

HOW TO DEVELOP A TEAM

INTRODUCTION

It is good to impart some new thoughts that will be helpful for many years to come. I thank God for the gifts he has given me. I want to share with you the lecture "How to develop a Team." Let's begin with a couple of verses from John 17:8-9.

"For I have given to them the words which You gave me; and they have received them, and have known surely that I came out from You, and they have believed that You did send me. I pray for them; I pray not for the world, but for them which You have given me; for they are yours."

"How to develop a team."

I. USE PEOPLE YOU HAVE MENTERED

A. Already know your educational philosophy

For additional team members use trained brothers as much as possible because they understand about church-based leadership training. They understand its value and its practicality.

B. In tune with total ministry of Discipling & Mentoring

Students who have been studying regularly are in tune with your ministry. They have been to some workshops. They heard you speak and so they are in tune with your particular ministry FOCUS and with what God is doing through you and your team.

C. Less conflict in schedules, etc.

Students are already involved in mentoring and maybe they have been coaching their own group of *Basic Christian Life* or a group of unbelievers. They are already spending some evenings in a group studying or leading. They have a schedule of preparing lessons and preparing material as students. There is less conflict in their schedules than from other people who have totally different life styles.

D. Shows continuity to students and families

Students see that as they study faithfully then God will give them new opportunities and they in turn get to share and train other people.

II. BE SURE HIS WIFE IS IN AGREEMENT

A. Have wife at initial interview

For any new position in your spiritual ministry have the spouse also at the initial interview. You have talked to the applicant before and sowed some seeds, and now he has become interested. But you need to have an official interview with him even if he will participate as a volunteer. (see "One Minute Minister" principles (TB3). To review educational records or other records might be helpful to complete your picture of his compatibility. A simple form of agreement that spells items such as finances, work schedules, and activities should be signed. That clarifies submitted with a picture. Have his wife there with him for an oral interview. Many wives have different views than their husbands. Some do not agree for their husbands to be involved. It would be



well for her to sign a minimal statement of agreement and willingness to participate. You are not just hiring him. You are hiring **them**. She needs to be part of that, she needs to understand his ministry and she needs to know what is going to happen. She needs to be able to pray intelligently for him and for you.

B. Be sure the wife understands the degree of involvement

The wife should understand what you are really requiring of her husband. How many courses will he be coaching? How many nights of the week will he be gone? When will he be leaving and how far will he be away? Is he staying overnight? What will be her responsibilities with the family and the children in this new relationship when he will not be home? She simply needs to know so that she can orientate her own life style and the family life style and become an active prayerful partner.

C. Prevent undue pressure on the team member by his wife

If the wife does not understand what his work involves, she is nervous and she is frustrated. She will be asking many questions and will doubt many things. She will be wondering why this and why that? Is it necessary to do this, do you have to do this, and so on? If the wife is brought into the ministry along with her husband and she step-by-step understands the scope of his ministry, then she knows what is coming. Then we have that wonderful privilege of wives supporting their husbands and not being critical, of motivating and encouraging.

III. IN-SERVICE TRAINING

A. Meet with coaches in August just before beginning fall ministries

This is absolutely crucial. Many coaches often feel they are busy and can't come. Have it written in their agreement that in the middle of August they **will** come and spend a couple of days together in preparation for the fall. Go thoroughly over each course that is to be taught that fall. A coach who did a real quality job and has lots of experience with a certain course should be instructing the other coaches who now are going to lead this same course and walk them step by step through the course guide. This will take about half a day, about three or four hours. Together they should discuss the purpose of the course, they discuss each seminar, they discuss the questions that need to be asked, and then they discuss where the students should be at the end of the course (know, be & do). They should talk about what should happen at each discussion seminar when they meet (Anatomy of a Seminar). The coaches can orientate themselves to the new course and they can develop their weekly or bi-weekly plans right there during your **August** workshop. Remember: plan a half day preparation for each course.

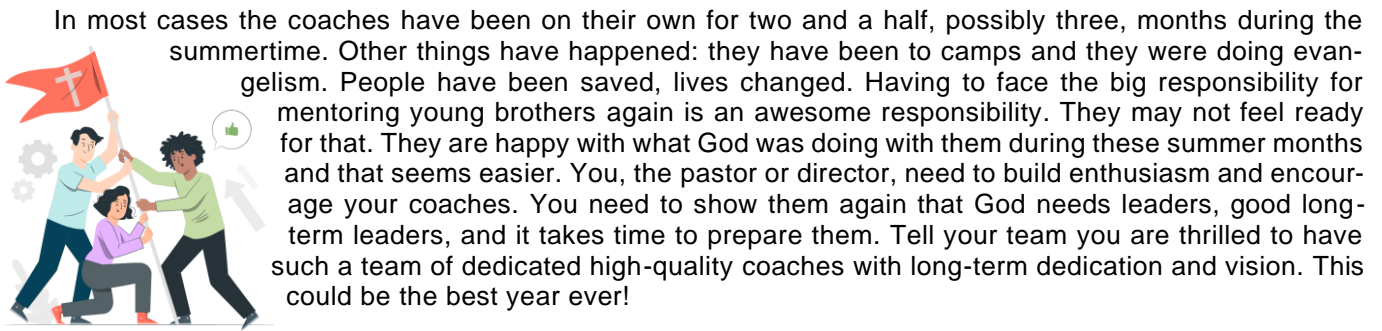
B. Cover job responsibilities

Again, coaches need to know in the fall time which courses they will be teaching. Which groups they will be leading. How they will be traveling, if there is a new mode of traveling available to them. There are workshops and pastoral conferences in which they will participate. Probably three times a year you will conduct a coach training session which they must attend. A good time for coach training workshops is August, early January and March — the best time is just before a new course begins. At that time the coach can account for the course just completed, report the grades and so on and be briefed for the new course. These things are all part of his job and they are not extra. It's part and parcel of the job. They need to recognize it as such, feel it as such, and participate in that. Cover all job responsibilities.

C. Review procedures

It is amazing how procedures slip and fall by the way side because we are busy with many other things. How often we need to repeat certain things. One leader states that we need to repeat things at least 8 times before we master a certain concept. That means that at least eight years in a row you cover the same or similar material in August to prepare your church coaches in knowing how to select potential spiritual workers, how to lead them, and review the "Anatomy of a Seminar" lecture. There are many points to cover. How do you have accountability in positive, exciting ways? Does it become a boring technical activity or a practical event? How to be accurate in reporting all kinds of different aspects of the group, as well as the student's character development?

D. Build enthusiasm



In most cases the coaches have been on their own for two and a half, possibly three, months during the summertime. Other things have happened: they have been to camps and they were doing evangelism. People have been saved, lives changed. Having to face the big responsibility for mentoring young brothers again is an awesome responsibility. They may not feel ready for that. They are happy with what God was doing with them during these summer months and that seems easier. You, the pastor or director, need to build enthusiasm and encourage your coaches. You need to show them again that God needs leaders, good long-term leaders, and it takes time to prepare them. Tell your team you are thrilled to have such a team of dedicated high-quality coaches with long-term dedication and vision. This could be the best year ever!

E. Check for new relevant material

Be fresh every August. Give fresh material. There is more and more material available on how to lead a small group or how to lead a discussion or how to mentor. New articles are coming out about Church-Based Leadership Training and how valuable it is. Get new material and share it with them. Make copies of one chapter out of a book and give it to them so they can read it. Then hold them accountable afterwards with strategic discussion questions. Check for new relevant material and be fresh, be ahead of your team.

IV. BE SURE TRAINERS UNDERSTAND THE SCOPE OF THEIR RESPONSIBILITY

A. Primary responsibility

The primary responsibility is to coach the bi-weekly discussion seminars and lead a group of students into a successful ministry activity. Successful completion means that they learn to discuss the materials themselves and that they can orally explain each lesson to someone else. To successfully finish means there is a noticeable change taking place in their character and in that area of their life. It means that the practical assignments are carried out with fruitfulness and that there are some testimonies out there in their communities of how God is using them. It also means that coaches have prepared and developed a longing among the students for future more intense forms of ministry or more full-time oriented ministry for Jesus Christ. That's the whole goal of bi-weekly seminars. This is the time for character development. During these seminars students are held accountable for their home studies and practical assignments and are assisted with their future study.

B. Secondary responsibilities

There are other duties for coaches, like attending the bi-weekly team meetings. There is also the preparation of lessons ahead of time, making written questions for each seminar, etc. They should be ready and able to conduct the conversational prayer time at the seminar and to lead devotions at some workshops and other activities. They are to be present for **all** church activities; whether it is social activities or just a relaxing time in the forest organized with all their wives or a business meeting, they are to be there. They must conduct a year-end celebration one Sunday morning. Also a lot of information is available on how to develop home communications. It is a coach's responsibility to do that. Every time an exam has taking place he should send a "congratulations note" home to make the wives happy about the successes of their husbands. At the conclusion of each course the wives should be invited to the course seminar and participate in testimonies about the course just finished. All these secondary activities can be summed up in one word, "discipling." In Bible language it is "to be with" Mark 3:14. This accomplishes the "skills" part of your ministry. This is where discipleship takes place, and the people developing the fastest towards full mature Christian leaders are the coaches themselves. These activities really polish their ministry skills.

V. HAVE A MINISTRY CALENDAR

A. Allows team to know what to expect

A calendar allows the team and participants to know what is happening in the future. They see the dates. Each have their own schedule, a family schedule and birthdays as well as other activities; there are always the gardens and chores. A coach needs to work all of these things in. A calendar gives him an idea of how much time he has to prepare and other things that need to happen.

B. Include holidays, reporting periods, graduation, workshops, outings, etc.

This is a personal calendar made with their specific events for the whole year. You will have noticed that the NLC calendar contains thirteen months. This gives you an overlap for planning; this gives you an opportunity to look back and an opportunity to look into the future. You should have a similar calendar showing all the activities you are going to do this year. A calendar becomes "the face" of the church ministry. It shows the things that people recognize as, "This is our mentoring ministry".

VI. MAINTAIN TEAM DEVOTIONS

A. Realize this may be the only spiritual encouragement some have outside of church

As pastor or church leader meet with your coaches twice a month. Maybe there are some other meetings. Maybe occasionally it's only once a month. But when you meet, whether as a group or whether it is done privately, make sure that you have a short time of devotion. If it is privately, open up your Bible and share your personal thoughts, take 10-15 minutes, put your hand on his shoulder, bow your head and have a prayer of encouragement, of hope, of future, of gratitude that God is using this man to do great things for him. With a group, have a short devotion time and do that every time you have a business meeting of any sort. Do not leave God out, make Him the center. Prayer is nice and beautiful but often it is talking to God and telling God what to do. Let God speak first through His Word.

B. Assign time for each team member to give a devotion

You have several coaches, on your team, and you meet twice a month. As church ministry director choose when you will give a devotion, and let one of the coaches give a devotion the other time. Possibly you will lead devotions once monthly and the coaches will take turns leading the other session. Coaches should be discovering special spiritual truths and Bible gems all the time as they lead their student groups. They should be motivated and encouraged by the Holy Spirit themselves week by week. If not, they better get out of the business of being a coach. Let them express how God is feeding them spiritually.

C. Keep it brief, but emphasize its importance

Devotions should not be long. You are going to meet for only four hours, so keep it brief. It should be well-prepared, specific, and simple. Otherwise the team will be looking at the time, "When will we begin our actual business?" Perhaps some business is left undone due to a shortage of time, so keep it brief and keep it sweet. But make sure that it is important; relate it to the business that needs to be conducted. Don't make your people feel, "Oh, they will have a 'Bible time' first so I can come 15 minutes later." No, the meeting does not start afterwards--it starts before. A person who misses out on the devotions is suffering spiritually and has a hole in his "umbrella." As a rule devotions, including a song and prayer, should not be longer than 15 minutes altogether.

D. Share one key thought only-- don't mingle in business

Share only one thought, only one central idea, only one Bible gem or only one spiritual thing of beauty. The whole team should understand exactly this one thing. Everyone in this group can go home to their spouse or friend and share this one thing or use that one thing as a basis to preach from next Sunday

VII. REMEMBER YOUR TEAM WANTS TO BE INSTRUCTED

A. Makes them feel more secure

People want to do right, especially Christian people. God has given them a new nature. They no longer have a nature of ugliness, of meanness, of destruction in them. They have God's nature in them. A nature of wanting to be positive, wanting to create, wanting to build up, but the question is "how".

How can he please you? How can he be a more effective member of the team?

What can he do? He needs to have clearly written guidelines and goals to follow. He needs to have certain paper things in hand, like the lecture "How to Lead a Small Group Discussion." He needs to bring them back to the team meetings. The church training leader needs to discuss one small aspect of that lecture every single month. People are slow to become experts. A written instruction makes them feel more secure.



B. Makes them feel more valuable

(Research shows greatest psychological problem of low level employees is sense of self-worth)

Often a team is just working. They are just putting in time. Probably tomorrow they have to be there again. Giving instructions to the team and referring to the calendar makes them feel more valuable. "Oh, now I understand. This is what we are striving for. This is our goal." The training supervisor needs to do this prior to the beginning of each new course. The team needs to know: these are the steps to take before the middle of next month and in the second month I need to do this or that. Constantly highlight your instructions with successful episodes and illustrations of different coaches. This urges other team members to feel, "Yes, I want to do this too. I want to participate."

C. Communicate

Be sure to share all the materials so preciously prepared for you by national leaders. Not only give out these materials, but also help your team to digest them and grasp the concepts so a fire begins to burn in their soul. Communication is the key if you want your team to stay on target so they will understand you and know where you are going. That means you must have written plans. For more help there is a special lecture on "Staying on Target."

VIII. ESTABLISH BI-WEEKLY COACH MEETINGS

Various reports have proven that bi-weekly meetings for coaches bring a higher level of productivity, a higher level of quality, and a higher level of success than others who use a different system.

A. Allow time for input from coaches

Team meetings should have a definite time allotted for discussion and interaction. All lectures and presentations made should include a set of accurate questions prepared for team discussion. Coaches should know that there is regularly a definite time designated in the schedule for them to participate and share in the team meetings. The team should be trained to share what is going on locally in their groups: how a course is bringing success, how a lesson changed a certain student, and so on. As the leader, have that course there with you and write that splendid idea right into that particular lesson for later use by other coaches. You as a leader should have a whole set of Course Guides with you so you can mark all the suggestions right in them. Be open to new ideas. I know you designed the present structure, you set up this system and these are all your ideas. It is your tradition now. But... life is changing, people have new ideas and they have good ideas.

B. Have something PLANNED for the meeting.

(Cover procedures, use available training material)

Have something planned for every meeting. Make sure that there is time for an hour of deep instruction. Make sure you have new illustrations, new Biblical insights and include some of the latest experiences by some of the groups. Keep ahead of your team by reading books and materials that apply to church-based leadership training. But be sure you have something very specific to contribute at that meeting to the team who comes. There are possibly about 15 team meetings annually. Choose a specific topic or cover one specific element of your ministry in each of those meetings.

C. Be considerate of their time



Condense the material that you are sharing. Go over it well beforehand. If you have an intelligent actively participating wife and you're one of the leaders, share your presentation with your wife beforehand. Also let her or your secretary attend the meetings and do a time check on you. A time check consists of three things: a) writing down all that happens in a meeting, b) noting how long each item took, and c) recommending changes. Without a time check most meetings lose a lot of time, become too long, and coaches become too tired. They go home too late and wives are upset. Again a day that was meant to be a family day or a day that was meant to be a half a day off is spoiled. The team will not be very cooperative with you if you are inconsiderate of their time.

IX. GET THEM TO THE TRAINING WORKSHOPS

A. Builds enthusiasm

Being with a large group of people involved in the same ministry and hearing how God is working in other provinces builds enthusiasm.

B. Builds confidence

"I am a valuable person. I was invited to go to this big meeting in a faraway city. My pastor values me." He gets to express himself to other team members. He is part of it. "This is my God-given task. I am a valuable member of the church here in my province, making a contribution together with hundreds of other men."

C. Shows the team you care about their professionalism

Everybody wants to do better. Everybody loves quality and excellence. Not everybody wants to pay the price and not everybody knows how, but people adore the results. Here is something that you have given to them and set before them because you value them. It portrays to them, "He cares about me."

X. DEVELOP A FAMILY ATMOSPHERE

Your ministry often consists of rather small teams and in most cases of volunteer coaches. Often they do not see each other frequently. It is important to build relationships. Strive to develop a family spirit among your team. If due to long distances you can only have once-a-month team meetings you will see each other only about 12 times annually. Only 12 opportunities to create a spiritual blood brother relationship with you and others on the team.

A. Be open and sharing

Share yourself. Share about your kids and how they taught you a spiritual lesson. Share of your personal finances. Share of your personal time. Share your apartment. If you have a chance, have different team members come and sleep at your apartment and participate in your personal life. Sit before them and show how you have your family devotions with your children and so on. Be open and sharing.



B. Schedule regular times of fellowship

Yes, with the wives. You need to have more than just business relationships with your team. More than just doing courses, or more than just an instructions to take care of. Mentoring is far more than year after year just trying to finish one course and than starting another. Mentoring is leading people to productive leadership. Schedule regular times of fellowship.

C. Involve wives

The whole room lights up when a few wives come in and participate. The language and atmosphere change. We say different things and we even laugh at different things. Something else, and it is even more important, there are many lonely wives out there! Do you know the job of a wife? Humdrum and routine. Meals three times a day and cleaning up. Laundry two times a week or perhaps more. Cleaning house every day. Getting the kids ready for whatever. If the kids are small they require personal care, if they are toddlers they need help to go outside. If they go to school they need to be taken and picked up. Lonely wives, wives who see no hope for the future. Wives who do not see a concrete contribution they are making. Yes, they could be spiritually idle for 15 years down the road, which is a long time. Every day that lonely wife, without spiritual encouragement, is slaving away, and she tends to feel like a slave. Give her a break. Do something nice for her. Include her in special activities and events like a course-end celebration and special workshops for the wives only.



D. Beware of “cold organization”

One of the detrimental human things is cold organization. There is a tendency to become very professional, very business-like, and with that, to develop a cold organizational structure that no longer touches the souls of mankind. The finances are right, the bookkeeper is doing it right, the statistics are correct, and everything is ready for a partner. Yes, the students' records are in a ship-shape but there is no life. There is no life and it is just business. But the Holy Spirit came to give us spiritual life. Jesus said, *“I have come that you might have life and may have it more abundantly.”* If there is anything a mentoring ministry ought to do, it is to provide abundant life for the team and students and their wives. If that element is not there, you have missed the whole thing. Beware of cold organization.

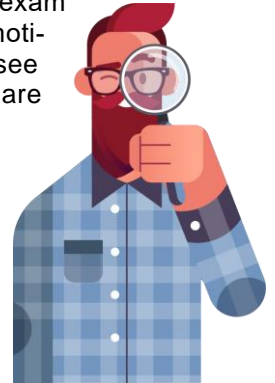
XI. OBSERVE AND EVALUATE THEIR WORK

A. PLAN your time to allow observation

You need to be there! The coordinator's job is to visit the different groups. Invest, not spend, your time!!! What a big difference! Be there with a purpose and know what you want to accomplish! You need to know who is a weak coach, and have prayed for him before you get there. You are going to encourage and help him. You know who is a little better coach and you have a new plan to help him grow spiritually or to help him take the next step towards a bigger or better service for the Lord Jesus Christ. Have something you definitely want to assist your coach with so that he is going to do a better job and has more pleasure in it after you leave. That is investing, not just spending your time. The pastor's job is visitation and observation. His specific purpose is that when he leaves, this group, these students, this coach, that wife is better and happier than before.

B. Observation and evaluation will build the team's confidence in you

The team likes to know that their leader really values them. That their leader is interested in what they are doing. It is encouraging when someone on a leadership level or with more experience actually evaluates and says, "Well done." Who is going to say, "Well done," to us? Jesus is going to say, "Well done." He knows better than anybody. He was tempted in all points like we are, but He was totally successful. He is the most successful of anyone. Because of that the whole world will bow before Him and God the Father. He holds us accountable. Coaches want to be held accountable if you do it in a nice, positive way. It gives them confidence, "Aha, I understand, I did this right and I did that right, but I kind of blew it there." I have held some students accountable and they said, "Yes, we were not able to complete that exam simply because we did not study the material." That was honest, that's good, and it motivates them to do better next time. It makes them value you as a person when they see that you are willing to help even when it is an unpleasant task of sharing things that are not the way they should be.



C. Observe all areas: office, warehouse, seminars, home relations, etc.

Go over your office sometime and try to look at it as a visitor would. What is going on there? Papers on the floor. Papers are all over the desk or on a chair and a computer which used to work some time ago. What about your warehouse? Books lying here, books lying there, boxes half-packed or half-unpacked, open boxes, dust on top of the books. Frequently visit course groups. Are they following "The Anatomy of a Seminar?" Are they taking care of all 5 points that should be done in every single seminar? Home relations--are you doing it? Are you sending a note to all of your students? Your own personal memo? Are your coaches doing home relations? Do you have suggestions for them? Did you discuss that with the coaches in your bi-weekly meetings? Observe all these areas.

D. Talk to the team and relate your observations

Share with the team. When you share with the team publicly never name a person if you are talking about a negative event. "I was there and only half the records were filled out." Don't share who it was. Just, "Not long ago it was brought to my attention that in a certain area only half of the records were filled out. Brothers, that ought not to be so, you can do better. Yes, all of us can do better." Positive things, victories, you can share publicly. "God has blessed Brother John here. Three of his students are now doing Bible studies with unbelievers. Some people were saved and a group is getting ready to be baptized in the spring." You can share positive things by name, but not the negative ones.

E. Use sandwich psychology — it works

Any hard or negative element that needs to be discussed with a team, you do in the middle of the meeting, preferably before lunch. Then you have a break and have lunch, people still talk about it, but during lunch they begin to talk about other things. After lunch you have a whole new topic and before they leave you have a motivational lecture or sharing of some sort. Use the sandwich psychology! It simply works, and it works everywhere in the world.

XII. SHOW APPRECIATION

A. By notes or cards

It is so nice to get something in writing. People are thrilled to get something written. Probably, the wife opens it first and she will have good thoughts about her husband all day long. Guess what that supper is going to be like? Pretty spicy and pretty tasty! She is happy. He comes home and he is tired. She says, "You ought to look at this." He says, "Wow, is that so." It is a good time till the next morning after breakfast. Such things do not happen just by verbal praise.



B. Verbally

You do need to give verbal praise, and lots of it. Your team thrives on it. Say something like this, "I appreciate you sharing that with me." There are a lot of coaches who would benefit from sharing extra things with you.

But they do not have to share their problems; they can keep them inside. They can let the group flounder or they can let the pastor be angry. They do not have to share their problems! Help them to be open and be thankful that they are willing to share their problems with you. Be thankful that they have questions. That's why they are followers, that's why they are disciples, and that's why you are the leader. Just exactly because of that. If the coach is open enough to humble himself and ask you a question or share a problem or a burden and something negative, wow, that's a big step. That's an honor. You better verbally, right there on the spot, tell him that you appreciate him doing that. You will really create a family atmosphere that way.

C. Show appreciation publicly

Show it at your team meetings. Show it during festivities. Talk about it, do it physically, shake hands, have physical tokens ready for them. Do it in church when visiting different churches where you are preaching. Remember the secret sequence about NLC Training Leaders: story/testimony, then a message and story/testimony. A good nugget about NLC Mentoring, that's how you begin. "God has been really blessing us just lately." Then you give a short, short, short but good, good message with valuable ideas that every grandmother, every man and woman, can understand, take home and apply in their lives. Then you end with something from the mentoring ministry. A positive testimony about something that happened in their church or in a neighboring church or with a person this congregation is acquainted with. Show appreciation publicly.

XIII. DON'T MINIMIZE PERSONALITY CONFLICTS

A. Don't assume the conflict will go away

Oh! How we like to be ostriches. When there is a problem an ostrich runs away and sticks his head in the sand. It might work for ostriches. But, first of all, we are not ostriches. Secondly, conflicts will not go away. Do you know what conflicts look like? They are like weeds. Do you know anything about weeds? Weeds grow faster than cultivated fruit producing plants. Weeds grow faster. Sin grows faster than holiness or righteousness. It does not go away. Deal with it! Don't minimize personality conflicts.

B. Bring the involved parties to the office and clear the air

Personalities are just very different. Some people are stable and some are emotional. There are four personality types: phlegmatic, choleric, sanguine and melancholic. Each of these personalities has their own set of characteristics that describe such a person. They do not all get along together very easily. Your job as a pastor or team leader is to juggle and balance that. God has called you to this, "to be a peacemaker." One of the strongest teachings in the New Testament is about unity. Peace must be made, it does not come automatically. Peace can only be made when there is strife or friction beforehand. Remember the beatitude. "Blessed are the peacemakers." If you want to be blessed become a peacemaker.

C. Act swiftly to resolve problems

Because problems grow so fast, you need to deal with them quickly. Deal with a problem before it spreads out, before someone says something ugly to someone else. Before families are involved and are taking sides. Now they are beginning to have other values about themselves and about the other person and other personalities. Deal with it quickly so that people will see, yes, this is one of the differences with which God has created us. God made each of us beautiful. God made us beautiful in a certain place and in a certain time. Unfortunately sometimes beautiful people when they come together clash and their beauty is marred and it is no longer beauty. It is like a bouquet of beautiful flowers whose colors clash. If people just realize that early on it is still easy to forgive each other. It is still small and nothing has come out of it.

XIV. PLAN AN ANNUAL TEAM RETREAT

A. Plan for a Friday-Saturday, early summer near the end of the church year

That's the very minimum you can do, bring your team together with their spouses and have a social time. This is not a time for great, big things, but this ought to be social time. Make sure there is plenty of social time planned in. The purpose of a retreat is to review the past year, celebrate past victories or successes and the sharing of the future vision and plans for the coming year. The social times bonds people together as a unit. These three ingredients should result in an esprit de corps that carries your team through the separation of the summer months with a strong feeling of anticipation and longing to get going again in the fall.

B. Take the team away, if possible, overnight

Occasionally take your team to a new location. Do not do that in the center of the city. Take them to some other area, where there is fresh air, where they feel by themselves. Yes, it can be expensive. But it is very worthwhile. Unless you have a very unique building that people are delighted to come to, otherwise change your location. Definitely include an overnight stay. There is something magic about being overnight together. Have the ladies sleep together in one area and have the men sleep together in another area. It is truly amazing what happens when testimonies or discussions are shared around an open campfire, or inside around some tea and a mid-evening snack.



C. Review and evaluate the past year

Take time for a couple of hours maybe, or half of a day at the very beginning of the retreat, to review the past year and state all the things that have happened. Mention a few struggles that took place, that's okay. But use that sandwich approach. End with a giant emphasis on the progress that has been made and the giant steps of success. People who have been saved and new churches started. Possibly people were baptized and Bible studies with groups of unbelievers were conducted, or students that received the laying on of hands, and on and on. Review and evaluate the past year.

D. Plan for the next year

Later on in the day share your plan for the next year. You say, "In the past year this is what God has blessed and this is what we want to do again." John, we would like you to do more of that too. Igor, is it possible for you to do that also? Or George, we would like to see everyone do that, if possible." Then you emphasize some of the things that went wrong or did not work out or were overscheduled. Then present your plan or strategy of how that can be avoided. You prepare the coaches to do better so they no longer have that burden, that responsibility, that element of shame. Then you give them the ministry calendar for the coming year in which everything is marked and their eyes are opened for the future: this is what God has for us in our mentoring ministry. This is what the Holy Spirit is going to be doing here. Alleluia!

E. Plan some fun activities

There needs to be plenty of free time for some private activities or just for them to talk, walk around together. Yes, you even need to organize that. Organize for the ladies to have a walk as a ladies' group, or in small groups of two or three ladies together. Do the same with the men. Also organize a prayer time. Do not forget to plan some group games.

Now group games for men should be very active and do allow some women to participate if they want to jump around. But for most ladies you will need to have some quieter games, less physically energetic games. But do make sure that you have games for them also. There are wonderful books now which have Christian games. Add some of them to your repertoire, adapt some of them and make up your own. If you have a sports person he can do that.

XV. TEACH THE PRINCIPLE OF SPIRITUAL AUTHORITY AND CHAIN OF COMMAND

You, the director and a pastor also, should be an **obedient** leader. You receive lots of good instructions, help, and direction from the national leaders. Many problems arise because local leaders think they can do it by themselves. They fail to cooperate as much with provincial and national leaders as they possibly might have.

There is much wisdom and value in using the collective insights of all the leaders. Be sure you obey them. Use their new suggestions and go with the flow. Become an obedient leader. Teach that principle: the chain of command.

Someone on your team has a question. You say, "It is a wonderful question. Please, talk to the administrator about that." Or "Yes, it is a wonderful question, I am so glad you asked. Our secretary has an answer to that question." Or, "Yes, we have a special person for that area," or, "Anything like that should be solved with a bookkeeper or a treasurer or with the lady who handles the prayer requests for the mentoring ministry," and so on. Make sure the coaches know the chain of command so that you are not flooded with everything and so that you don't give out wrong information. There is a chain of command and these requests are someone else's responsibility. Your responsibility is directly to leaders above you on a national level, to the superintendent and maybe to some key pastors. You are directly responsible for your administrator and some of the key coaches. After that, your administrator is responsible to you and some national leaders and also to some pastors and to the coaches. The coaches, they have their own responsibility to the local pastor, to their students, to the administrator and to you. Teach this spiritual chain of command.

IN SUMMARY: LOVE THEM!!!!

Love. You can talk about it and you can describe it, but you can't demonstrate love on paper. Love is something that every person needs to practice and either it is there, or it is not there. You can have the loveliest event planned, but if it is just done mechanically it will not fly. It will not be successful. I know of a single man who wanted to be nice to a few office ladies. He did not want to overlook any lady, so he made a plan to be nice to one lady each week. He made a list. He took them to a restaurant or did a special activity with them. Next week, the next lady was on the list. He thought he was really showing kindness and being considerate. The ladies hated it. They said, "Next week, it will be my number again." He had a system, a routine and it was organized but it lacked that personal interest. That personal beauty and love no one can give except you. To love is the calling of the pastor and ministry leader and the administrator of each ministry. God has given you the job to make the ministry of the coaches successful. The Bible makes it clear that you need to have faith in, hope for, and love for your team. But the greatest of these is love!

How to develop a team? There are many points here that will keep you busy for at least a few years. I suggest that you listen to this lecture annually and mark off what you were able to do successfully by the grace of God. Also write down what by the grace of God you need to change or work a little bit harder at. All of us need to do that. I need to do that. I want to study with you. My great example is Jesus Christ.

Amen

Blessings to you, our dear friends!

We are happy to present the video, audio and paper materials that have been prepared by **New Life for Churches**. You have the privilege *upon completion of your practical assignment* to use this lecture with others.

Practical assignment

Completed

- Make a ministry / or church year calendar, share a copy with your workshop leader. ☐
- Starting this week have ministry/ church team devotions, at least once a week, On a calendar keep track of who has shared, what they shared and when. Use this to help you fill in with appropriate topics and to rotate the devotional leader regularly ☐
- Establish a bi-weekly coaches' meeting, or church staff meeting. Use copies of the checklist below to evaluate your meetings. Rate yourself after each meeting, 1 is low 5 is high. Under "HOW" briefly state what happened and how you can improve in the future

	1	2	3	4	5	How
Allow time for input from coaches						

Have something PLANNED for the meeting. (Cover procedures, use training material)						
Be considerate of their time						