

THE MINISTRY MBA

10 PRACTICAL COURSES TO LEAD A THRIVING
CHURCH

DIGITAL APPENDIX

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APPENDIX

Appendix I: Leadership Development Plan Sample

A personal leadership development plan is a structured roadmap designed to help individuals enhance their leadership skills and achieve their personal and professional goals. Here's a detailed outline of what a personal leadership development plan might look like:

Personal Leadership Plan

1. Self-Assessment

1. Strengths and Weaknesses:

- Identify your current strengths as a leader.
- Acknowledge areas where improvement is needed.

2. Personality and Leadership Style:

- To understand your personality and leadership style, utilize tools like the Myers-Briggs Type Indicator (MBTI), DISC assessment, or Emotional Intelligence (EQ) assessment.

3. Feedback:

- Gather feedback from colleagues, mentors, and team members about your leadership abilities and areas for growth.

2. Vision and Goals

1. Vision Statement:

- Craft a personal vision statement that defines your long-term aspirations and values as a leader.

2. Short-term and Long-term Goals:

- Set specific, measurable, achievable, relevant, and time-bound (SMART) goals for your leadership development.
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3. Skill Development

1. Core Leadership Competencies:

- Identify key competencies you need to develop, such as communication, decision-making, strategic thinking, and emotional intelligence.

2. Learning and Development Activities:

- Enroll in leadership courses, workshops, or seminars.
- Read books, listen to podcasts, and follow thought leaders in the leadership field.

3. Mentorship and Coaching:

- Find a mentor or coach who can provide guidance, support, and accountability in your development journey.

4. Action Plan

1. Development Activities:

- Outline specific actions you will take to develop your leadership skills, including timelines and resources needed.

2. Implementation Schedule:

- Create a timeline for completing your development activities and achieving your goals.

3. Milestones and Checkpoints:

- Set milestones to track your progress and make adjustments as needed.

5. Reflection and Evaluation

1. Regular Reflection:

- Schedule regular reflection periods to assess your progress and reflect on your experiences.

2. Feedback and Adjustment:

- Seek ongoing feedback from peers, mentors, and team members.
- Adjust your development plan based on feedback and self-assessment.

3. Achievements and Lessons Learned:

- Document your achievements and lessons learned throughout your development journey.
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6. Networking and Collaboration

1. Building Relationships:

- Network with other leaders and professionals in your field to gain insights and support.

2. Collaboration Opportunities:

- Seek opportunities to collaborate on projects or initiatives to apply your leadership skills in real-world settings.

7. Health and Well-being

1. Work-Life Harmony:

- Ensure you maintain a healthy work-life balance to sustain your energy and enthusiasm for leadership.

2. Stress Management:

- Develop strategies for managing stress and maintaining mental and emotional well-being.
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Example of a Personal Leadership Development Plan

Personal Development Plan for _____

Date: _____

1. *Self-Assessment:*

- **Strengths:** Compassionate counselor, inspiring preacher.
- **Weaknesses:** Time management and delegation of administrative tasks.

2. *Vision and Goals:*

- **Vision Statement:** To lead a thriving, spiritually nourished congregation that impacts the community positively.
- **Short-term Goal:** Improve delegation skills within six months.
- **Long-term Goal:** Lead the church to complete a major community outreach project within two years.

3. *Skill Development:*

- **Core Competencies:** Delegation, time management, community outreach.
- **Learning Activities:** Attend a workshop on delegation, read "The One Minute Manager," and practice time-blocking techniques.
- **Mentorship:** Engage with a seasoned pastor for monthly coaching sessions.

4. *Action Plan:*

- **Development Activities:** Complete delegation workshop by Q1, read and summarize "The One Minute Manager" by Q2.
 - **Implementation Schedule:** Weekly check-ins to track time management progress, monthly reviews with mentor.
 - **Milestones:** Successfully delegate a major administrative task by end of Q2.
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5. *Reflection and Evaluation:*

- **Regular Reflection:** Weekly journaling on pastoral experiences.
- **Feedback:** Quarterly feedback sessions with church elders and mentor.
- **Achievements:** Document successful delegation and time management improvements.

6. *Networking and Collaboration:*

- **Building Relationships:** Join a local pastors' network and attend monthly meetings.
- **Collaboration Opportunities:** Volunteer to lead a joint community project with other local churches.

7. *Health and Well-being:*

- **Work-Life Harmony:** Schedule dedicated family time every evening.
 - **Stress Management:** Practice daily prayer and meditation.
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Appendix II: Define Our Reality Worksheet

These tools are helpful for defining the reality of an organization:

- **SWOT Analysis:** Identifying strengths, weaknesses, opportunities, and threats to understand the organization's internal and external environment.
- **Four Critical Questions**

MISSION: _____

VISION: _____

A SWOT analysis is a strategic planning tool used to identify and evaluate the Strengths, Weaknesses, Opportunities, and Threats related to a project, organization, or individual. The purpose of a SWOT analysis is to provide a comprehensive and insightful overview of internal and external factors that can influence success.

By systematically examining these four aspects, individuals and organizations can capitalize on strengths, address weaknesses, leverage opportunities, and mitigate threats. To use a SWOT analysis, begin by listing strengths and weaknesses, which are internal factors, followed by opportunities and threats, which are external factors. This structured approach helps in making informed decisions, developing strategic plans, and setting priorities for growth and improvement.

In light of our mission, vision, and strategy, what are our **Strengths, Weaknesses, Opportunities, and Threats?**

	The Good...	The Not So Good...
Internal...	STRENGTHS	WEAKNESSES
External...	OPPORTUNITIES	THREATS

Ask these “Four Critical Questions” in light of your mission and vision:

1. What’s working?

2. What’s not working?

3. What’s missing?

4. What’s confusing?

Appendix III: Smart Goal Worksheet

S.M.A.R.T. goals help leaders set clear, attainable, and meaningful objectives. The acronym S.M.A.R.T. stands for:

- **Specific:** Goals should be clear and specific, answering the questions of who, what, where, when, and why.
- **Measurable:** Goals need to be quantifiable, allowing for tracking progress and determining when the goal has been achieved.
- **Achievable:** Goals should be realistic and attainable, challenging yet within reach given the available resources and constraints.
- **Relevant:** Goals must be aligned with broader objectives, ensuring they are worthwhile and pertinent to the individual's or organization's overall mission.
- **Time-bound:** Goals should have a defined timeframe or deadline, creating a sense of urgency and helping to focus efforts.

GOAL: _____

- **Specific:** _____
 - **Measurable:** _____
 - **Achievable:** _____
 - **Relevant:** _____
 - **Time-bound:** _____
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Appendix IV: Sample Dashboard

1. Attendance Metrics

Lag Metrics:

- Weekly Attendance: Track the number of attendees each week.
- Monthly Attendance Trend: Analyze attendance patterns over the past months.
- Event Attendance: Number of participants in special events, services, or programs.

Lead Metrics:

- New Visitor Follow-ups: Number of follow-ups made with new visitors within a week.
- Small Group Attendance: Participation rates in small groups or Bible studies.
- Pre-registered Event Attendees: Number of people pre-registered for upcoming events.

2. Financial Metrics

Lag Metrics:

- Monthly Giving: Total donations received each month.
- Budget vs. Actual Spending: Comparison of planned budget against actual expenditures.
- Fundraising Results: Outcomes of recent fundraising campaigns.

Lead Metrics:

- Pledge Commitments: Number of pledges made for future giving campaigns.
- New Donors: Number of first-time donors in a given period.
- Recurring Donations: Number of members signed up for recurring donations.

3. Engagement Metrics

Lag Metrics:

- Volunteer Hours: Total hours volunteered by members each month.
- Member Retention Rate: Percentage of members who remain active over a period.
- Program Participation: Number of participants in various church programs (e.g., youth ministry, outreach programs).

Lead Metrics:

- New Membership Enrollments: Number of new members joining the church.
 - Volunteer Sign-ups: Number of new volunteers registered for upcoming events.
 - Engagement in Online Activities: Participation in online services, Bible studies, or virtual events.
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4. *Spiritual Growth Metrics*

Lag Metrics:

- Baptisms: Number of baptisms conducted in a given period.
- Prayer Requests: Number of prayer requests received and processed.
- Bible Study Participation: Attendance in Bible study groups.

Lead Metrics:

- Discipleship Program Enrollments: Number of members enrolled in discipleship programs.
- Mentorship Pairings: Number of mentor-mentee relationships established.
- Devotional Engagement: Participation in daily or weekly devotional activities.

5. *Community Outreach Metrics*

Lag Metrics:

- Outreach Events Held: Number of community outreach events organized.
- Outreach Event Attendance: Attendance at community outreach events.
- Partnerships Formed: Number of partnerships with local organizations.

Lead Metrics:

- Upcoming Outreach Plans: Number of outreach events planned for the future.
 - Community Service Hours: Projected volunteer hours for community service.
 - Interest in Outreach Programs: Number of members expressing interest in participating in outreach programs.
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Appendix V: HRM Supporting Surveys and Schedules

To create an effective HRM support structure, you need a systematic approach to several aspects of staff involvement.

Annual Job Assessment

Every leader should review staff performance annually through a formalized assessment process. You can select an assessment from various options online or join the Church Accelerator Community and use our Annual Assessment. Visit churchacceleratorcommunity.com to access this resource (Free for every CAC partner).

Anonymous Satisfaction Survey

Annually survey the team on overall satisfaction, feeling valued and appreciated, satisfaction with peers and supervisors, opportunities for growth, organizational culture, and pride in the organization.

Here is a sample survey. Use an anonymous Google form to request responses:

WORKING SATISFACTION SURVEY

OVERALL SATISFACTION

- On a scale of 1 to 5, how happy are you at work?
- On a scale of 1 to 5, how would you rate our organization's culture?
- On a scale of 1 to 5, how would you rate your work-life balance?
- Would you refer someone to work here?
- Do you have a clear understanding of your career or promotion path?

FEELING VALUED AND APPRECIATED

- On a scale of 1 to 5, how valued do you feel at work?
 - Has a supervisor given you any recognition in the past two weeks?
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- Do you believe you can influence the direction of your job, your department, and the organization?

SATISFACTION WITH PEERS and SUPERVISORS

- On a scale of 1 to 5, how would you rate your colleagues and team members?
- On a scale of 1 to 5, how would you rate the performance of your direct supervisor?

OPPORTUNITIES FOR GROWTH

- On a scale of 1 to 5, how much opportunity do you have for professional growth in this organization?
- Do you believe you'll be able to reach your full potential here?
- If you were given the chance, would you reapply to your current job?
- Do you believe the leadership team takes your feedback seriously?

ORGANIZATIONAL CULTURE

- On a scale of 1 to 5, how comfortable do you feel giving upward feedback to your supervisor?
- Do you feel like leadership here is transparent?
- Do you have fun at work?

PRIDE IN YOUR COMPANY

- On a scale of 1 to 5, how likely is it that you would recommend our organization's products or services to a friend or colleague?
- On a scale of 1 to 5, how well do you think we service our guests? Volunteers? Community?

Engagement Survey

A quarterly survey that provides a structured yet candid conversation between supervisors and direct reports.

STAFF ENGAGEMENT SURVEY

1. Have I recently done or said anything that robbed you of your passion or energy?
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2. What is something you wish I would continue to do? Wish I would stop doing? Wish I would start doing?
3. Do you feel you have the latitude you need to make decisions that are important to your role?
4. What could I do personally to help you be more successful?
5. What's one thing I could do to encourage you?
6. If you were me, what would you do differently?

One-on-One Meetings

Ongoing individual meetings between a supervisor and direct reports. One-on-one meetings should happen consistently, weekly, twice a month, or monthly, depending on the role and person.

ONE-ON-ONE MEETING STRUCTURE

- Personal connection: Take time to ask about family, etc.
- Any updates?
- What problems or obstacles are blocking your progress?
- What critical decisions or information do you need from me?
- What progress have you made on your goals?
- How can I help?

Additionally, you can incorporate one Staff Engagement Question as appropriate.

Skip-Level Meetings

Structured conversations to learn about the organization between leaders and team members one layer lower in the organizational chart. Send the below content and questions to the person you're planning to meet a few days before the encounter.

SKIP-LEVEL MEETING QUESTIONS

Discovering what adversely impacts our mission and team is challenging in a growing organization. One of the most difficult leadership challenges is uncovering what is happening across the entire organization, from top to bottom. As part of our team, you can help me and our organization be the best we can be.

Here's how you can help: Below, you will see a few questions. I would love to meet with you over a meal or coffee to discuss some of these. You don't necessarily need to answer all these questions - they are only a guide to frame our conversation.

But it is essential that you feel safe to be honest. Our conversation is confidential. So when we meet, please don't worry about what you say - I only want to learn from your experiences.

Here are some questions for you to consider:

1. What is the best part of your job? What do you enjoy the most?
2. What is most frustrating about your job? About our organization?
3. Is it clear what we are trying to accomplish and your role within that?
4. Is there anything getting in the way of you being able to do your job well?
5. Is there anything we do that doesn't make any sense?
6. What would you change if you could?
7. If you were me, what would you do differently?

We might not make it through all of these questions, but thank you in advance for being open and honest about your job, our team, and our organization. Thanks!

Appendix VI: Sample Community Persona

Name: Sarah Johnson

Age: 34

Occupation: Marketing Manager

Location: Austin, TX

Education: Bachelor's Degree in Marketing

Interests: Yoga, reading mystery novels, traveling

Values: Family, career growth, work-life balance

Personality Traits: Ambitious, organized, detail-oriented

Primary Goals:

- Achieve career advancement
- Maintain a healthy lifestyle

Secondary Goals:

- Explore new travel destinations
- Improve professional skills

Challenges:

- Balancing work and personal life
- Staying updated with industry trends

Pain Points:

- Limited time for personal development
- Stress from managing multiple projects

Tech Savviness: High – comfortable with various marketing tools and software

Buying Behavior: Prefers online research and reviews before making a purchase

Communication Preferences: Prefers email and in-app messaging for work, social media for personal interactions

Quote: *"I want to excel in my career without sacrificing my personal life."*

Scenario: Sarah starts her day with a morning yoga session, followed by a busy day managing marketing campaigns. She uses her commute to catch up on industry news and ends the day planning her next travel adventure.

Importance of Personas:

- **Empathy:** Helps teams understand and empathize with the target audience.
 - **Focus:** Guides decision-making by keeping the user's needs and goals at the forefront.
 - **Consistency:** Ensures consistency in messaging, design, and product development.
 - **Alignment:** Aligns team members around a common understanding of the user.
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Appendix VII: Change Management in Ministry Leadership

The Strategic Steps of Change

Step 1: INVESTIGATE

Examine the reality

This first step is where we level set. Leaders continually are force-fed dashboards, metrics, and financials, but while the data is available, it's too easy to excuse it away. After all, there is a reason for every trend, right? The real reality lies beyond the metrics. The sense that momentum is lost or that specific ministries have plateaued is part of our reality. There is always some bad news, some mediocre news, and some good news across any organization. The good news often rises to our attention while the bad news is “watched for further developments.” Examining reality is never easy, but it is easier when a leader realizes there is a journey and a process to change what's not working, clear up what's confusing, and fill in what's missing.

Critical Question: Where are we, really?

Emphasize the urgency

Creating a sense of urgency is an often overlooked element of leading change. No change happens without an organizational belief that the status quo is no longer acceptable. More, a lack of organizational buy-in allows frustrations and obstacles to become long-term impediments to lasting change.

Critical Question: Do people believe death is imminent?

Step 2: PREPARE

Enlist the team

No leader can discern every issue. We all have organizational blind spots. With a sense of urgency created, leaders must turn their attention to spreading the weight of change ownership by enlisting a team for the remainder of the journey. This team might be an existing executive team or an internal leadership team, but those teams are often created for purposes outside of real evaluation and change implementation. Consider who in your organization is best suited to see past the numbers and is willing to, without bias, consider potential change endeavors.

Critical Question: Who is best suited to lead change while managing the transition?

Express the vision

A vision of a preferred future founded upon the reality of the present experience is a powerful picture for rallying people to change. A successful vision paints a compelling picture while painting each person into the picture.

Critical Question: What is most compelling about our preferred future?

Educate the crowd

The change begins with a smaller team, but the crowd must be involved for the journey to continue. The first step to take the change effort public is to inform the masses of the urgency and preferred future. This step is where ideation moves to communication. And the communication can't just come from on top. While the leader will be a primary communicator, each member of the change team must become a conduit for the pending change. In best case change journeys, every department director is armed with the urgency and vision to prepare their team for the change journey ahead. It's important to remember that every person will experience the change migration from their unique seat. For example, if an individual has direct reports, they will experience the change as a follower and a leader. Every role on the team will experience the journey uniquely.

Critical Question: How can the entire organization best be made aware?

Step 3: EXECUTE

Embrace the strategy

Where the vision expresses the preferable future, the strategy outlines the steps and micro-changes necessary to progress through the journey to lasting change. Each micro-change acts as a step toward the destination. Beginning with the end in mind means we design a series of steps, conversations, experiments, and evaluations that allow for progress while receiving feedback along the way.

Critical Question: What specific steps will make change inevitable?

Empower the organization

Hearing the urgency, vision, and strategy is necessary, but for people to buy in, they need to weigh in. Weighing in means participating through input, effort, and evaluation. As the change team is developing the strategy, it is smart to consider how every person can play a role in the micro-changes required along the path.

Critical Question: How can everyone participate?

Even the score

When it comes to the journey of change, it's those initial, small wins that bring life to a tired and confused team. Every win matters, no matter how small, because every win can point toward the eventual destination. Leaders must design a strategy of micro-changes that create incremental wins that can be publicized and celebrated across the staff for full exposure. Everyone wants to be on a winning team. Change is emotionally demanding, but winning lessens the frustration.

Critical Question: What quick wins can we achieve now?

Establish the change

As the small, incremental wins add up, reducing the urgency of change becomes a significant temptation for leaders. That's a recipe for failure. We must remember that just because things are different doesn't mean anything has changed. The most difficult days are behind us along the change path, but being close to achieving lasting change doesn't mean we've completed the journey. At this moment, leaders must elevate the gap between where things stand and the intended destination. That gap is crucial to highlight because that gap is all that remains between where you were and where you are working to be.

Critical Question: How will we know when the change is complete?

Step 4: EQUIP

Equip the culture

Our organizational culture is the summation of the values, beliefs, and norms that exist. For change to last, indoctrinating values into the culture is required. The best way to instill change into the culture is to reward what you want repeated, and the best reward is recognition. Leaders complete the change journey by continually celebrating people and reinforcing moments that punctuate the new reality.

Critical Question: How can the new be incorporated into the culture?

The Personal States of Transition

State 1: The State of Comfort

We all love to be comfortable. That's the best explanation for the existence of LazyBoy recliners, right? Organizations thrive in comfort. In the beginning, a leader has an idea. That idea generates interest, which in turn creates progress. This progress turns a concept into a product, service, organization, or church. Bringing order to the organization allows it to scale, but it also limits future change. Managing the current organization becomes the order of the day - each and every day.

Order is comfortable, because it makes the organization is predictable. Yet order creates a real tension for a plateaued or dying establishment. Letting go of what got us here is required to get out of the spiral we are now in. That requires getting uncomfortable, and nobody wants to be uncomfortable.

Leaders who understand this state can coach into the next phase, but beware, approach the second state with caution.

State 2: The State of Caution

Leaving the confines of comfort for the unknowns of change leaves everyone, including the leader, in a state of caution. Caution is the emotion we feel when facing an unknown. These unknowns are partially created by not having a clear understanding of what is to come on the change journey. Equally, the unknowns force everyone to let go of what was.

That's an essential point in the state of caution. When working through a change effort, what's coming will never arrive if what was never ends. Letting go of what was doesn't create resistance but grief. We often mistake the two. When in this transitional state, leaders often believe resistance represents a lack of support or trust. The truth is the opposition is simply part of the grieving process. Letting go is hard. It's uncomfortable. Traveling through a state of caution generates fear and frustration.

Leaders who understand this state can coach their staff through the grief of loss to the next stage of the change process.

State 3: The State of Confusion

This state is typically the longest of the states. While each phase is critical to the journey, it's the state of confusion where most problems find definitive solutions and innovations are birthed. Confusion during change is a sign of progress, not problems. Confusion means the process of letting go is nearly gone, and the process of clarity is around the corner. Unfortunately, we need an element of confusion, but it's in the chaos that we discover a more definable clarity.

State 4: The State of Acclimation

Conversion is the state we've had in sight since we began. We've fought the good fight of change, led people out of comfort, showed kindness in the moments of caution, and discovered clarity in confusion. The state of acclimation is the stage of integrating the change into the fabric of the organization. We do this as we reinforce the cultural behaviors in step 10 of the organizational change process. The success of a complete change journey doesn't end with the acclimation, however.

Leaders know that no change is the final change. The surrounding culture will continue to evolve, causing us to adjust and, you guessed it, change. Organizations that effectively lead the change process and manage the transition of people prepare the organization for the next change. Having change success under our belt reduces the resistance for our next effort.
