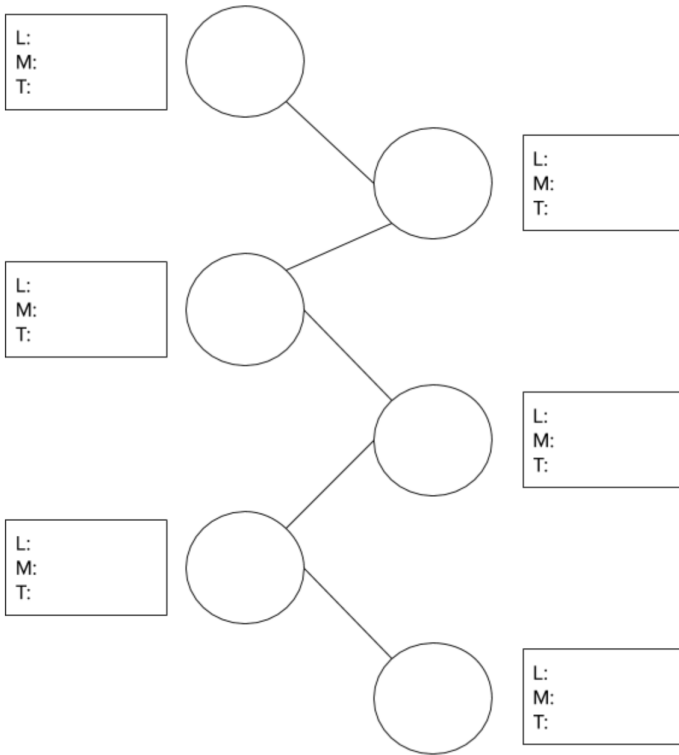
With each iteration of the dialogue, you're getting closer and closer to the actionable micro-goals that need to be placed into each circle. In fact, there are times when the broad goal stated at the beginning will be traded for a small goal. Remember that this is a flexible framework. Adapt it to best suit the situation.

Once you've nailed down the micro-goals that the individual would like to work through, now it's time to get into the process of working on that micro-goal.

4.) Focusing the Action Step. In each circle, there are three

actions the individual will need to consider.

- What do they need to *learn?* This is where the knowledge piece noted above comes into play. What information do they need to take in so that they can gain the information that will be helpful to achieve their goal? This can be a book, podcast, training, video, or course. This is a great spot to make helpful recommendations.

- What do they need to *model?* This step is about the kind of behaviors or habits they need to incorporate to make the pivots needed to accomplish their micro-goal. This may also be an experience they need to have that would help them practice their goal.

- What do they need to *teach?* This step is all about investing what they're learning into someone else. This comes with a few significant benefits. First, sharing insights gained cements them into a different part of our brain. Literally, teaching someone else is itself the best form of learning. Second, this allows for this process to have a "baked-in" leader development. More than one layer of leadership is being developed throughout the process.

5.) Reviewing the Progress. The next step of the process is to check regularly to see how things are progressing. As the mentor/coach, you come alongside to encourage them, challenge them, hold them accountable, and provide helpful feedback along the way. Once one goal is completed, you move on to the next with

a new set of "LMT's." Once you're completed with the number of goals, you start over again in a different area.

Pathways for Group Development

In the beginning of the 20th century, a Russian psychologist named Lev Vygotsky suggested what was at the time a groundbreaking idea: Learning and development is social and interactive. Specifically, we don't just learn from a teacher, presenter, or book. We learn from those that are learning alongside us. While personal development is key, growing together is where the real action takes place. How can this occur? Of course, the truth is that this happens in all kinds of ways.

I was struck a few years ago when I read the account of the Oaks Church in Red Oaks, TX. Their pastor, Scott Wilson, was noticing some disturbing trends. The church had stagnated. The team of ministry volunteers remained fixed to those that always served. And, the staff was working harder than ever. Scott recognized something that others might overlook. This was a leader development issue. In his book, Ready. Set. Grow., he outlines a simple group development plan for a team. Essentially, Scott fused the world of personal development and group development together. The team collectively set goals for the books they would read, the podcasts they would listen to, and the leaders they would pour into. The result was a seismic shift in their church.

As stated, there are a number of different ways to make leader

development collaborative and relational. Some church leaders simply pick a book or resource that the team will engage. Others attend trainings, seminars, or conferences together. Every ministry organization will craft the path that fits their unique culture. However, intentionality and planning are key. If not, the urgent always overtakes the important.

GROUP EXERCISE

On a whiteboard or large sticky note, brainstorm with your group. Reflect on what you think are the areas in which you would like to grow. Try to come up with at least one for a month. Be cautious not to overdo it. It can be easy to "have eyes that are bigger than your stomach." Make the goals challenging, but attainable. Now, fill in some resources that you think might be good for the group to engage together for the two or three months. Use the first fifteen-twenty minutes of your next team meeting to reflect on what you are learning together.

TIP: Consider using the "Circles and Lines" framework noted above with the team. This ensures that not only is the team developing, but the team is also developing others as well throughout the process.

RESOURCES FOR FURTHER DEVELOPMENT

Video Based Resources

CMNlead.com - FREE, video-based leader development platform provided by the Assemblies of God

RightNow Media - Video-based discipleship platform that includes hundreds of resources for leader and ministry development. Assemblies of God ministers get access to RightNow for free. Ohio AG churches get deep discounts. For more information, contact the Church Health office at the Network Resource Center.

Developing Others Through Coaching - This is a free course on open.life.church that will give you additional training on how to more effectively coach others.
Link: https://open.life.church/resources/1658-developing-others-through-coaching

Books

Designed to Lead: The Church and Leadership Development. Eric Geiger and Kevin Peck. B&H Publishing Group. 2016.

Hero Maker: Five Essential Practices for Leaders to Multiply Leaders. Dave Ferguson and Warren Bird. Zondervan. 2018.

The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development. Robert Clinton. NavPress. 2012.

Ready, Set, Grow!: 3 Conversations That Will Bring Lasting Growth to Your Church. Scott Wilson. My Healthy Church. 2013.

How Do You Identify New Leaders?

One of the most significant challenges to building a culture and system for leader development in your ministry organization is learning how to find them. Depending on your ministry context, this can even feel like a hopeless endeavor. In many cases, the difficulty emerges due to some misconceptions or wrong thinking. In fact, leaders can abort the launch of new leaders before these new leaders even reach the launch pad because of ideas that hinder the recruiting of new leaders.

Misconceptions of Identifying New Leaders

I don't have any leaders.

Sometimes, we look around at the leaders that we have and wonder what we can do with them. It's easy to use a phrase like "diamonds in the rough." In many circumstances, the emphasis is placed on the "rough." Often, there is a gap between

the kinds of leaders that we want and the kinds of leaders we have. We're unsure if those we lead can become strong, capable leaders who we can trust. Let me offer this encouragement to you. God has given you everyone you need for the future. I was struck recently by a statement made from Pastor John Lindell from James River Church. He said, "Seizing opportunity is never about what you don't have - it's always about what you do have."

The same is true for the leaders you'll raise up. It may be true that they need to be cultivated and developed, but that's the reason God has placed you there. While not every individual around you will become a ministry director, staff member, or hold a position of significant responsibility, they can grow in their leadership capacity. In fact, in most cases, they want someone to believe that they can be more than they are right now. You get to be that someone in their lives. The truth is that all of us know how rough we were when someone believed in us. God has given you the people in the ministry you lead so that you can nurture them. Start with who you have.

Leaders? Are you kidding? I'd settle for volunteers.

While many ministry leaders want more leaders, the truth is it's easy to feel strapped. It's almost crazy to say, I don't need more leaders, but I can almost hear an older version of myself saying, "Leaders. Ha! I would just settle for more nursery volunteers." Within this statement there are two challenges. First, there's often no opportunity for a ministry to flourish because the

church or ministry organization devotes most of their energies to the "week-to-week." It's the classic example of the phrase, "The tyranny of the urgent." Leader development takes a long view. What kinds of leaders would you need to cultivate future ministry growth? What has God laid on your heart to build that doesn't yet exist? What other church or ministry organization could benefit from the leader that you develop in your church? This is the bigger picture of leader development. The second challenge is the use of the word "volunteer" — more on that later.

I want to develop leaders, but time is a real challenge.

In a survey of Ohio Ministry Network leaders, the most common obstacle to developing leaders surfaced was time. Of course, time is a two-way challenge. On one side of the street you have to navigate the schedule of the individuals you're developing. We all know that people are busier than they have ever been. One the other side of the street, you have your own calendar. Ministry is full of time demands that seem to increase by the day. So, how do we compete with such full plates? Here a few things to consider.

At the end of the day, time is a resource to be stewarded. We all know that stewardship is really about values and priorities. As Craig Groeschel says, "We have to give up something we love for something we love even more." For leaders, this means sharing a bold, Spirit-inspired vision for those who are being developed. People will make deep sacrifices for what they care about. So, the

best response to the battle for space in the schedule is a clear and compelling vision that is directly sourced by the Spirit.

As leaders, we have to prioritize leader development because, as we discussed earlier, leader development is discipleship. And, discipleship is the mandate (Matthew 28:19-20). This will mean that we have to be fiercely committed to say, "No" in our own schedules in order to say "Yes" to developing others. The natural pushback here is "But, if I say 'No,' then [insert list of tasks] won't get done and then [insert list of terrible outcomes] will happen." Of course, this is possible. However, it's also possible that those tasks could be given to others in the development process. Thus, the important work is being accomplished, and development is occurring. Additionally, you may find that the thing that seemed vital to prop up with your effort just isn't altogether that important, and the world didn't really miss it when it was gone. At the end of the day, you have to steward your priorities in the same way that you ask others to steward theirs. In fact, part of their development is to follow your example in the process.

Another practical way to navigate the time crunch is to think differently about the problem. Sometimes the reason we believe that something can't happen is because we fixate on one model or strategy. Maybe, leader development in your mind has to happen in a weekly classroom format with teaching and powerpoint slides. In our current world, that's going to be tough to accommodate. The truth is that there are a number of different ways to develop others. For instance, there are

tools such as the OMN Learning Portal where leaders can gain knowledge through free online learning that they can they can access at any time. Maybe you want to do a 30-45 minutes video conference during a lunch hour so that your leaders can discuss a book you're reading together. Perhaps, you'll use the "Circles and Lines" approach outlined in chapter 3 and commit to a weekly 15 minute check in. There are so many creative ways to manage the time challenge, we just have to be willing to re-examine our approach to make the most of the time we have.

I'm not a great leader. I would have nothing to offer.

This statement represents the internal struggle that all leaders face. Imposter syndrome is real. How many times have you had the thought come across your mind that says, "If they only knew how unqualified I was, they would toss me out in the street." This is a common insecurity for many leaders. It can even paralyze them when it comes to investing into someone else. The truth is that leader development is a journey of discovery for both the ministry protégé and the leader. In fact, the best byproduct of developing others is that you will grow in greater ways than ever. Every time you run into an area in which you aren't proficient, you get the chance to say, "Let's grow together." This side-by-side posture builds trust and pays out significantly in the long run.

Developing a Culture of Leader Recruitment

Many leaders express frustration as they survey the landscape of their ministry organization because they cannot readily see who has the potential for leadership. In some cases, the leader has tried one or two things that have produced only a minimal result. As with everything in leader development, no one action will produce a windfall of new leadership. Multiple aligned activities repeated consistently over time create a culture. Because of this, no single action will be a silver bullet. Instead, you should think in terms of streams that will join to create a powerful river. The following are several streams that can combine to help create a leader recruitment culture.

Language Shift

Organizational anthropologist, Judith Glaser, famously coined the phrase, "Words create worlds." The language we use matters. Language serves as the container for our ideas and values. In many churches and ministry organizations, individuals who give of their time in a particular ministry are called "volunteers." That word evokes a certain picture. I think of a time when I was recruited to volunteer as a chaperone for a kindergarten field trip. Here's a couple of things I knew:

1. I have no long-term commitment here. In other words, I'm not invested.

2. I was quick to pass challenges to the teacher. She was the one in charge. In other words, I have no ownership.

3. I wouldn't have done this if my son wasn't in the class. In other words, I have no sense of passion or vision for what I was doing.

Don't get me wrong, I was happy to be there, and I wanted to help. I was just a volunteer. I had the attitude that if I had said no, some other dad would have stepped right into my spot. Of course, as a church leader, those words cut right to the core.

What if using the word "volunteer" is contributing to our problem of developing leaders? Imagine with me the simple potential of acknowledging the leadership in others. I'm not talking about giving just anyone the responsibility to lead a department in your church. However, think of what might change if a children's team member didn't come in on Sunday as a volunteer but as a leader. They understood that God was using their influence to make a real difference in the lives of children that morning, and if they don't give 100%, those same children might not get all that God has for them. This small language shift could have a big impact. I would encourage you to set aside the word "volunteer" and help people embrace "leader."

Make Identifying Leaders an Agenda Item

In my pastoral ministry, I've sat in and/or led many different types of team meetings from board meetings to staff meetings. Generally, we talked about important items that needed to be accomplished for the next event or initiative. In

fact, many of our conversations were around what we were doing. Again, I'll ask you to imagine what could happen if one of the agenda items was "Who are we developing?" In the Ohio for Jesus strategic plan, each ministry organization is encouraged to reflect regularly on who potential leaders are. One of the "Every" disciplines is for key ministry leaders to intentionally pray and reflect together for new leaders in the church. You'll be surprised to find that if your teams regularly review who is being developed, then you'll start to naturally think about new people in your ministry organization to include in your leader development process.

Self-Identification

In 1 Timothy 3:1, the Apostle Paul gives Timothy guides for the characteristics of overseers and deacons. In 21st century vernacular, we're talking about pastors and key ministry leaders. He says, "Here is a trustworthy saying: Whoever aspires to be an overseer desires a noble task." Essentially, sometimes folks will approach us with a desire to be used in a more meaningful way, and that is a good thing. As we all know, just because someone expresses this desire doesn't mean that they get moved right into a key role. However, it does give us a chance to more intentionally invest in their lives. Furthermore, I would pray, as a ministry leader, that I cultivate the kind of environment that facilitates the kind of courage that is needed to even express something like this out loud. How tragic it would be if we

curated a culture in our organization in such a way that people don't even feel like the space is free enough to surface what they are feeling prompted by the Spirit.

Self-Initiative

As you reflect on who your new potential leaders could be, take an inventory of who simply jumps in to get the job done. This servant-oriented, take-the-initiative attitude is a fundamental quality of leadership influence. Sometimes the hesitation here is that those who jump in without prompting are pretty rough in other areas. They serve well, but they don't appear to have the qualities of a leader blossoming from their lives. Remember, leader development isn't the exclusive activity directed toward those who wield wide influence. You have a leader who would be a three of ten. How can you help them be a four or five? Those efforts multiplied over and again with individuals in your church or organization will bring about an exponential Kingdom impact.

Shoulder Tapping

Empowering Leadership by Michael Fletcher outlines a powerful paradigm for identifying new leaders. Fletcher's growing multi-site church doesn't approach leader identification in what would be considered a traditional manner for most churches. There are no appeals from a stage, no forms to fill out, or appeals for help in the bulletin. Their model for leader

identification is shoulder tapping. Fletcher's church has built an invitational culture that seeks people out and invites them to their next step. Now, I'm not advocating that we discard other helpful methods of recruitment. However, this process of shoulder tapping has power to it. In fact, this is very similar to how Jesus recruited many of his disciples. Here's Fletcher's process for shoulder tapping:

1. Selection: Who are you looking for? What kind of leaders do you need and where?
2. Connection: You invite them in.
3. Vision: This is a great spot to share the four most powerful letters in the English language: I.C.N.U. You simply share with the person the potential that you genuinely see in them.
4. The Ask: Is this God's next step for you?

This simple process has the potential to radically change how you identify leaders. There is a challenge with this approach though. One of the most significant bottlenecks to identifying new leaders is you. Whoa… that was a little strong. It's true though. If you're the only one authorized to see potential in others, then you're going to miss a ton of great potential leaders. I believe most leaders would acknowledge this. However, those whom we lead may be unaware that they are empowered to bring people into ministry alongside them. Most of our team members

don't feel authorized to be a scout for the team. Imagine with me for a moment the possibilities that could exist if we empowered people with the ability to say, "Friend, I've noticed that you are so helpful, and I see that you might really enjoy joining me in ministry." Giving permission to your ministry team members to bring others along creates a magnetic and contagious culture of invitation to growth and development in Christ.

Lead Like Your Leaving

I recently went through a transition in ministry. Part of the transition in my previous ministry was to hand off the tasks and responsibilities that I had to a team who would continue to do them after I left. I was shocked by all of the things that I did that without thinking about it. I had a long list of tasks and responsibilities that probably could have been handed off way before it was time to leave. This got me thinking about something my friend John Musgrave said to me some time ago, "Josh, you should always lead like your leaving because someday you will be." Those were some wise words because no one stays in the same role forever.

Pretend for a moment that you're transitioning to a new place of ministry leadership. Make a list of what you do. Really take a moment and get into the details. If you're unlocking doors and flipping light switches, put it on the list. Now, in a column next to that brainstorm a person or two who could take that task from you. Maybe, there are a few slots where it seems no

one could take the responsibility. Let me ask this question, who could do it if they had a little more development? Whoever those individuals are, those are the leaders you need to develop.

Create a Farm Team Process

Many churches and ministries have processes and systems for welcoming new people into their ministry. This may be a newcomers meal or some kind of communication process via email, letter, or text message. This process is commonly called an assimilation process. Generally, the goal is to get new guests to make the church or ministry their "home." What if the goal was bigger than that? What if the objective was more than simply steady church attendance, and it was using their influence and giftedness for the Kingdom? Because each church and ministry is different, this will require some collaborative dialogue. Consider gathering your ministry leaders together for a dialogue around how you could create an intentional process oriented around developing leaders. Since leader development is simply discipleship, you could reflect on how your current ministries could be more thoughtfully aligned to this important goal.

Remember, no one of the items that we've discussed by itself will magically cause a windfall of leaders to populate the pews. The behaviors and processes practiced consistently over time begin to change the culture of your ministry. Once that gains momentum, you'll begin to see real, lasting life change begin to occur. We'll dicuss this more on this in the final chapter.

A Leader Development Ecosystem

In the late 80s and early 90s, scientists and researchers were attempting to determine if humans could create a self-contained living space that would potentially pave the way for humans to live in space stations on the moon or even Mars. This grand experiment was called Biosphere 2, and it's considered an epic failure. Among the many frustrating conundrums faced by the scientists was the inability to grow trees beyond a certain height. They would grow to adulthood, but soon thereafter, they would fall over. At the end of the day, all of the conditions were perfect. They have plenty of sunlight, good soil, the right amount of water, and optimal temperature conditions. Yet, the tree still fell. These were some of the best botanists and biologists in the world. Still... TIMBER!

What they determined was that there were environmental factors to growth that couldn't be measured or recreated. In the case of the trees, the problem was the lack of storms. Normally,

when a young sapling encounters a storm, it prompts the tree's roots to grow deeper into the ground in order to stand firm. With each new storm, the tree's roots grow a little deeper. In the case of Biosphere 2, this meant that the tree grew tall, but it did not grow deep.

The scientists obviously weren't all wrong. It does take proper sunlight, soil, and water for trees to flourish, but it's also more than that. As we reflect upon this for leader development, we need to acknowledge that, yes, we need to be intentional about our goals and processes. There are some ingredients that are vital if healthy leaders are going to be produced in our ministries. However, we also have to acknowledge that any real growth in the life of the leader comes from factors beyond our control. More specifically, the Spirit of God is the only one who can effect real, deep, heart-level change in the lives of those we have the privilege to develop. Leader development is a process that is soaked in prayer because we're entirely dependent upon the Spirit's work. He brings about situations and scenarios that will catalyze growth in ways we would have never planned for or expected.

This, of course, does not mean that we leave everything exclusively to environmental factors. The truth is that God has placed you in their lives to actuate change and stimulate growth. You are a part of God's ecosystem for life transformation. Just as Jesus trained, empowered, and released those first disciples into ministry, He has done so with you so that you can do the

same with others. As we set our hearts on this, may we all work together to see Ohio won for Jesus.

Leader Development Key Results Areas and Every Disciplines

IDENTIFY & TRAIN

Discipled leaders (DLs) continue growing while actively discerning giftings in potential leaders, effectively mentoring them with time, prayer and resources.

EVERY...

Week

- Pastors & Directors (P&Ds) & Discipled Leaders (DLs) reflect on their progress in the church's discipleship process
- P&Ds and DLs personally pray for more leaders to be identified & trained

Month

- P&Ds pray, discuss Scripture, and review reading & spiritual development progress with mentoree

Quarter

- Mentorees teach, preach, lead, minister, etc. in

corporate setting
- P&Ds give response opportunity for God's call to vocational ministry
- P&Ds model & promote training like SEU Ohio, OSOM or seminars

Year
- P&Ds review current & future mentorees with boards, lead teams, etc.
- P&Ds review effectiveness of church or group's discipleship process
- Vocational ministers, directors and discipled leaders trained via venues such as Synergy and other Local/ Area/Network gatherings & resources

3 Years
- Each pastor, director and discipled leader reproduces him/herself

CARE & COACH

Discipled leaders model and celebrate a climate of intentional self-care and ongoing coaching to heighten long-term fulfillment and effectiveness.

EVERY…
Week
- P&Ds and DLs take one day off on average for personal and family renewal

- P&Ds and DLs personally pray for a fellow leader in their church or Network

Month

- P&Ds and DLs step back in some fashion to oversee mentoree taking the lead

Quarter

- P&Ds and DLs enjoy one weekend offsite for renewal, observing, training, etc.
- Vocational ministers and directors resourced by Area/Network gatherings for prayer, fellowship, counsel, and accountability

Year

- Vocational ministers take three weeks +/- for personal or family renewal
- Unpaid directors and DLs take one month off from serving
- P&Ds, boards, lead teams, etc., review & update plans for leader care, counseling, accountability, mentoring, and coaching

7 Years

- Vocational ministers given a 2-3 month sabbatical

MULTIPLY & MOBILIZE 25,000 New Leaders

APPENDIX

Ohio Ministry Network Organizational Identity

As a member of an Ohio Assemblies of God church, you are a part of a movement that is committed to seeing those who are lost turn their hearts to Christ (evangelism), believers grow to maturity in Christ (discipleship), the church glorifying Christ fully (worship), and the love of Christ made known in our world (compassion). These four elements make up the reasons for existing within the Assemblies of God. [1] Within our network, we have spent hundreds of collective hours praying and deliberating to define our organizational identity. Below you'll find the essence of who we are as a network of churches and leaders.

Mission

Developing leaders to multiply disciples of Jesus by the Spirit's power.

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[1] For More information, visit ag.org

Vision

Recognizing a broken society is the outflow of a weakened church, the Ohio Ministry Network seeks to awaken a sleeping giant to develop and deploy Spirit-empowered leaders for healthy, multiplying churches and ministries to see people forgiven, healed, and whole through a unified ten-year strategic initiative called Ohio for Jesus.

Values

We value DESPERATION

In response to staggering brokenness all around us, WE VALUE a relentless pursuit of God's presence and power via worship, repentance, prayer, fasting, Spirit baptism, Bible engagement and holy living.

We value HONOR

As an outflow of our love for God, WE VALUE Scripture's mandate to esteem, include and serve each other with honor, including spiritual elders, community influencers, those in the minority, and the marginalized or suffering.

We value EXCELLENCE

Maximizing the effectiveness and authenticity of the Church, WE VALUE modeling a lifestyle and ministry approach marked by biblical intentionality, transparency and stewardship.

We value COMMUNICATION

As Great Commission partners, WE VALUE the strategic networking of personnel and resources to communicate the gospel while modeling New Testament patterns of teaching and dialog.

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About the Author

Josh Willaford is the Director of Leader Development at the Ohio Ministry Network. In this role, he oversees ministerial credentialing, SEU Ohio Network Campus, the Ohio School of Ministry, the age and gender based ministry departments, and ministerial development. He is a graduate of Central Bible College, and he holds a Masters in Practical Theology from Wesley Seminary. Prior to joining the Ohio Ministry Network team, Josh served for ten years as the lead pastor at New Life Church in Aurora. During his tenure the church grew to three campuses in the Akron area. He is married to Tasha and has two boys, Chandler and Brady.

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