

# BUILDING AND KEEPING A COMMITTED TEAM

## INTRODUCTION

In this lecture I will be sharing the insights and experiences of many mentoring ministries. These ideas come from small and large, from new and established ministries. Over a period of time people shared ideas and the collective experience is of much better quality than one can possibly discover in a whole lifetime all by himself. The world has entered a new type of leadership. It is obedience-oriented leadership. In the past a leader was more isolated. He did what he could. He had gifts, talents, maybe education and he was the leader. He did what he wanted to do. That's changing. The present collective information is of such high quality that new leaders like you will need to follow the instruction and experience of the previous leaders. You are no longer free to invent this and try that. **Obedience-oriented leadership**, that's what we need. When something goes wrong in your ministry, question number one is, "Did I follow my training"?

## I. PRACTICAL POINTERS ON SECURING A COMMITTED TEAM

To build a good team, a committed team, you start by selecting well. If you do not begin well, it is very hard to straighten out later. The Tower of Pisa is standing crooked and it probably will always be standing crooked. If you didn't start right you can't change it afterwards. We are talking about a committed team. The more team members are committed to your ideals, to the mentoring philosophy, to the standards of we have developed for mentoring, to the methods of church-based training, the easier it will be to work with them. How do you get people like that?

### A. Pray them in!

Make yourself a little list of possible candidates. Start praying about them. Pray, pray and pray! Pray some more and pray again and pray them in. God is a great God to stop things in people's lives, to change things in people's lives, and to give you the people that you need.

### B. If possible, use people from your church district

Probably you know the people in your district. They know you. You already have been leading several groups of students or maybe you have led groups of unbelievers. District people have the same feelings as the other local people. They know and understand each other. They know the character of the people who live there. They know the climate and so on. If at all possible it is better to grow your own people rather than bringing in people from someplace else. That is what mentoring is all about, growing your own leaders. Perhaps seven years from now you want to leave a region, so begin growing some leaders now. Start with someone who is twenty-five years old. Seven years later he will be thirty-two years old, just the right age for a leader.

### C. Write out a detailed ministry description

We have some other terminology for that; we call it job description. That is a more worldly term. The idea here is to describe what he must do in detail, which is why it's called a job description. In spring you invite someone to come and work with you. His first question is; "What I am supposed to do?" "Well, you will lead a few groups of students." If there are no details there will be many misunderstandings in the fall time. You need to write down the specifics. How many groups and where they will be. Who will pay for the bus tickets? Things about his salary or perhaps you will give him vegetables, potatoes and other things for his family. All kind of things his wife wants to know. Perhaps it's more important for his wife than for him. She wants to know how the family will be cared for and when her husband will be home.

### D. Examining a potential team member

There are several points to consider. Begin by having an official meeting with him, which we would normally call an interview. What would do you during a meeting like that?

**1. Look for:**

a) Desire and calling to do a mentoring ministry

In other words, does he have a burden to train church leaders? Maybe his main interest is in starting new churches or in doing a children's ministry. Look for things he wants to do and sense if God is calling him and his wife toward a mentoring ministry. For this interview the wife has to be with her husband. It is absolutely necessary. If she is not there, then after the interview you may have one friend and one enemy. You can guess which one is which.

b) Dedication to the Lord

What have they already done for Jesus? What did it cost them? Maybe it cost them education. They had a chance to go somewhere to college and they did not. They planted a church or did something else instead. Maybe there is some other element where you see dedication. Verify their dedication to the Lord.

c) Loyalty to the pastor

During the interview say, "Why do you want to come to work with us?" He replies, "I am so glad that I can work with your ministry because I am sick and tired of my pastor and I just want to get away very badly". Now there is a big question mark, "Do we want this man?" The pastor is God's chosen man. The leader of a mission organization may or may not be God's chosen man. The leader of this ministry may be God's chosen man and maybe not. But Jesus said, "I will build my church. I want this person to be the local leader in that congregation". He needs respect, he needs honor, he needs help, and he needs love and loyalty. Loyalty to the pastor is important. If he is loyal to the pastor and he comes to work for you, he will be loyal to you also.

d) Willingness to sacrifice

Especially in the beginning most Christian service requires sacrifice. You need to move from one place to another. Usually in the beginning there is no furnished apartment. There are no relatives or friends living there. Perhaps the money has not come yet for your salary. Possibly there is more work than you thought. Another difficulty is that in the beginning you often must do something totally different from what you anticipated. One couple arrived at our ministry office in Vienna and had been given a specific job. When they got there a few months later that job did not exist anymore. Nobody told them about it. They came to me somehow asking, "What are we going to do?" I said, "If you love Jesus just start serving. Carefully walk around our big office and when you see something that needs to be done, you just do it. The garbage is full, you just empty it. If someone needs coffee, you make it. If someone who is making photocopies needs help, you just help." Serving is a spiritual principle! This couple did this for two months and were extremely busy. What's more, through that effort of just serving, they found specific work that they were happy with. Now he is 86 and he is still serving the Lord. He is traveling to Romania and is still doing spiritual work 15 years later. Why? Because I didn't send him home but told him, "Just begin serving". A willingness to sacrifice is an important issue.



**2. Consider volunteers from the local church**

A fruitful mentoring ministry requires a small office and a small warehouse. Often some help is needed with local travel. You need a part-time bookkeeper. You need a part-time secretary. Someone who will help in the warehouse just a little bit. Someone who can ship books to another group. Consider people from your local church. Wherever you are, there are all kinds of people that want to do something for Jesus. Many leaders don't ask for help. The Bible says, "Ask and it shall be given to you." That means, "Ask and you will receive;" so ask for help. I am always looking for help and that is why many people are afraid of me, because they know, when they are close to me they will get a job! Consider volunteers from your local church.

**3. Consider existing team members**

who may be maturing to the point where they could assume greater responsibilities

Possibly there is a volunteer coach who could make a fine full-time coach, an administrator who could make a fine director. Grow your own leaders. Deacons should become elders, elders should become pastors, and pastors should become missionaries or superintendents.

**4. If they are unknown to you, CHECK**

Here is what you need to do when you are interviewing people you don't know.

a) Check their references and last employer

This is one of the biggest problems in Christian circles. A Christian employee brings some information and the new employer says, "Oh, yes, that is nice," then puts it away and never phones or writes, never checks anything. But this is exactly what we need to do! We need to check the information candidates give us. When you follow-up you get some very interesting comments. The candidate might say, "I did a super job and my boss was so happy with me". You phone his boss and he answers, "Yeah, he did not do a bad job. I was looking for something better, but it was okay". Do you see the difference between what the candidate said and what the boss thought? Check with his former employer!

b) Their cooperation and loyalty

In other words, did he follow the instructions from his boss? Or did he just do what he wanted to do. Did he do it right? Did he interpret the instructions of his boss correctly? Did he put a little bit of extra energy into it? Was he loyal? Or did he say, "Well, it is Friday afternoon and my wife wants me come home a little earlier. I will finish that another time".

c) How did he relate other team members, to students and their wives?

Perhaps he was working with a mission or another organization or maybe he was working as part of a team in a large church. This question gives you an idea what to look for. How did he and his wife relate to other people in their team or their church or wherever they had been working?

d) His Health

Maybe he was just diagnosed with a problem. He is looking for a little bit easier job. Perhaps his health is okay as long as he does not have to travel. Would that be a good candidate for your ministry?

e) Faithfulness, stewardship, etc.

Faithful is: Did he not miss work? Did he do his work on time? Did he do all of his work? I know some people that always do 90%. Ninety percent is already 100% for them. Stewardship. Stewardship is not just money, stewardship is also time and materials and many other things. If every week he needs a new notebook, what is happening to his notebook? I mean you can't use that many notebooks! Maybe his dog is eating his notebooks or something. You see, stewardship involves a lot of things, especially accuracy with money.

f) How they take correction

Nobody is perfect, that means everyone makes mistakes. That means everyone needs to be corrected sometimes. Either to give or to receive correction is usually not real comfortable. You need to check all of these questions with the people where he has worked before.

**5. Are their children school age?**

If the children are school age, you want to see them and talk to them. Possibly even talk to them separately from the parents informally. What are their attitudes? What are their academics? There is a big difference between a child that is successful in school and one who is struggling all the time. What happens if the child is struggling? Well, it takes a lot of time from the parents. The parents need to talk to the teacher. Will the parents always be in agreement? Not likely. The spirit of the house may be more troublesome because of this difficulty. Try to determine how they are coping with problems like this.

**6. What is his wife's attitude about this ministry?**

For any spiritual ministry it's very important how the wife feels about it. There are so many other ministries that can be done without travel and thus the husband will be mostly home. As a translator he can be home in the evening and on weekends. But in this mentoring ministry he is always working in the evenings and on weekends and he is always traveling. We are especially happy for Godly wives that want to work with their husbands and are excited in making their husbands successful. Thank you.

**7. Can they handle the academics of that particular position?**

leading higher level courses, doing administrative work, working with the computer, or possibly handling more travel?

**8. Do they have the quality of life you want reproduced in the students?**

This is a very key question. The end product of the mentoring ministry is always "baby" coaches. In other words, the students are taking on the character of their coach. Ten years from now in your region

we will have a lot of little Olegs, a lot of little Anatolies, a lot of little Simeons and so on. The question the director has is--do I want little Simeons or Anatolies? That's a big question. Basically you determine that during your interview. This interview is a foundation for selecting a new team member that will build the future of the mentoring ministry. Let me rephrase this statement; does this couple have the qualities that you want students to catch from their lives? As a director, this is one lecture you will be using all the time because all the time you will be looking for new coaches. This is very vital material.

## **II. PRACTICAL POINTERS ON BUILDING (AND KEEPING) A COMMITTED TEAM**

We have looked a little bit at laying the foundation. Now we will look at building and keeping a team. Keeping a team is a major difficulty in Christian circles. It is a difficult problem for a ministry to maintain a team of good-quality coaches. It is an even bigger problem in the churches. New Life for Churches has trained hundreds of people. The church has laid hands on many elders and pastors. Where are they? Not in their churches! Many of them are not even in the country any longer.

### **A. Remember:**

A Director will only be as successful as is his Administrator. The Administrator will only be as successful as is the Coach.

The idea is this. You may have a very good administrator, but if you have several **bad** coaches, he will accomplish very little. People will not think he is a good administrator. People will not think it is a good ministry, because the group leaders don't do a good job. Maybe you are a wonderful director, but if your administrator does a poor job it's a very weak situation. "Last week there was no coach for the group. Last month there were no books to begin the course." He may be a wonderful director, but his reputation is only as great as his administrator. Do you understand the principle? It's the same for a pastor and his elders, just using different titles. Remember: Your team will be as dedicated and committed to the ministry as you are to them.

### **B. Remember:**

Your team will be as dedicated and committed to the ministry as you are to them as their authority.

Let's pick ministry director Sasha. Sasha goes to see one of his coaches. He talks to him personally and guides him. Next month Sasha talks to him and solves a ministry problem for him. A month later he does the same thing. What happens now? This coach begins to talk with his students. He talks to a student for 30 minutes after a seminar. You see? He is as committed as the leader is. Seldom will students do better than their coach or will course coaches do better than their administrator. They look at you as their authority because you give them the instructions, the materials, and you give them an opportunity to serve. You also give them their salary. Therefore they sub-consciously think, "My authority does this, I guess I will do the same thing". That's why it is so important to be a model.

### **C. Clearly establish and maintain the chain of command**

Don't let coaches go to the director asking for books and other kinds of administrative issues. That is the job of an administrator. There is a director, and there is an administrator. Possibly there is an area coordinator. There is a chain of command. Sometimes it is easy for a leader to short-circuit this chain of command. One of my bosses promised that our group of men would receive a secretary. This lady arrived and the boss came in and said, "I need this secretary". He had made a promise, a system was organized, but because he was the boss he thought he did not have to follow the system. It dashed my hopes and really offended me. Often team members or other people also feel they don't have to follow the system. There is a student who bypasses a coach and goes for a trivial thing to the director who helps him. Now this student will feel no respect for the coach because the director has just stolen the authority from that coach. Follow the chain of command.

### **D. Pay them**

Volunteer team members also have financial needs that should be of concern to you so that they are not hindered by financial bondage.

Brother Pavel Troshin has a work agreement with all his people. Volunteers also. All volunteers get a small financial gift at the end of the month. Pavel did not have to do that. The man is just a volunteer. But his standard was to have an agreement and give them some tiny bit of financial help. I think it is a very good idea.

#### E. Remember special times

such as birthdays, anniversaries, Christmas, Easter, summer needs.

The summer is a long time. It is nice to eat strawberries but your team won't get very fat on strawberries. They may need a few other things besides. Better think about it. Your team only works a school year, but what about the summer months?



#### F. Spend time every day praying for them by name

Make prayer a major issue in your ministry. Encourage all your team members to emulate your prayer life. How beautiful if your wife should also pray for the wives of the coaches by name.

#### G. Promote a “love covenant”

at the beginning of the academic year and in team meetings during the year

What is a love covenant”? Here are a few ideas.

##### 1. To always “stick together”

Promising to stick together means that we will not argue between us. We will not argue over some books if there are not quite enough of them. We will not be jealous if the Lord is blessing one group more than another group. We will stick together, okay? Create a spirit like that.

##### 2. To always give only a “good report”

Sometimes there is a competition or jealousy among the coaches. But when you make this “love covenant” you say good things about one another, you support each other. It happens that students will criticize the director and the administrator because they make mistakes and everything is their fault. Your team will hear a lot of criticism about you, but with a love covenant they respond, “Well, brother, you are right I think. Yes, there are things that are difficult to understand. Maybe we don't agree with everything. But do you know something? I just love my director. I am so glad he is my boss”. They made a “love covenant” and it stops griping and creates a positive atmosphere. A love covenant is made in the beginning of the year and frequently highlighted.

The question remains, “When do we talk about the negative things?” There is occasionally a time to do that officially or to honestly admit, “Yes, our leaders have made some mistakes.” Or maybe, “That coach is not quite capable to lead that course.” You can still say something positive about them. Be very careful not to agree with every critic you hear in the street, because before long someone tells the director, “Your coach is pretty negative. He says negative things about you. He says negative things about the ministry; he says negative things about his colleagues.” Your reputation will drop very quickly. Be very careful. You can almost always say something good about a person and that is important. Every one of us has two parts--a not so very nice part and a very nice part. When someone says something that is not so nice, make a balance. Many times people will say more negative things than positive things. Most of the time! You need to know that. Satan loves it! Because satan simply wants to say bad things about people. The first thing he ever said was, “Did God really say that?” This is the first thing he ever said. Ridiculing God or questioning him. That's his nature. All of you are going to be leaders and the job of a leader is to balance negative info with something positive. “Well, it is true that brother so and so still has a long way to go, but what God has done in his life in the last three years is a total miracle.” Now everybody will shut up. People will know you love him and you respect him, you are behind him and you back him up.

##### 3. To forbear and forgive

You've heard about the lecture “Preplanned Forgiveness.” (Bi14) That's a beautiful lecture. The special thing about that lecture is that you need it everyday. Listen to Col 3:13:

*“Forbearing one another, and forgiving one another, if any man have a quarrel against any: even as Christ forgave you, so also must you”.*

That’s quite a bit. This is beautiful verse. To forgive is the most beautiful thing in the world that you can do.

#### **4. To have Biblical confrontation when problems arise one on one**

*“Moreover if your brother shall trespass against you, go and tell him his fault between you and him alone: if he shall hear you, you have gained your brother. But if he will not hear you, then take with you one or two more, that in the mouth of two or three witnesses every word may be established. If he shall neglect to hear them, tell it unto the church: but if he neglect to hear the church, let him be unto thee as a heathen man and a publican”.* (Matt. 18:15-17)

### **H. Conduct team devotions each time you meet**

Active mentoring ministries meet biweekly with all their coaches. These men have been traveling and giving out all the time, make sure you feed them well spiritually each time. It should be short, but deeply profound. In our office we have 10 minutes of devotions almost every day right after lunch. I think it binds people together. It is building a committed team. People come to me and say, “What you shared yesterday was just for me”. If you have a traveling team, always conduct devotions whenever you are together. Always!

Let’s say, you go to visit a coach somewhere. You’re with him two hours. Before you leave you open your Bible, you share a thought, and then you pray. Don’t just pray. Don’t just end up giving instructions to God, “Dear God. You’re a nice guy. We want you to do this and this and this.” First open the Word of God and listen to what He has to say to the both of you, then pray from that Bible passage.

### **I. Maintain twice monthly coach team meetings**

We have discovered that mentoring ministries that meet twice a month are doing much better than those that meet once a month. What do you do during those coach meetings?

#### **1. Meet spiritual needs**

Many coaches get very little spiritual food in their home churches. Many of them give, give and give all the time. You should have some good spiritual food for them. Maybe something from the courses that are two or three courses higher than the level they have been studying. The Doctrine course is fantastic! In the textbook you will find fifty topics with an outline. You could preach 50 sermons from that. It would give you lots of spiritual ideas for the team.

#### **2. Review everything**

Review what generally happened in the ministry during the past month. Review what happened in the province with the churches. Especially what God is doing with baptisms or new churches. Individually review with the coaches their personal ministry whenever possible. If you review something that is good, you can do that in front of the whole group. When you review a negative aspect you do that privately. Publicly you may say, “We would like you to pray for Simeon”, but the details you discuss privately. If it is negative, do that privately.

#### **3. Plan together**

Maybe the following month you’re going to have exams. Review again the procedures of exams. Several coaches are coming to the end of their course. Review and plan with them together how important it is to bring in the wives and have a little party at the end of the course. You need to make plans, and parts of the plans are for events three, or maybe six months, further on.

### **J. Maintain a high communication level**

Be sure to communicate a lot with your coaches. Let me tell you something. If there is a little problem, immediately your coach will not want to talk to you. Before he could talk to you twice a week. Now he has a problem and all of a sudden, his telephone isn’t working, he is too busy, and there is no communication. When Adam and Eve had a little problem they said, “You know something, we can talk to God tomorrow.” They did not want to do it right away and hid. Communication is very important. It is equally so for your coaches to have communication with their students. Send coaches’ wives a birthday greeting if you’re a director. Send their families Christmas greetings.

## K. Be available! Be open!

Be available to the team when they want to talk to you. Share the future. Share your plans. If you're unhappy about something tell them gently. Tell them in nice ways, but tell them. One straightforward brother just decided, "I've got to change. I am going to use some nicer words." Counsel people often.



If you make it a habit to counsel people it becomes normal. Counsel is not always positive; sometimes it is a little bit negative. If you counsel often it becomes normal for your team to ask little questions. A few little questions and a big problem just dissolved. But the tendency as human beings is to say, "Ah, it is a little question I will not bother him." Or "I don't think I'll tell him right now. Next time." Next time the little problem has grown into a large problem. Now you are dealing with a big problem instead of dealing with big successes and encouragement.

## L. Handle problems openly but with great love

Occasionally Jesus was very sharp with his students. He said, "Oh, you sons of thunder". He said "Satan, get behind me". Did the disciples leave? No, you could not leave Jesus. He had so much love, he was like a magnet. You could not leave Jesus. That's what we are talking about. You need to talk about problems openly but always put on oil first. When there is a problem on the ocean they put oil on the waves and they become very quiet. Always pour on oil first. In other words compliment them first. Think about encouraging a very straightforward person. You can say, "I am so glad that you're truthful. I am so glad that you are open and honest with people. That's the oil. Then you have a little Biblical confrontation. "But, dear brother, look at this verse here. It says, "Do everything in love". You have a little Biblical confrontation.

## M. Guard clear, transparent communications both vertically and horizontally

When we say vertically and horizontally, what do we mean? By vertical we refer to our relationship with God, by horizontal we refer to relationships with people.

## N. Establish clear-cut responsibilities

This is a big problem for most team workers. They don't understand exactly what they are supposed to do or not do. Because there are many relationships people get easily confused. When people don't understand the system and don't understand the chain of command or the relationship with other workers, then problems occur. That's why ministries need to be very specific with short-term ministry workers. There usually is no record of what the previous one has done or instruction of how another; should participate. If it is a sequential ministry the two need to overlap one week. By overlapping there is a flow of ministry. When they understand the details of what is involved, then comes responsibility.

## O. Demand the best

Church-based training has a lot of critics. Traditionally over the centuries the church has used other methods of education. Furthermore Satan knows it is very effective. Because of these two things, there are many critics. The only way to deal with critics is to do a high quality job. Demand the best. If they can't give you the best help, then train them and make them successful. Your whole ministry depends on it. In the beginning authority comes from being trained, it comes from being part of an organization, but after three years it comes from your quality work. Then no one will care what the name of the ministry is. If you are doing a good job people will say, "Oh, praise God. They are doing a good job". Demand the best.

## P. Train them — help them grow!

That's your job. If you train the group leaders, the groups will grow and the students will grow. They will be successful. Provide opportunities for growth. Recently I heard about a church where the pastor is leading a study group. He has good men and quality people in his church. But he never asks them to step in and help with the church ministry. He never invites them to participate in serving Jesus. How sad that he does not have a vision to make his preachers and elders successful for Jesus. Learn to focus on opportunities. Learn to think as follows: there are 14 people in this room, very likely there must be 14 jobs for them.



## **Q. Director and Administrator MEET BEFORE TEAM MEETING TO DISCUSS MAIN ITEMS**

The two of you should bind together for ministry, you, the leader, and your helper, or the pastor and the elder. But there should be two people together who have a plan, two people who have prayed about it, two people who are agreed in ministry. In this way you have a solid base for your meeting.

## **R. Director and Administrator MEET FOR ONE HOUR WEEKLY Regularly**

It is important to regularly meet with your closest worker. You need to have unity. The New Testament shows that unity was the biggest problem they had. Unity is one of the special things God wants. This is exactly the thing Satan does not want. Satan saw that Adam and Eve and God all had unity together. Satan thought, "I don't like that. How can I separate them?" That's the work of Satan. To have lunch together is a very good thing. Find a quiet little café and have a small lunch. It does not have to be a big meal. But when you eat something or when the chairman gives you coffee, you right away feel good and then you want to do something together, right?

## **S. Remember the power of praise**

Which are the two books of the Bible that talk most about praise? We may get a couple of different answers. I think the book of Psalms and the book of Revelation. For me these are two books that just exude praise. I have not checked exactly every Psalm, but most Psalms end with praise. In the book of Revelation awful things are happening. The grass is drying up and the rocks are falling down. But before the chapter is over everyone is saying, "Praise God, alleluia". I close my Bible and want to also shout Alleluia, Amen!" That's the way it is for me.

Remember the power of praise. I forget the exact details, but in order to have a balance for one criticism, you need to say something positive about eight times to a person. That's why so many children grow up with a negative attitude. In early childhood all they hear is, "Don't touch! Do not do that! Be careful! No! No!" Would you ever like to grow up and be an adult? No child wants to grow up and be an adult. It is a terrible world of "no" out there. We need to do that differently with our team. Encourage them constantly when they do something right. Praise them. The unsaved people as a nation are people who really need praise. As a nation they are in desperate need of some praise. Yes, it is really needed. For people life often is negative, is down, and is cold. There is not enough of this and there is not enough of that. Bosses are often yelling and brow beating and being little dictators. Then a believing leader comes and says, "Thank you", or "That was so good". They say, "Oh! These believers are a special people". It is a fact. Look at I Peter 2:9-10.

## **T. LOVE THEM! Be a real friend—help them. (Have team fellowships.)**

It is a well-known fact that certain people groups lack friendliness and need love. Various missionaries from different countries have told me that in some regions people are very cold emotionally. Because NLC has much experience in Eastern Europe, here are a few examples. In areas with limited freedom people don't sit in front of their apartments and talk or play some games. Often in isolated situations folks don't invite people into their apartments very quickly. Some of our missionaries were refused lodging. In many oppressed places people need love and they need to learn friendliness. We trust that you as a NLC person will demonstrate these qualities to other church leaders. You need to be a real friend to them. Help them. The best way to convince people that you are a friend is by helping them. Have team fellowships, especially when you are building a team. Take your wife and visit other team members. For birthdays or other occasions, make sure there is a party or a little gift.

## **U. Support and protect them in husband/wife relationships**

Almost every couple will experience disappointments with their partner. Almost everyone will have some negative experiences. Some of that is simply because of our own high expectations. Some of that is just in our own physical bodies. My body is feeling very excited while at that same time my wife's body is having a headache, having the flu, etc. I would like to organize it, "Let's be sick together for two weeks in August," but life isn't like that. It can be very helpful to share an experience from your own marriage which is similar to their difficulty but serves as a positive example. "I appreciate you sharing that, I know how you feel. About three months ago it was just like that in our family. But within two weeks we had talked it out and we had a big laugh about it. I said to my wife, 'Okay, let's go and have a cup of tea in a café.' I am sure God will help you through this problem, brother. Pray for your wife and I will pray for her, too." Support like that can be so helpful.



God wants us to be open--to be transparent (see-through)--and that is what you need to learn. Brothers, before God nothing is secret. I shared with a lady that God sees everything and she replied, "I hate God because I do not want Him to see me while I am taking a bath". She was simply saying, "Yes, it is nice for God to know and see everything and to do all things, but there are some things I wish He did not see". She understood the concept and it helped her to grow as a Christian.

## V. Admit your own mistakes

Be very quick to admit your own mistakes. If you can't think of a mistake just feel sad that something went awry. You can say, "I am sorry that I've offended you." Possibly you don't know if you offended, but you do know that someone feels bad and you do feel sorry about that. If someone feels bad, I am sorry. "Yes, sometimes I talk too loud, or I am a short-tempered person. I work fast and I talk fast and sometimes I just don't have enough patience." It is amazing how that a little bit of humility on your part is helpful to the other people, especially to pastors and other older church leaders.

Here is a simple illustration: You spill someone else's coffee. You can say in front of all the pastors and elders, "I guess I am the youngest here. I guess I am still a little like a child." They will all start laughing and they all know, "Aha, he knows his place". They will respect you, because you have showed humility with a little joke.

## W. Share the glory

When something good happens you almost never achieved it by yourself. "I am so glad we have these beautiful notes. We are glad Svetlana had them photocopied for us in time." Or "Thank you for this coffee it was so delicious. That's what happens when you have a good chairman and a good cook." You see when something good happens you almost never did it all you by yourself.

# CONCLUSION

The idea is to build a committed team. Worldly organizations want to steal committed team members. They see a good worker, they phone him up and say, "Please come and work for us, we will pay you more." Jesus would never approve a worker who goes from one Christian organization to another without having an appropriate substitute trained and ready. Pure believers don't do that. We don't want to steal personnel from other Christian organizations. The idea is to build them. The New Life for Churches ministry must model that for the church leaders. That's your whole secret. If you can do that in your province, then the pastors there will have a good example of what they can do with their elders. It is building a committed team. As an example, a coach is working in Tyumen and some leader from Kuban phones and says, "We want you to work with us. The weather is nice and warm down here. We also have the Black Sea, and you would love to live here." Your coach replies, "No, thank you. I don't like the cold weather; I don't like the long-distance travel. But I love my director. I like my ministry here. I love our churches and I am not leaving". You see, he is committed.

You can't buy commitment. That is what you need to build in your team. Through that you keep your team and that's such a great thing. People will not want to go to another province; they want to stay with you in that place of service.

In this lecture we covered two things:

First is laying the foundation. This is done by carefully hiring the right people.

Second is building a committed team and keeping them.

As you use this lecture over the years I hope that you will find it helpful. By following these principles there will be a lot of praise in your ministry. With good results you will be happy, your team will be happy, your pastor friends and their students will be happy. Even more important there will be a lot of praise for God. Then we will be praising God even more. 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 list of team positions that you need to fill for the coming year. Based on that need make a plan to hire a committed staff. Share this with the team that you presently have. ☐
- Using principles from this lecture develop a plan to build a committed team. Write down exactly what you are going to do and when. A calendar format may work best. Make sure that you stick to this plan to build your team up. Bring the plan to the next meeting. ☐