



Senior Pastors: Coach's Corner

DEAN HAWK

Recommended Reading: *Boundaries for Leaders*

SIX REASONS YOUR BEST EMPLOYEES LEAVE

Forbes Magazine, June 2013

"Employees don't leave companies, they leave managers."

1. No Vision

- Successful managers sell their employees on a vision of the future.

2. No connection to the big picture

- Gallup concludes that "The best workplaces give their employees a sense of purpose, help them feel they belong, and enable them to make a difference."

3. No empathy

- Take the time to listen to your people. By leaving your door open to employee concerns and suggestions, leaders encourage them to feel that they have a stake in an organization that considers them important and cares enough to listen.

4. No (effective) motivation

- "Extrinsic" and "intrinsic" motivators. The "extrinsic" motivators consist of traditional carrot and stick rewards such as cash bonuses or punishment.
- The "intrinsic" motivators are internal desires to do good work or create a successful product.
- Rewards of self worth and confidence.
- Celebrating and sharing ownership of the victories.

5. No future

- A recent study that shows that the majority of graduating students are looking for career advancement over anything else. Creating career paths that are well communicated and understood by employees is not something most companies do well.

6. No fun

- For businesses, this means that attracting, engaging, and retaining top talent depends on reinventing their work environments, blurring the line between work and play. Companies must embrace a culture of increased autonomy and innovation, and engage employees around a powerful mission and purpose.

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LEADING WITH YOUR HEART

1 Kings 12:1-17

7 They replied, "If today you will be a servant to these people and serve them and give them a favorable answer, they will always be your servants."

14 he followed the advice of the young men and said, "My father made your yoke heavy; I will make it even heavier. My father scourged you with whips; I will scourge you with scorpions."

18 King Rehoboam sent out Adoniram, who was in charge of forced labor, but all Israel stoned him to death. King Rehoboam, however, managed to get into his chariot and escape to Jerusalem. **19** So Israel has been in rebellion against the house of David to this day.

1. The key to being an effective pastor and leader is to _____ your team.

- You gain _____ to people's hearts by serving them.

Mark 10:45 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."

2. What is the motivating _____ that causes members on your team to follow your leadership?

- Fear? Force? Finances? Friend? Fruit? Love? Loyalty? Devotion? Commitment?

Ruth 1:16-17 But Ruth replied, "Where you go I will go, and where you stay I will stay. Your people will be my people and your God my God. **17** Where you die I will die, and there I will be buried. May the LORD deal with me, be it ever so severely, if anything but death separates you and me." NIV

3. Esteem them as _____.

John 15:13 Greater love has no one than this, that he lay down his life for his friends. **14** You are my friends if you do what I command. **15** I no longer call you servants, because a servant does not know his master's business. Instead, I have called you friends, for everything that I learned from my Father I have made known to you.

- a. The shepherd should smell like the "sheep."
- b. If we don't smell like them – then we aren't spending enough time with them.
- c. LIE: If you get too close to your staff or team they won't respect you.

4. _____ your heart and allow yourself to be _____.

- If they can't see your heart they won't believe it.

5. Build _____ not walls.

- a. Our goal is to CONNECT not PROTECT.
- b. Do people see and esteem you as touchable? Reachable?

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6. Give people _____ of the vision.
 - a. Our goal is to get them to function like an “owner” not a “renter.”
 - b. The vision may not be un-changeable but the process or path to get there is!

7. _____ and demonstrate a genuine _____ for people.
 - a. Spend time with the Father and you can't help but fall in love with the people.
 - b. “I never really knew how to love people until I worked for you.” Jordan Warner – Former RFC Youth Pastor
 - c. Recognize you will never please everyone.
 - 25% Won't like you and never will
 - 25% Won't like you but could be persuaded to
 - 25% Will like you but could be persuaded not to like you.
 - 25% Will like you and will stand by you no matter what.

8. Convey the value and strength of a _____.

9. Draw your staff into your _____.
 - a. Your staff will be your number one supporter and defender or traitor and defector.
 - b. Most church splits by staff members I have seen were leaders who kept their staff at a distance.
 - c. I meet with my pastoral staff every Tuesday.
 - d. Our staff lunch focuses on them personally. I ask questions like:
 - How are you and your wife doing?
 - What is God teaching or focusing on in your life this week?
 - What has ministered to you the most in your personal quiet time and devotional?
 - Are you facing any challenges or temptations to your faith?
 - e. We go out for dinner and movies with our staff. We have them and their families over for a barbeque every month or two.
 - f. I have found the more time I spend with them the greater respect and trust they have for me.
 - g. You can only move to this level if YOU as the senior pastor can still discipline or correct when it is needed.

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10. _____ your staff and reward them.

- a. Recognize efforts above and beyond the call of duty.
- b. Raises, bonuses, & blessings
- c. Extra bonus days off
- d. Public and private verbal praise
- e. Pay for babysitters
- f. Gift Cards
- g. Overnight getaway for them and their spouse in a nearby city
- h. Monday holidays = Tuesday office closed.
- i. Staff lunches
- j. Treating the office to Starbucks
- k. Close the office between Christmas and New Years
- l. Vacation Time
 - 0-2 Years = 2 weeks
 - 3-5 Years = 3 weeks
 - Beyond 5 = 4 weeks
- m. If praise is their only pay . . . be sure to give them a praise raise!
- n. We defend one another in public and work out our differences in private.
- o. We choose to speak the best, believe the best, think the best about one another and accept nothing less.

11. Never forget to celebrate the _____!

12. Look in the _____. Our team members are a direct reflection of who we are.

- a. We are highly contagious individuals.
- b. Don't expect them to do something that you are not willing to do.
- c. Our staff and our churches are a direct _____ of who we are!

"If you want revival in your church, go home and draw a three foot circle on the floor with chalk. Get in that circle and pray for God to hit that circle with revival and your church will experience revival."

13. We need to personally _____ and _____ in our team members.

- a. Many of us are guilty of wanting them to just "get it."
- b. Weekly staff meetings together and individually.
- c. Is this an act of defiance, laziness, or ignorance?
- d. We need to teach them to _____ what we _____.

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14. Create a positive and _____work environment!

Proverbs 17:22 A cheerful heart is good medicine, but a crushed spirit dries up the bones.

Staff lunch

15. Communicate the _____.

- a. People don't care how much you know until they know how much you care.
- b. When your team knows you love them, will serve them, and defend them they will follow you into the fiercest battles.

MY COMMITMENT TO MY STAFF

1. To serve you and your family in any way I can.
2. To help you be successful and achieve your ministry goals and vision.
3. To support you with love, coaching, finances, resources, equipment, and encouragement.
4. To value you with affirmation of words, blessings, and finances.
5. To honor and respect you, your gifts, and calling.
6. To hold you accountable to your vision, commitments, and strategies.
7. To grow and develop you to reach your fullest potential.
8. To be your pastor, boss, and friend.
 - You are my inner circle of trusted partners in ministry.
 - I highly value our relationship.
 - If I ever esteem our friendship above my leadership then I won't say what needs to be said and we limit our progress as a team.
9. To always be truthful and transparent with you.
10. To think the best, believe the best, and speak the best about you.
 - I will publicly defend and support you regardless of any disagreements we have in private.
11. To release you in love and with favor if God ever leads you from this church.

HIRING THE RIGHT PERSON

1. Hire slow and fire fast.
2. We use People Keys (www.peoplekeys.com) for individual analysis. This is an awesome on line evaluation for the combining the DISC personality test and a spiritual gifts evaluation. Once completed it will give you a complete printout of their strengths, weaknesses, and challenge areas. It even gives you questions to ask the candidate based upon their responses. Very affordable.

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3. Establishing Salaries:
 - a. *Compensation Handbook For Church Staff*
 - b. MinistryPay.com
 - c. Xpastor.org
 - d. CharityNavigator.org
 - e. Comparison to:
 - Non profit executives of all types, especially service groups,
 - Local government roles
 - College and university executives
 - Public School systems
4. Put it all in writing!
 - a. Lifestyle agreement.
 - b. Confidentiality Agreements
 - c. Job description
 - d. Annual goals and plans
 - e. Annual reviews
 - f. Disciplinary actions
5. Establish an employee handbook. RFC's is available upon request.

TIME FOR THE AXE

Bottom line, the real issue for me in determining the continued employment of a staff member comes down to their fruit. Jesus said, "The gardener cuts off every branch in me that bears no fruit, while every branch that does bear fruit he prunes so that it will be even more fruitful." What is the fruit of their life, the team around them, and the ministry areas they oversee? What are the reactions of the people who eat from their tree? Is it a bitter experience (bad fruit), or is there life, excitement, and abundance?

Here are some symptoms that it may be time:

1. Failure to perform and fulfill the written job description
2. A sense of entitlement. You and everyone else "owes me."
3. Lack of respect for the leadership.
4. Un-teachable. An "I know it all" kind of attitude. Repeated mistakes. Failure to take correction.
5. Failure to tithe and support the church vision. If they will rob from God they will rob from you. If they won't give you their treasure they will never give you their time or talent.
6. Lack of loyalty. Allows criticism of the church or ministry to go unchallenged. Negative talk about the church and leadership.
7. Failure to improve or change when areas of weakness are identified.
8. Lack of discipline and self control. Always late for meetings, appointments, or starting services on time. Failure to meet deadlines and complete tasks. "I forgot," is a common response.
9. Apathetic towards people, their job, and ministry.





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10. Plays the victim. Blames others (including yourself) when things go wrong. Never takes responsibility for their mistakes.
11. Critical attitude. Avoids seeking clarification of misunderstandings so he/she can criticize later.
12. Sees delegating as a way of getting rid of unpleasant chores.
13. Failure to take responsibility for their department's success or failure.
14. Seems to work hard and stay busy but never has much in the way of results.
15. Failure to learn and grow as a leader.
16. Moral failure and/or failure to abide by our lifestyle agreement.

LEADERSHIP SELF EXAMINATION QUESTIONS BEFORE FIRING

1. Have I provided all the necessary training and resources so this person is successful?
2. Have I considered transferring them to another department or role?
3. Is their workload reasonable?
4. Do they have all the resources they need to be successful?
5. Have I coached and supported their development along the way?
6. Have I communicated my performance expectations clearly (in writing with a deadline for improvement and clear consequences)?
7. Have I communicated both positive and negative feedback in a constructive manner?
8. Have I documented all the incidents that have lead up to this point?
9. Have I made the necessary preparations so that the team can function without this individual?
10. Will I be able to sleep at night knowing I have done the right thing?
11. Is there anything on this list I can't say yes to?