



# Lay Leader Training 2019

# Welcome

- Purpose
  - Encourage, Network, Equip
- Materials
  - Folder with agenda/handouts
  - Book *Heart of Leadership*
- Begin with the end in mind: exit tickets
- PowerPoint and Evaluation at [nwdlcms.org](http://nwdlcms.org)





# Opening Devotion Servant Leadership

Leader: a person who leads



*The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.*

Dwight D. Eisenhower



*A leader is one who knows the way, goes the way, and shows the way.*

John C. Maxwell





*A genuine leader is not a searcher for  
consensus but a molder of consensus.*

Martin Luther King, Jr.



*Leadership and learning are  
indispensable to each other.*

John F. Kennedy



*Management is doing things  
right; leadership is doing the right  
things.*

Peter Drucker





*A leader is a dealer in hope.*

Napoleon Bonaparte



# Servant Leadership

But Jesus called them to him and said, “You know that the rulers of the Gentiles lord it over them, and their great ones exercise authority over them. It shall not be so among you. But whoever would be great among you must be your servant, and whoever would be first among you must be your slave, even as the Son of Man came not to be served but to serve, and to give his life as a ransom for many.”

Matthew 20:25-28



# King Rehoboam - I Kings 12

v7 “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.”

v18 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. So Israel has been in rebellion against the house of David to this day.





“The servant leader constantly works to help others win.” Mark Miller

"People do not care how much you know until they know how much you care."

John C. Maxwell

“The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.”

Max De Pree



# Servant leadership from THE HEART OF LEADERSHIP

- Focus on those being served
- Motivation – others first
- Honors others
- Builds trust
- Energizes followers
- Reveals the heart



# THE HEART OF LEADERSHIP

- Hunger for Wisdom
- Expect the Best
- Accept Responsibility
- Respond with Courage
- Think Others First





# FACEBOOK REACTIONS EXIT TICKET

*How do you feel about today's lesson? Circle a reaction and explain your choice.*



Like



Love



Haha



Wow



Sad



Angry

facebook<sup>®</sup>  
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# Strategic: The What and the How

- Mission, Vision, Strategic Plan
- Roles, Policy, Monitoring
- Meeting Agenda



I HATE MY JOB



OH PLEASE!





# Mission Warm-Up

- Why is there a church?
- What is the purpose of our church?
- If we disappeared, who would care?



# Mission means...

- The reason we exist
- Where we are going
- What we are supposed to be doing
- What's our business, who do we serve, how well
- Broad, Brief, Biblical



# Vision

- Our preferred future
- What it looks like
- The brochure describing our destination



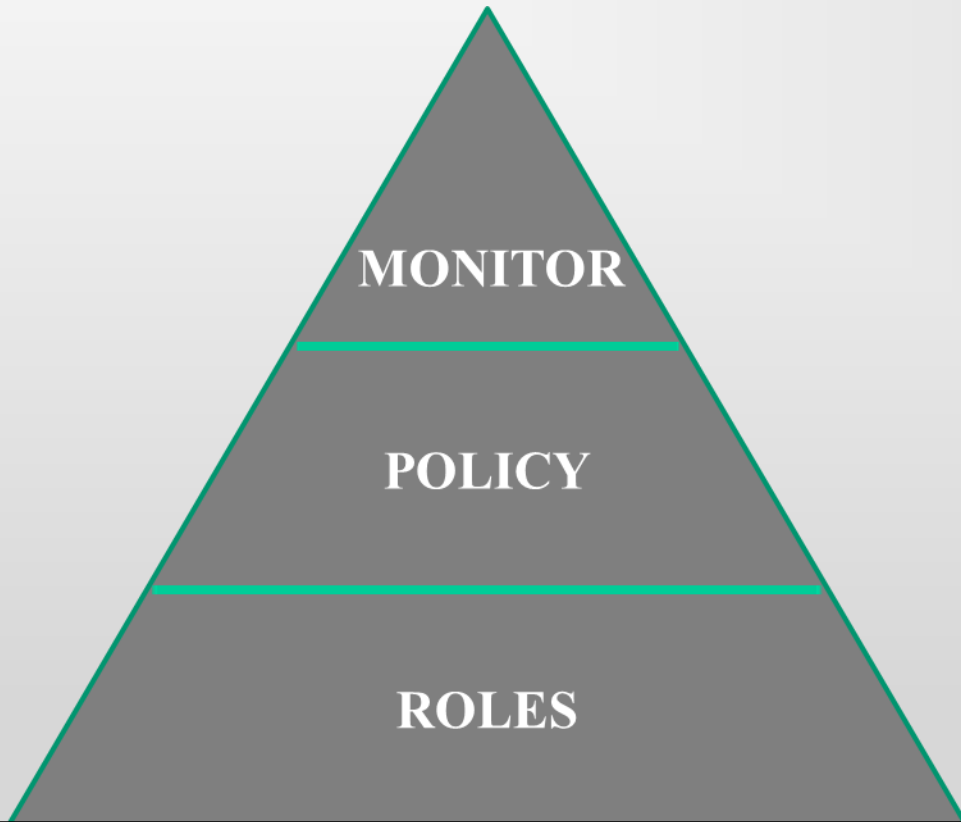


# Strategic Planning

- Outcomes
  - If we do these, we achieve our mission
  - The ends, the target
  - Broad goals
  - Accountability for leadership
- Strategy
  - The means to our ends
  - The right work
  - How we will accomplish our mission
  - Lead and Lag goals
  - SMART goals
    - strategic, measurable, attainable, realistic, timed



# Roles, Policy, Monitoring



Mission – Vision – Strategic Plan



# Roles, Policy, Monitoring

## Conflict

*WHO makes WHAT decision?*

According to...

- Constitution/bylaws
- Board manual
- Past practice in the church
- Prior experiences outside the church





# Roles

- Board= Strategic
  - Staff= Operational
- 
- Board = Ends, big picture
  - Staff = Means, day to day
- 
- Board = The right things
  - Staff = Do things right

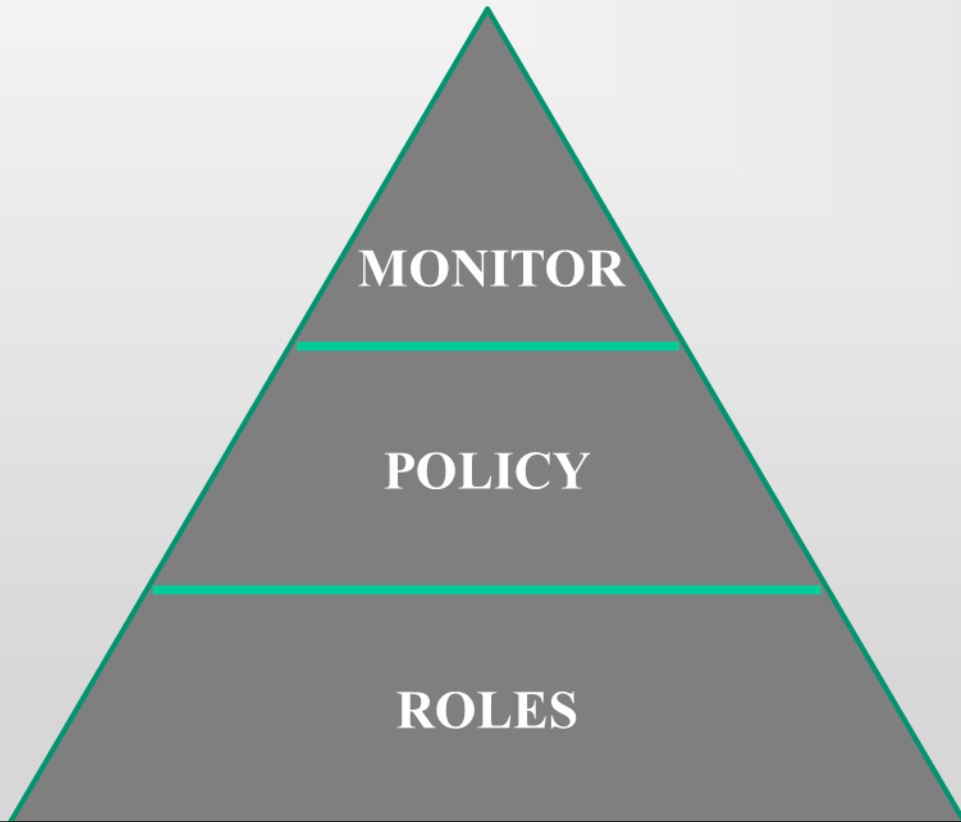


# Policy

- Think boundaries
- Broadly written
- Annually reviewed
- 4 Areas
  - Board-Staff Relationship
  - Self Governance
  - Staff Limitations
  - Outcomes



# Roles, Policy, Monitoring



Mission – Vision – Strategic Plan





# Monitor

- Reports
- Reviews
- Interviews
- Dashboard Indicators

...Without blurring roles.



# Meeting Agenda

- Pre-Meeting
  - Prepped by...
  - Out by...
  - Annual Calendar
  - Reviewed
- Three Areas
  - Bible Study
  - Board Training
  - Business
- Consent Agenda
- Timed



# Resources

- [Consent Agenda](#)
- [Board Evaluation](#)
- [Policy Manual – Divine Redeemer](#)
- [LCMS Ministry Mailing](#) for parents, directors, board members, teachers, etc
- [SMART Goals](#) video





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# Financial Leadership: From You to Benefit

- Your congregation
- Your pastor and staff
- Your members
- You



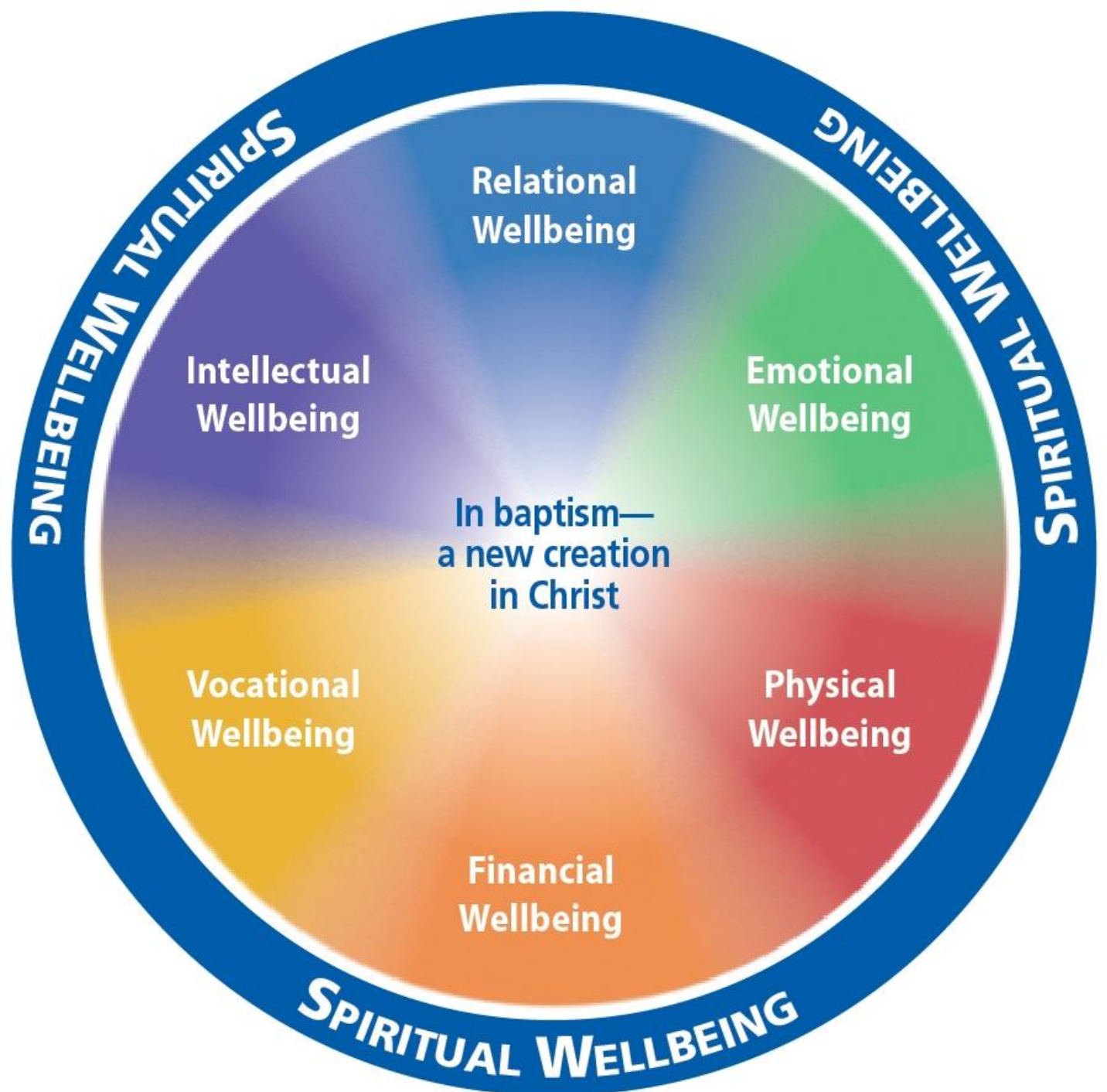
# Wholeness

Wholeness is when we are  
functioning at our God-given best  
and the *who we are* and *what we do*  
gives God all the glory.

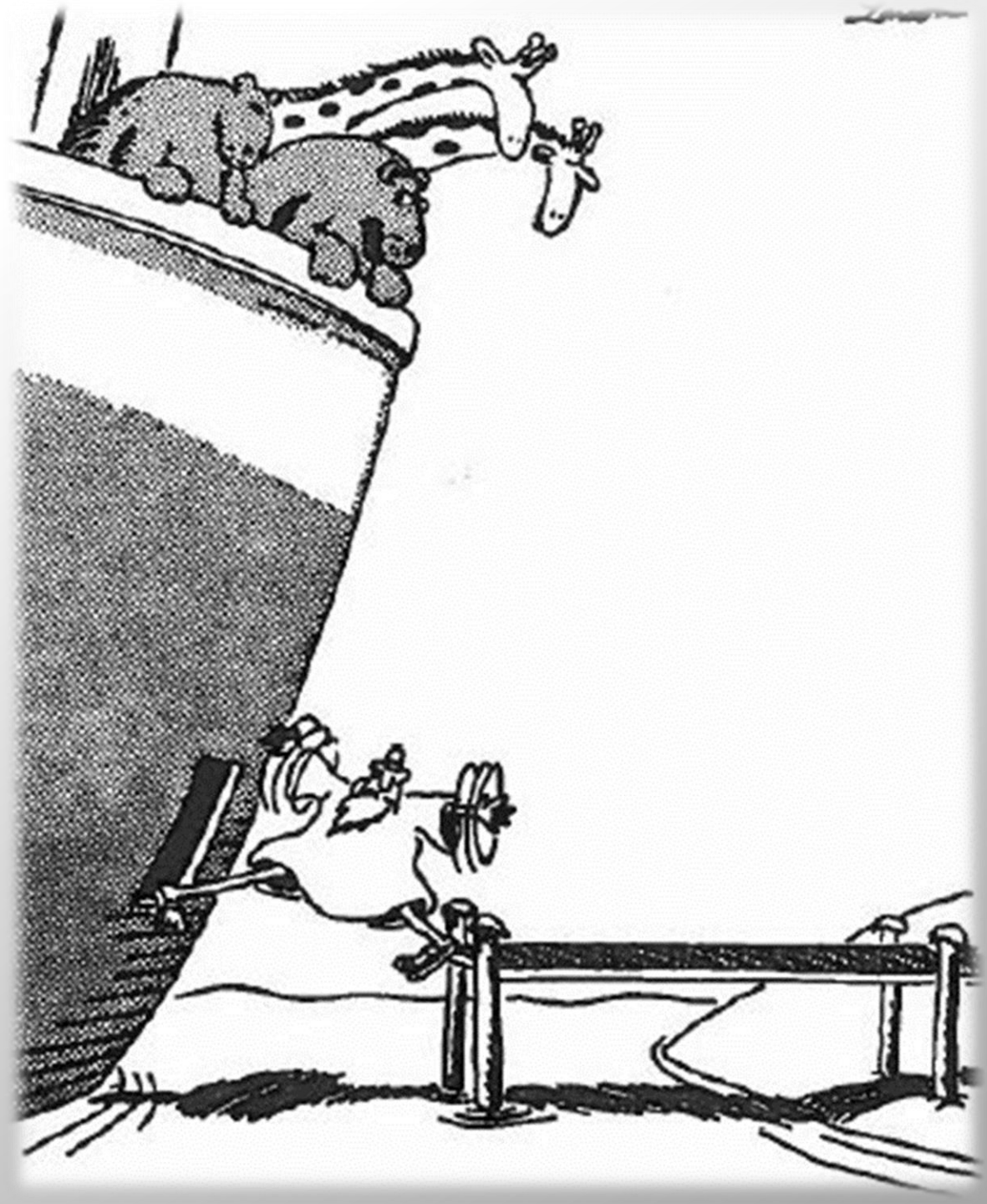




# Wholeness Wheel



If you're their leader,  
you need to be onboard  
directing the trip.



# Leadership

*Everything rises and falls on leadership.  
And leadership truly develops from the  
inside out. If you can become the leader  
you ought to be on the inside, you will be  
able to become the leader you want to  
be on the outside.*

John Maxwell





*The more I read the Bible, the more evident it becomes that everything I have ever taught or written about effective leadership over the past 25 years, Jesus did to perfection. He is simply the greatest leadership role model of all time.*

Ken Blanchard



# Financial Leadership Resources

- <http://www.nwdlcms.org/financial-resources.html>
- <https://www.johnmaxwellteaminfo.com>
- <https://www.amazon.com/Lead-Like-Jesus-Revisited-Blanchard/dp/0718077253>
- <https://www.concordiaplans.org/wellness/ministerial-care.html>
- <https://www.lutheranfcu.org/>
- <https://www.lcef.org>
- <https://www.lcms.org>



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# Stand and Stretch



# Policy:

## Critical Handbooks and Policy

- [Constitution and Bylaws](#)
- Articles of Incorporation
- Dual Parish Agreements
- Personnel Handbook
- Annual Reviews
- Compensation Guidelines
- Child Safety
- Protect Your Ministry



# Constitution and Bylaws

- The first question when making any decision...  
*What do our Constitution and bylaws say?*
- Any changes come to NWD Board of Directors
- NWD Review Process document
- LCMS Guidelines for rewrites





# Articles of Incorporation

- Know if you are Chapter 181 or 187
  - If you don't know, find out.
  - Are you dissolved? Get reinstated.
  - Chapter 187 is easier, no fee, no annual report.
  - Ministries often filed 181 as the obvious not for profit, not knowing there was a 187.
  - Our attorney does NOT recommend changing from 181 to 187. File the annual report and pay the fee.
- Closing a congregation
  - Contact the District President
  - The NWD-LCMS does not close congregations



# Dual Parish Agreements

- Agreements made between leaders
- Agreements must be in writing
- Sample agreements available from the District President
- Circuit Visitors will support your church on behalf of the District President



# Personnel Handbook

- Do you have one?
- Do you use it?
- Is it annually reviewed?





# Annual Reviews

- Why? Clear expectations. Accountability.
- Created by who?
- Based on what tool?
- Where does the buck stop?
- Plan implemented a year in advance of review
- Clear goals/outcomes/measures – YES or No
- No surprises – don't wait to handle issues



# Compensation Guidelines

- No more one size fits all
- Concordia Plan Services tool
  - Non-Teacher
  - Teachers/Directors
- Existing District tool limited to...
  - Vacation
  - Pulpit supply
  - Sabbatical



# Child Safety

## No Soft Targets

- Background checks
  - Group Purchasing with Protect My Ministry
- Child Risk Management Policy
  - Pilgrim Safe School initiative
- Staff and volunteer sexual abuse training
  - Ministry Safe roll-out





# Protect Your Ministry SOGI Laws

- Statement of Faith
  - Handbooks
  - Signed by worker
- Employment Criteria
- Facility Use
- Marriage
- [Protect Your Ministry Sample Policies](#)



# Policy: Critical Handbooks and Policy

- [Constitution and Bylaws](#)
- [LCMS Personnel Handbook Resource](#)
- [Reduction in Force Sample](#)
- [Compensation Guidelines](#) pastors
- [Compensation Guidelines](#) schools
- [Pilgrim Safe Initiative](#) Child Risk Management Policy
- [Protect Your Ministry](#)
- [LCMS Governing Manual Resource](#)
- [LCMS Taxes and Ministers](#)



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Relational:  
Communication, Change, Conflict

*The most important thing in  
communication is hearing what isn't  
said.*

Peter Drucker



# Tower of Babel

## Genesis 11:1-9

- Commitment to work on a goal
- Unity among the people
- An effective communication system
- Doing the will of God (clear focus on His will)

*Every organization possessing these four ingredients will be successful!*



# Communication

Errors common to organizational change efforts and their consequences

- Under communicating the vision. John Kotter
- People need to hear things 7 times.





# Communication

Leaders keep their people regularly informed about what is going on.

- Informed people are trusting people.
- Uninformed people are suspicious people
- If people suspect that the leadership is trying to keep something from them, they will not follow them.
- Exception – personal matters of confidentiality



# Communication

- Use – newsletter, announcements at worship (use screen), website, email, text, Facebook
- No surprises
- Celebrate Victories



# Communication

Give Hope – Faith turned toward the future

- If you don't – who will?
- Summarize some positive results of a meeting.
- Annual report – powerpoint of pictures of things that took place at church during the year.





# Change

*“After refreshing ourselves we proceeded on to the top of the dividing ridge from which I discovered immense ranges of high mountains still to the West of us with their tops partially covered with snow.”*

Meriwether Lewis, Canoeing the Mountains by Tod Bolsinger



# Change

What did they have to do?

Educate – read a book, download an article

- Our Iceberg is Melting – John Kotter
- Who Moved My Cheese – Dr. Spencer Johnson
- Who moved my Pulpit – Thom Rainer
- Movie: SISTER ACT



# Conflict

Goal: Christian conflict resolution seeks to resolve disputed issues in a manner pleasing to God.





If your brother sins against you, go and tell him his fault, between you and him alone. If he listens to you, you have gained your brother.

But if he does not listen, take one or two others along with you, that every charge may be established by the evidence of two or three witnesses.

Truly, I say to you, whatever you bind on earth shall be bound in heaven, and whatever you loose on earth shall be loosed in heaven.

Matthew 18:15-20



# CONFLICT

LCMS offers DISPUTE RESOLUTION  
(LCMS Bylaw 1.10) for...

1. members of the synod
2. corporate Synod or an agency of the Synod
3. members of congregations challenging the procedure used in their excommunication (1.10.2)



# Conflict – Dispute Resolution

- District President, District Vice-Presidents, Circuit Visitors
- District has four trained reconcilers
- Ambassadors of Reconciliation





# Conflict - Opposition

- Careful in reading unsigned material
- Deal with people in private if possible...ahead of time
- When people come to you with list of grievances against staff, members...ask if they followed Matthew 18
- Do not give former members the floor
- Do not accept hearsay from opponents who supposedly speak for others



# CONFLICT

So if you are offering your gift at the altar and there remember that your brother has something against you, leave your gift there before the altar and go. First be reconciled to your brother, and then come and offer your gift.

Matthew 5:23-24



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# Final Thoughts and Prayer

- Evaluation reminder
- Exit Tickets - Next steps for ministry
- We work for you

