

**Influence**  
MAGAZINE

**MAKE IT COUNT**

An eight-week study  
for leadership teams



**DEVELOPING  
LEADERS**  
8 KEYS TO RECRUITING,  
TRAINING AND  
EMPOWERING LEADERS

**DISCUSSION GUIDE**

## Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

### Identify Leaders: Finding Leadership Potential

**Assess:** What do you typically look for in a potential leader?

#### Insights and Ideas

In both the Old and New Testaments, we find a series of qualifications for leadership. Jethro told Moses, “But select capable men from all the people — men who fear God, trustworthy men who hate dishonest gain” (Exodus 18:21). And Paul outlined for Timothy the qualities of an overseer. He included things like: above reproach, faithful in marriage, temperate, self-controlled, respectable, hospitable, able to teach, and more (1 Timothy 3:1–7).

As we consider how to identify leaders, we can take two helpful approaches. One approach works well with emerging leaders, while the other works well with existing leaders.

1. *Identifying emerging leaders.* Emerging leaders are those who show signs of leadership potential. They may not be leaders yet, but your gut tells you the potential is there. To identify emerging leaders, ask yourself seven questions:

- *Are they growing in discipleship?* This question reveals spiritual maturity. The more people grow in discipleship, the more ready they are for leadership.
- *Do they take initiative?* This question reveals self-leadership. When people take initiative, it shows their ability to lead themselves first.
- *Do they connect well with others?* This question reveals people skills. Leadership is all about people, and the better they connect, the better they’ll lead.
- *Do they have influence?* This question reveals capacity. If they can attract followers, they likely have natural leadership ability.
- *Are they problem solvers?* This question reveals thinking. Leaders make the world better by using their influence to meet needs and solve problems.
- *Are they teachable?* This question reveals a growth mindset. Leaders are lifelong learners, and teachability reveals their appetite for personal growth.
- *Are they servants?* This question reveals the motive of the heart. Leaders lead by serving and serve by leading. Servanthood shows the spirit in which they’ll lead.

You don’t have to answer “yes” to all seven questions for a person to be a leader. However, the more you can answer “yes,” the more leadership potential exists.

2. *Identifying existing leaders.* If somebody already has some leadership experience, look for the six C’s to identify their level of leadership capacity:

- *Character.* Do they model spiritual passion and integrity?
- *Competence.* Do they have the skills and experience to lead effectively?
- *Chemistry.* Do they resonate with the relational dynamics of the team?
- *Convictions.* Do they fit the beliefs and philosophy of the church or organization?
- *Calling.* Are they called to the role, the team and the church?
- *Culture.* Do they fit the values and DNA of the church or organization?

The more alignment you have with the six C’s, the higher the likelihood that you’ve identified a great leader.

#### Reflect and Discuss

1. What qualities are non-negotiable when looking for a leader?
2. Based on the seven questions above, who in your church or organization might show signs of leadership potential?
3. How can we strategically use the six C’s to identify the right leaders for our organization?

#### Apply

Map out a plan to incorporate the seven questions for identifying emerging leaders and the six C’s for identifying existing leaders. Then use this decision-making filter to identify the potential leaders in your church or organization right now.

Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

**Identify Leaders: Finding Leadership Potential**

**Assess:** What do you typically look for in a potential leader?

“But select capable men from all the people — men who fear God, trustworthy men who hate dishonest gain” (Exodus 18:21).

Paul included things like: above reproach, faithful in marriage, temperate, self-controlled, respectable, hospitable, able to teach, and more (1 Timothy 3:1–7).

Two approaches to identifying leaders:

1. Identifying \_\_\_\_\_ leaders. Emerging leaders are those who show signs of leadership potential. They may not be leaders yet, but your gut tells you the potential is there.

- Are they growing in \_\_\_\_\_? This question reveals spiritual maturity.
- Do they take \_\_\_\_\_? This question reveals self-leadership.
- Do they \_\_\_\_\_ well with others? This question reveals people skills.
- Do they have \_\_\_\_\_? This question reveals capacity.
- Are they \_\_\_\_\_? This question reveals thinking.
- Are they \_\_\_\_\_? This question reveals a growth mindset.
- Are they \_\_\_\_\_? This question reveals the motive of the heart.

2. Identifying \_\_\_\_\_ leaders. If somebody already has some leadership experience, look for the six C’s to identify their level of leadership capacity.

- \_\_\_\_\_. Do they model spiritual passion and integrity?
- \_\_\_\_\_. Do they have the skills and experience to lead effectively?
- \_\_\_\_\_. Do they resonate with the relational dynamics of the team?
- \_\_\_\_\_. Do they fit the beliefs and philosophy of the church?
- \_\_\_\_\_. Are they called to the role, the team and the church?
- \_\_\_\_\_. Do they fit the values and DNA of the church?

**Apply**

Map out a plan to incorporate the seven questions for identifying emerging leaders and the six C’s for identifying existing leaders. Then use this decision-making filter to identify the potential leaders in your church or organization right now.

## Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

**Recruit Leaders: Attracting Leaders to Your Team**

**Team Review:** How have you incorporated the seven questions and the six C's to identify emerging and existing leaders?

**Assess:** What does your current leadership recruitment process look like?

**Insights and Ideas**

You can identify qualities, develop training and create leadership roles, but the real question is this: Can you recruit? Leaders with no followers are not leaders. The ability to attract and recruit leaders is a real test of your leadership ability.

Some people will quickly offer to lead. Paul reminded Timothy, "Whoever aspires to be an overseer desires a noble task" (1 Timothy 3:1). Then he followed those words with a list of qualifications for leadership. Not everyone who wants to be a leader *should* be a leader.

The strategy Jethro shared with Moses is particularly helpful. Jethro told Moses to "select" leaders (Exodus 18:21). *Selecting* leaders implies a screening process. It involves a prayerful and purposeful approach to leadership recruitment. Here are five steps:

1. *Be a leader worth following.* If your personal leadership is lacking, it will impact every attempt you make to recruit other leaders. On a scale from 1 to 10, if your leadership is a 4, you'll never recruit anyone higher than you. Immediately you've reduced the size of your candidate pool for one reason: You're not the kind of leader people want to follow. The good news is, you don't have to stay at that level. An aggressive personal growth posture will help you become a better leader.
2. *Cast inspiring vision.* People aren't energized by mundane needs; they're energized by inspiring vision. Be a vision caster, not a need caster. Write out your vision word-for-word to help you articulate and communicate clear, compelling and courageous vision.
3. *Never do ministry alone.* When you include others in ministry, not only do they get to see you model good leadership, but you get to know their stories, potential and capacity. It becomes a method for identifying and attracting new leaders.
4. *Make a personal ask.* An announcement in the bulletin isn't the best way to recruit leaders. Grow your leadership team through relationships. Create a list of potential leaders you want to ask to join your team, and then meet with them one-on-one to make a personal ask.
5. *Schedule leadership development.* If you were to look at your calendar, how much time are you allocating to developing future leaders? Do you meet regularly with a small group of potential leaders to learn and grow? Your schedule reveals your priorities.

These five strategies will help you build your team. Each approach will broaden your recruitment net and help you attract potential leaders.

**Reflect and Discuss**

1. How much time are you allocating each week to recruiting leaders?
2. What are the biggest gaps in your current leadership recruitment process?
3. How can you implement the five strategies for leadership recruitment?

**Apply**

Do an assessment of how much time you invest each week in recruiting leaders. Then put together a plan to implement the five recruitment strategies to make leadership recruitment a regular part of your schedule.

Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

## Recruit Leaders: Attracting Leaders to Your Team

**Assess:** What does your current leadership recruitment process look like?

“Whoever aspires to be an overseer desires a noble task” (1 Timothy 3:1).

“But select” ... (Exodus 18:21).

Five ways to recruit leaders:

1. Be a leader \_\_\_\_\_ following. If your personal leadership is lacking, it will impact every attempt you make to recruit other leaders. An aggressive personal growth posture will help you become a better leader.
2. Cast inspiring \_\_\_\_\_. People aren't energized by mundane needs; they're energized by inspiring vision. Be a vision caster, not a need caster.
3. Never do \_\_\_\_\_ alone. When you include others in ministry, not only do they get to see you model good leadership, but you get to know their stories, potential and capacity.
4. Make a \_\_\_\_\_ ask. An announcement in the bulletin isn't the best way to recruit leaders. Grow your leadership team through relationships.
5. \_\_\_\_\_ leadership development. If you were to look at your calendar, how much time are you allocating to developing future leaders?

### Apply

Do an assessment of how much time you invest each week in recruiting leaders. Then put together a plan to implement the five recruitment strategies to make leadership recruitment a regular part of your schedule.

## Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

**Orient Leaders: Developing a Quality Onboarding System**

**Team Review:** Which strategies have you included in your leadership recruitment process?

**Assess:** When you recruit a leader, what steps do you take to orient that leader to the role, team and culture of the organization?

**Insights and Ideas**

One of the biggest oversights in leadership development is failing to develop a thoughtfully articulated onboarding system. In many cases, leaders are so desperate for team members they never take time to orient them when the members join the team.

The unintended consequence of this hasty approach is that the new leader feels forgotten and alone. Even worse, new leaders start to infuse ideas and values into the organization that are not aligned with the vision. In most cases, this happens innocently, but because the leader never took time to communicate the culture and priorities of the organization, the new leader is left to guess what to do. Proverbs 21:5 says, “The plans of the diligent lead to profit as surely as haste leads to poverty.” When we onboard new team members with haste, it leads to varying dimensions of organizational poverty.

A good onboarding system — for both staff and volunteers — will mitigate this sideways energy and create a strong starting point for new team members. Here are four things to include in your onboarding process:

1. *The basics.* Every new team member needs to understand some basic issues. For new staff, those items might include payroll and benefits, building keys, alarm codes, personnel introductions, training on equipment and more. For volunteers, it might include a background check, a building tour, volunteer introductions and basic departmental information.
2. *Role expectations and details.* The new team member needs a clearly defined role description that outlines expectations and responsibilities. In addition, you need to share important details about their specific area of responsibility that are crucial to ongoing success.
3. *Organizational DNA.* New leaders need to understand the most critical aspects of an organization’s DNA. You’ll want to review three main categories: 1) who we are (history, beliefs, core values, and team values), 2) where we’re going (vision, ministry model, next steps, and ministry practices), and 3) how we function (governance, goal setting, staff communication, cultural language and terminology, and staff expectations). This process gives your new team members the opportunity to ask questions, understand culture and see organizational vision clearly.
4. *Ongoing training.* Onboarding doesn’t end on the day — or week — somebody joins your team. It takes time to acclimate to your culture and values, so it’s helpful to offer ongoing training (books, videos and coaching) over the course of the first six months.

**Reflect and Discuss**

1. What are the strengths and weaknesses of our current onboarding system for new team members (staff and volunteers)?
2. Which of the four steps is missing or in need of strengthening in our onboarding system, and how can we add it or improve it?
3. How can we maintain consistency across each department to ensure onboarding is done effectively and strategically?

**Apply**

Put together a thorough onboarding system for volunteers and new staff members. Include the four onboarding steps, and then determine how to integrate this process into your leadership development system.

**Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders****Orient Leaders: Developing a Quality Onboarding System**

**Assess:** When you recruit a leader, what steps do you take to orient that leader to the role, team and culture of the organization?

One of the biggest oversights in leadership development is a thoughtfully articulated onboarding system. In many cases, leaders are so desperate for team members they never take time to orient them when the members join the team.

“The plans of the diligent lead to profit as surely as haste leads to poverty” (Proverbs 21:5).

Four parts to an onboarding system:

1. The \_\_\_\_\_. Every new team member needs to understand some basic issues. For new staff, those items might include payroll and benefits, building keys, alarm codes, personnel introductions, training on equipment and more. For volunteers, it might include a background check, a building tour, volunteer introductions and basic departmental information.
2. Role \_\_\_\_\_ and details. The new team member needs a clearly defined role description that outlines expectations and responsibilities.
3. Organizational \_\_\_\_\_. You’ll want to review three main categories: 1) who we are (history, beliefs, core values, and team values), 2) where we’re going (vision, ministry model, next steps, and ministry practices), and 3) how we function (governance, goal setting, staff communication, cultural language and terminology, and staff expectations).
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## Study 4

## Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

**Equip Leaders: Providing Ongoing Leadership Development**

**Team Review:** What steps have you taken to implement and improve your onboarding process for new leaders?

**Assess:** How do we equip leaders in our organization?

**Insights and Ideas**

Equipping people for leadership is not a one-time event. Healthy leadership development is an ongoing process that helps leaders cultivate important character qualities and leadership competencies.

In his letter to the church in Ephesus, the apostle Paul said, “So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip his people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ” (Ephesians 4:11–13).

According to Paul’s teaching, the priority of church leaders is to equip people for ministry and maturity. What does it look like to practically equip leaders? Equipping happens best when we carefully include four ingredients. Each ingredient offers a different approach to developing leaders.

1. Training. Every leader needs training so they can deliver ministry effectively and fully mature into the person God has called them to become. A good training plan will include four primary areas: discipleship (training in spiritual disciplines), direction (training in vision and values), development (training in leadership competencies), and distinct skills (training in role-specific competencies).
2. Resources. There are more leadership resources available today than at any time in history. These resources include books, videos, podcasts, sermons, TED Talks, assessments, webinars, online courses and more. These resources can be distributed to leaders based on their needs, or they can be coupled with other equipping strategies to maximize growth.
3. Coaching. Every leader needs a coach. Good coaches offer three gifts. First, a pattern of healthy behavior. They model what they teach. Second, they provide perspective. They offer fresh insight on whatever you are dealing with. And third, coaches give permission. In other words, they give you a confidence boost when the voice of self-doubt haunts you. Coaching can happen one-on-one or in a small group environment. It pulls the best out of people and offers ideas and insights that result in leadership breakthroughs.
4. Experience. Equipping is not restricted to dispersing information. Equipping also means giving leaders opportunities to learn and grow in hands-on environments. Participation in growth activities will help leaders move beyond classroom theory and actually put principles into practice. Experiences are where the rubber meets the road as leaders see ideas and insights come to life.

Each of these four equipping strategies will not only help leaders grow and improve, but they will prepare leaders for greater levels of responsibility.

**Reflect and Discuss**

1. How do you regularly equip leaders on your team?
2. How strategic and systematic is your equipping process?
3. What would it look like to systematically incorporate the four equipping strategies into your leadership development process?

**Apply**

Create a purposeful equipping plan to develop leaders to their full potential. Include each of the four equipping strategies in your plan, and then create a calendar or schedule that maximizes the use of each tool.



Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

**Equip Leaders: Providing Ongoing Leadership Development**

**Assess:** How do we equip leaders in our organization?

Healthy leadership development is an ongoing process that helps leaders cultivate important \_\_\_\_\_ qualities and \_\_\_\_\_ competencies.

“So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip his people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ” (Ephesians 4:11-13).

According to Paul’s teaching, the priority of church leaders is to equip people for \_\_\_\_\_ and \_\_\_\_\_.

Four methods for equipping leaders:

1. \_\_\_\_\_. A good training plan will include four primary areas: \_\_\_\_\_ (training in spiritual disciplines), \_\_\_\_\_ (training in vision and values), \_\_\_\_\_ (training in leadership competencies), and \_\_\_\_\_ (training in role-specific competencies).
2. \_\_\_\_\_. These resources include books, videos, podcasts, sermons, TED Talks, assessments, webinars, online courses and more.
3. \_\_\_\_\_. Good coaches offer three gifts. First, a \_\_\_\_\_ of healthy behavior. They model what they teach. Second, they provide \_\_\_\_\_. They offer fresh insight on whatever you are dealing with. And third, coaches give \_\_\_\_\_. In other words, they give you a confidence boost when the voice of self-doubt haunts you.
4. \_\_\_\_\_. Equipping also means giving leaders opportunities to learn and grow in hands-on environments.

**Apply**

Create a purposeful equipping plan to develop leaders to their full potential. Include each of the four equipping strategies in your plan, and then create a calendar or schedule that maximizes the use of each tool.

## Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

**Entrust Leaders: Giving Opportunities to New Leaders**

**Team Review:** What steps have you taken to improve how you equip leaders?

**Assess:** What responsibilities have you entrusted to other leaders?

**Insights and Ideas**

In his second letter to Timothy, the apostle Paul said, “You then, my son, be strong in the grace that is in Christ Jesus. And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others” (2 Timothy 2:1–2).

Paul told Timothy to entrust leaders with the truth he was teaching. But “entrusting” wasn’t simply a matter of teaching; it was also a matter of commissioning. In other words, Timothy was to teach what Paul had taught him, and then he was to commission those he taught to teach others. Simply put, Timothy was responsible to entrust leaders with a *message* and a *mission*.

The purpose of leadership development isn’t simply to train and resource people. It’s to actually give them opportunity to lead. It’s not what you know that matters. It’s what you do with what you know. Entrusting leaders with opportunity begins with three important steps:

1. *Assess leadership resources.* Assess each of your leaders to determine what they bring to the table. You’ll want to assess three areas. First, what skills does each leader have? You might use an online assessment tool, or simply ask individuals about their skills. Second, what are they most passionate about? Explore the needs they would like to address, the problems they would love to solve, or the interests that motivate them. Third, how much time do they have to offer? These three areas will help you identify the resources your team is able to contribute to the mission of the organization.
2. *Appraise leadership opportunities.* Next, evaluate the opportunities and needs in the organization. In other words, what needs exist? What problems need to be solved? What opportunities should you pursue? Take time to understand the opportunities that exist, and then prioritize them.
3. *Align leadership resources and opportunities.* When you know what your team has to offer, and you clearly understand the opportunities in the organization, you can start aligning those resources to address each opportunity. Simply put, you can entrust the right leader with the right role. Alignment ensures gifts and goals are properly matched.

Your entire leadership team should be entrusted with unique responsibilities that will advance the message and mission of your organization. This will require intentionality on your part, but the time investment can deliver long-term impact.

**Reflect and Discuss**

1. What resources (skills, passions, time) do each of your leaders offer?
2. What opportunities do you have available for leaders to step into?
3. How could you go about aligning your current leadership resources with your current leadership opportunities?

**Apply**

Do an assessment of your leaders. What skills and passions do they bring to the table? How much time do they have available to serve? Then, identify the opportunities for leaders to serve. Finally, match the right resources with the right opportunities. Who is left out? What opportunities could these leaders be entrusted with?

Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

## Entrust Leaders: Giving Opportunities to New Leaders

**Assess:** What responsibilities have you entrusted to other leaders?

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Timothy was responsible to entrust leaders with a \_\_\_\_\_ and a \_\_\_\_\_.

Three steps to entrusting leaders:

1. Assess leadership \_\_\_\_\_. You’ll want to assess three areas. First, what skills does each leader have? You might use an online assessment tool, or simply ask individuals about their skills. Second, what are they most passionate about? Explore the needs they would like to address, the problems they would love to solve, or the interests that motivate them. Third, how much time do they have to offer?
2. Appraise leadership \_\_\_\_\_. What needs exist? What problems need to be solved? What opportunities should you pursue? Take time to understand the opportunities that exist, and then prioritize those opportunities.
3. \_\_\_\_\_ leadership resources and opportunities. You can entrust the right leader with the right role. Alignment ensures gifts and goals are properly matched.

### Apply

Do an assessment of your leaders. What skills and passions do they bring to the table? How much time do they have available to serve? Then, identify the opportunities for leaders to serve. Finally, match the right resources with the right opportunities. Who is left out? What opportunities could these leaders be entrusted with?

## Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

**Empower Leaders: Releasing Authority and Decision Making**

**Team Review:** What resources and opportunities did you discover as you evaluated what to entrust to your leaders?

**Assess:** What do you think it means to empower leaders?

**Insights and Ideas**

In the Old Testament, we read the story of Nehemiah rebuilding the wall around Jerusalem. This monumental task provides multiple leadership lessons we can benefit from today. One lesson we learn is how Nehemiah empowered leaders.

After carefully assessing the condition of the city, Nehemiah cast a vision to rebuild the wall so the people would no longer be disgraced. He recruited a team, entrusted the members with responsibility, and then empowered them to start building. As they laid beams and stones, fastened doors and bolts and bars, and stood guard when facing opposition from their enemy, the vision moved forward rapidly.

There are two major aspects to empowerment. The two ingredients are important, and when both are given to your team, they will produce forward momentum.

1. *Empower with authority.* It does you no good to entrust leaders with responsibility without also giving them the authority to exercise that responsibility. For example, if you entrust a team member with the responsibility to lead the church's youth ministry, they should also have the authority to lead the youth ministry's volunteers. In other words, the volunteers shouldn't go over the youth pastor's head with their preferences and opinions. Those should be taken to the youth pastor, and he or she should have the authority to address them. In no way does this justify an abuse of authority. We are called to lead by serving and serve by leading.

2. *Empower with decision-making power.* The second way to empower leaders is to give them the power to make decisions. If every decision has to go to you first, you haven't truly empowered the leader. In the early stages, empowerment is often a process. In other words, it starts with training and equipping to ensure the leader has what he or she needs to make the best decisions. But at some point, you have to let go so the leader can lead. If you can't let go, you're either insecure, or you don't trust the leader.

Nehemiah masterfully empowered people to rebuild the wall, and when he did, something extraordinary happened: "So the wall was completed on the twenty-fifth of Elul, in fifty-two days" (Nehemiah 6:15). That's the power of empowerment. Nehemiah couldn't do it alone, so he entrusted and then empowered people to lead.

**Reflect and Discuss**

1. Who has empowered you in your personal leadership journey, and what difference did it make in your life?
2. What's the hardest part of empowering others? Why?
3. What would it look like for you to take a step forward in empowering one of your leaders with authority and decision-making power?

**Apply**

Often, the reason we don't empower is because we are insecure, or we don't trust the people we need to empower. Only you can correct either situation. If you find yourself struggling with insecurity, ask God to help you, and seek counsel from more mature leaders. If you don't trust the leader you've put in charge, identify the leadership gaps, and put together a plan to better equip this person for success.

Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

## Empower Leaders: Releasing Authority and Decision Making

**Assess:** What do you think it means to empower leaders?

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Two aspects of empowerment:

1. Empower with \_\_\_\_\_ . It does you no good to entrust leaders with responsibility without also giving them the authority to exercise that responsibility.

2. Empower with \_\_\_\_\_ - \_\_\_\_\_ power. If every decision has to go to you first, you haven't truly empowered the leader. In the early stages, empowerment is often a process. In other words, it starts with training and equipping to ensure the leader has what he or she needs to make the best decisions. But at some point, you have to let go so the leader can lead. If you can't let go, you're either insecure, or you don't trust the leader.

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### Apply

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## Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

# Encourage Leaders: Affirming Leaders in the Journey

**Team Review:** What steps have you taken to empower your leaders with greater authority and decision-making power?

**Assess:** How do you encourage the leaders in your ministry or organization?

### Insights and Ideas

Encouragement is oxygen for the soul. Like everybody else, leaders need encouragement. Yet leaders more often find themselves on the receiving end of complaints, problems and bad news.

The apostle Paul practiced encouragement. Acts 20:1–2 says, “When the uproar had ended, Paul sent for the disciples and, after encouraging them, said goodbye and set out for Macedonia. He traveled through that area, speaking many words of encouragement to the people, and finally arrived in Greece.” Paul’s words of encouragement offered hope in the midst of hardship and breathed life into those who joined him in the mission of advancing the gospel.

The same should be true for leaders today. Our words carry weight. When we speak encouragement to leaders and team members, the impact is not quickly forgotten. Here are four keys to affirming and championing your leaders:

1. *Encourage authentically.* Encouragement should not feel forced or fake. There should be a genuine spirit of kindness and concern that accompanies any word of encouragement. Pastor Mark Batterson says, “Authenticity is the new authority in leadership.” Authentic encouragement is one way to express authentic leadership.
2. *Encourage specifically.* When your encouragement moves beyond generalities to specific compliments and words of affirmation, it suddenly feels personal. Instead of saying, “You’re doing a great job,” describe the specific areas in which a leader is really excelling. Be specific. Specificity is also one way to increase authenticity.
3. *Encourage frequently.* Like everyone else, leaders need more encouragement. Life is hard, leadership is very hard, and the struggles we face are increasingly complex. We are withering under the weight, and the pace of life often eliminates the very things that give us strength to live — things like encouragement and affirmation. What would it look like for you to increase the regularity of your encouragement to the people you lead?
4. *Encourage broadly.* Finally, look for ways to broaden your encouragement to include other people connected to your leadership team. For example, what can you do to encourage a leader’s spouse and children? What can you do to encourage those who serve alongside a leader? In addition, how can you broaden your methods of encouragement? A spoken word, written note or text message can deliver encouragement at just the right moment.

### Reflect and Discuss

1. What’s one of the most meaningful words of encouragement you’ve ever received?
2. Which of the four methods of encouragement do you need to practice more?
3. Who are three people you can encourage this week?

### Apply

Give careful thought to how you can become a more encouraging leader. What would it look like to implement the four encouragement practices? And who in your life, and on your team, needs an extra dose of encouragement today? Why not stop right now and take a few minutes to connect with them?

Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

## Encourage Leaders: Affirming Leaders in the Journey

**Assess:** How do you encourage the leaders in your ministry or organization?

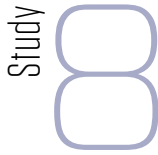
“When the uproar had ended, Paul sent for the disciples and, after encouraging them, said goodbye and set out for Macedonia. He traveled through that area, speaking many words of encouragement to the people, and finally arrived in Greece” (Acts 20:1-2).

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1. Encourage \_\_\_\_\_. Encouragement should not feel forced or fake. There should be a genuine spirit of kindness and concern that accompanies any word of encouragement.
2. Encourage \_\_\_\_\_. When your encouragement moves beyond generalities to specific compliments and words of affirmation, it suddenly feels personal.
3. Encourage \_\_\_\_\_. Life is hard, leadership is very hard, and the struggles we face are increasingly complex. We are withering under the weight, and the pace of life often eliminates the very things that give us strength to live — things like encouragement and affirmation.
4. Encourage \_\_\_\_\_. Look for ways to broaden your encouragement to include other people connected to your leadership team. For example, what can you do to encourage a leader’s spouse and children? What can you do to encourage those who serve alongside a leader? In addition, how can you broaden your methods of encouragement? A spoken word, written note or text message can deliver encouragement at just the right moment.

**Apply**

Give careful thought to how you can become a more encouraging leader. What would it look like to implement the four encouragement practices? And who in your life, and on your team, needs an extra dose of encouragement today? Why not stop right now and take a few minutes to connect with them?



## Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

# Elevate Leaders: Providing a Pathway to Promote Leaders

**Team Review:** Whom have you encouraged in the past seven days?

**Assess:** Do you have a specific strategy you use to promote leaders into higher levels of responsibility? If so, describe your strategy.

### Insights and Ideas

When we read the Parable of the Bags of Gold in the Gospel of Matthew, most of us focus on the importance of faithfulness in the servants. The master entrusts five talents to one servant, two to another servant, and one to a third servant. The first two servants prove faithful as they double the money entrusted to them. The third servant buries his master's money and is deemed lazy and wicked. The lesson is clear: Faithfulness matters.

But there's another lesson often overlooked in this powerful parable. It's a lesson from the master on how to lead faithful team members. To each of the first two servants, the master said, "Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!" (Matthew 25:21,23). What did the master do with these faithful servants? He elevated them. Elevating leaders involves three keys:

1. *Commend.* The first thing the master said to the faithful servants was, "Well done, good and faithful servant." He acknowledged the good work of these servants. Their ability to double their master's wealth didn't go unnoticed. Team members shouldn't have to wonder whether they're doing a good job. As leaders, we must regularly commend their good work.
2. *Entrust.* After commending each servant's faithfulness, the master said, "You have been faithful with a few things; I will put you in charge of many things." This is where leaders often drop the ball. We expect faithfulness, but then we don't make a way for the faithful to advance. This is demoralizing to team members. They are left to wonder, *How much more do I need to do to be entrusted with greater opportunities?* Your job as a leader is to make a pathway for emerging leaders to assume greater responsibility and opportunity. Expect faithfulness, but then be prepared to open doors when it's delivered.
3. *Reward.* The master did one more thing for the faithful servants. He said, "Come and share your master's happiness!" In other words, he rewarded their faithfulness. As we lead our teams, there should be time set aside to celebrate wins. It might happen through public praise, a special outing or some other expression of appreciation. The point is, intentionally reward faithfulness.

As you lead your team, don't just expect faithfulness. Learn to elevate leaders by commending, entrusting and rewarding them. As you do, your team will flourish.

### Reflect and Discuss

1. How are you challenged by the perspective of the master's responsibility in this parable?
2. Which of the three keys to elevating leaders is the easiest or the hardest?
3. How can you be more intentional about promoting and elevating leaders in your area of ministry?

### Apply

Give careful consideration to each member of your team. Who has proven faithful? Whom should you consider elevating into a greater level of responsibility? Put together a promotion plan, and begin taking steps to honor their faithfulness.



Developing Leaders: 8 Keys to Recruiting, Training and Empowering Leaders

## Elevate Leaders: Providing a Pathway to Promote Leaders

**Assess:** Do you have a specific strategy you use to promote leaders into higher levels of responsibility? If so, describe your strategy.

There's a lesson often overlooked in the Parable of the Bags of Gold. It's a lesson from the master on how to lead faithful team members. To each of the first two servants, the master said, "Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!" (Matthew 25:21,23).

Three keys to elevating leaders:

1. \_\_\_\_\_. The first thing the master said to the faithful servants was, "Well done, good and faithful servant." He acknowledged the good work of these servants. Their ability to double their master's wealth didn't go unnoticed.
2. \_\_\_\_\_. We expect faithfulness, but then we don't make a way for the faithful to advance. This is demoralizing to team members. They are left to wonder, *How much more do I need to do to be entrusted with greater opportunities?* Your job as a leader is to make a pathway for emerging leaders to assume greater responsibility and opportunity. Expect faithfulness, but then be prepared to open doors when it's delivered.
3. \_\_\_\_\_. The master rewarded their faithfulness. As we lead our teams, there should be time set aside to celebrate wins. It might happen through public praise, a special outing or some other expression of appreciation.

### Apply

Give careful consideration to each member of your team. Who has proven faithful? Whom should you consider elevating into a greater level of responsibility? Put together a promotion plan, and begin taking steps to honor their faithfulness.