

# Handbook for Spiritual Leadership Training

## Communicating Excellence: Correcting Ministry Performance

### *SL Coach's Trainers Guide For Long Distance Learning*

### **Week/Session 1 – Correcting: What Do You Really Want & Why?**

#### **Resources:**

- Article in *SpiritualLead.com*, *Correcting Ministry Performance, The Fundamentals of Correcting, What Do You Want?*
- DiscussionHandout – Session 1(pdf)
- Power Point – Session 1(pdf & slides)

**Before the Training:** You and your SL Learner have read, the first section of the article at *SpiritualLead.com*, *Correcting, The Fundamentals of Correcting*, (the first section) and your SL Learner has completed the DiscussionHandout questions.

**Point of the Training:** To engage in an authentic conversation with team members to experience the six levels of performance.

**Begin:** Pray with your SL Learner. Ask,

*What were some “ahah”s that came out of your reading?*

*What specific area in the reading was either confusing or you didn't understand?*

### **Discussion Exercise: What Do You Want?(PP2)**

## Six Levels of Performance



### **Compliance (PP3)**

*How often are you satisfied with just getting a performance problem, in a sense, out of your face?*

That is a common human response. It often seems easier to deal with objective issues than have to deal with poor performance by a team member who is also your friend. Often, the fear of their rejection, taking offence or getting defensive affects your willingness to talk. Sometimes you may compromise, knowing you have a task they need to accomplish and you choose getting the task done over talking with your team member.

*Does that usually solve the root issue? Why or why not?*

*What are examples of compliance performance in your ministry?*

Usually it involves completing a basic assignment. They have the skills, the task is straightforward and it just needs to get done.

*Who is compliance for?*

Compliance is necessary for everyone. People with high levels of emotional and skill maturity are able to self-correct and don't find compliance an issue. They desire and accomplish it. Compliance focus is for new team members so they understand what is expected of them, and, of course, compliance focus is for those who need more help in focusing direction and discipline to meet ministry goals and performance expectations.

*When is compliance necessary?*

Regardless of relationships, compliance is necessary to get the task accomplished, builds responsibility and accountability in your team member and is a good division of skill and responsibility between you and less experienced team member.

*Is compliance bad? Isn't that the same as obedience? What are the benefits of compliance?*

As we train our children, compliance is the first thing we want. And, as parents we become disturbingly skilled at applying sufficient levels of guilt and shame for the lack of compliance. Does this say that compliance is at the bottom rung of mature behavior? We know in Scripture that obedience is God's desire and plan for our lives. We know that obedience is better than sacrifice. The issue is not whether to expect or require compliance. We must. It is a fundamental responsibility of a parent and a leader. But there is more.

*Read Romans 6:17, 18. What does compliance bring? (But thanks be to God that, though you used to be slaves to sin, you wholeheartedly obeyed the form of teaching to which you were entrusted. You have been set free from sin and have become slaves to righteousness.)*

Compliance is obedience and it does lay the foundation for all other behaviors. Without compliance there are various forms of rebellion and self-directed behavior. Without compliance there is no order and no submission and honoring to Christ, first, and leadership second. But, is that all there is?

### **Achievement** (PP4)



*What are the payoffs for stressing achievement?*

Achievement gets the work accomplished bigger and better than if just left at compliance. Achievement can be the beginning effort of a team experiencing transformational process. If that is happening then fulfillment is replacing satisfaction. "What are the blindsides?" Probably the worst dangers are becoming focused on self-directed works as the measure of success, resulting in pride and burnout.

As we train children we make a big deal over their achievement. We hope the positive strokes will stimulate in them a desire to make achievement a habit – to push their limits and go beyond average. If we are satisfied with compliance and achievement we are in great danger of training our children up to be man-pleasers and self-pleasers. When achievement doesn't come we are sometimes left with feelings of failure or inadequacy or choosing to opt out of the whole process.

Achievement accomplishes more than mere compliance

*Is achievement what we should be satisfied with in ministry? Why? Why not?*

*What are the unintended problems that may follow?*

Achievement, if not monitored, can have the tendency to become works oriented. Like compliance, achievement is a good goal but it can cause us to lose sight of our fundamentals. For example, American free enterprise is based on limitless achievement, which is good, but can lead to greed if not tempered by virtue.

*What are some examples of what achievement performance would look like in your ministry?*

*What do we learn about achievement from Ezra and Nehemiah's achievement in the rebuilding of Jerusalem?*

Nehemiah's direction for the rebuilding of the wall at Jerusalem is certainly an example of achievement. It was not only the rebuilding of a city in ruins, more importantly, it was the restoration of a people. While Ezra and Nehemiah's work was essential and impressive, the most important work, the rebuilding of a people for God, was a short-lived success. While achievement is essential for the moment, left to itself, the results gained today will begin to erode by tomorrow.

### **Innovation & Creativity (PP5)**



Innovation and creativity primarily benefit the ministry. As parents we begin to introduce innovation and creativity to our kids when they are old enough to begin to develop some individualized thinking skills. This is when ownership for the task begins to show and is one of the first markers of a maturing process. Innovation and creativity are good evidences of a healthy team in transformational process and team members should be experiencing a fulfilling high from good work with a great team.

If everyone did complete the assignment talk about ways to make sure reading assignments are completed before training. Brainstorming and cooperative problem solving is a part of innovation and creativity.

Innovation is doing the same thing better, more efficiently or overcoming obstacles in a conventional way.

*What are some examples of innovation in your ministry? What prompted the innovation? What have been the rewards?*

Creativity is going completely outside the lines, taking risks and looking for something entirely new or a completely fresh approach to a tired method or program.

*How do you feel errors and mistakes are handled in your ministry?*

Remember, in order for creativity to flourish, there must be an acceptance for errors.

*Using your ministry as a point of reference, what would be an example of the difference between an innovative solution and a creative solution?*

An innovative solution would take existing methods and procedures and find a new way to utilize the system. A creative solution would try something entirely new, perhaps even non conventional.

*How did the rich young ruler respond to the creative and innovative solution to sell all and come and follow Christ?*

### **Empowerment (PP6)**



In empowerment we assume every person on the team is committed to ministry as much as we are. As a consequence our time becomes a shared asset to be distributed and allocated in proportion to the demands on each person's life. If someone is having a problem making good allocation choices, someone comes along side and encourages and mentors. Empowerment is the process ideal for Christian community. It's at this level that team member's experience the thrill of knowing what they are doing is what they were created for. They are working in their destiny.

*What does the phrase, "I'm in charge but I'm not in control" mean, particularly in the light of empowerment?*

*What are some examples of empowerment in your ministry?*

Be ready to talk about examples of empowering if your SL Learner does not see the evidences or the experience of empowerment.

### **Legacy (PP7)**



*If you were to suddenly and permanently leave your ministry assignment tomorrow what would happen to the ministry?*

*Do you have staff and team members who are more gifted in certain areas than you? Did you intentionally recruit them for those gifts?*

*If you or other team members didn't prepare for a key meeting or a major project, what is the impact of that lack of preparation or participation?*

To understand that any loss of precious time or anything less than complete effort is lost time and lost effort forever is to understand legacy thinking. This is the same behavior we desire in most every parent's heart – that the lessons instilled in them are having impact beyond just the child. Is that not what the Body of Christ is about?—that as a combined and fused creation (ecclesia) what we do affects people we will never know who will never live in our lifetime. Showing up on time, completing assignments, doing the work; teaching, mentoring, inspiring and motivating others is not just about compliance or achievement or creativity and innovation. It's not even just about empowerment. It's about legacy.

Legacy is as much about how we influence tomorrow as the survivability of your area of ministry without you.

*What are you doing to assure that if you should ever leave this ministry that you will be missed but the ministry doesn't miss a beat?"*

*What are some specific practical things we can all do each day to better assure legacy our ministry?*

*Who is legacy for?*

Legacy is for the future. Legacy is for the transformed lives of those who are being prepared to minister and those sustaining a ministry. Legacy is for the transformed lives of those receiving ministry. And, legacy is to assure the ministry has the capacity and ability to meet the relevant needs of those who have yet to even contemplate their need for a Savior for eternity, the resident power of God's grace and a loving Christian community.

*What happened to the rich young ruler in Luke 18:18-29? (Read the passage) Was there legacy for him? Could there have been? What would it have looked like? What got in the way?"*

**Reflection:** Read Matthew 18:15-17; Titus 1:13 and 5:19-20; 2 Tim. 4:2; Rev. 3:19. Ask, "What do you hear as an essential role of discipleship?"

**Preparing for the next session:** Have your team members finish reading the entire article.