

Four Big Moves

Move 1: Small Tasks to Big Asks

Move 2: Leading it all to Leading in Layers

Move 3: Training Days to Coaching Groups

Move 4: Retaining Volunteers to Advancing Leaders

Introduction

Welcome.

Who I am/Why I'm here

Currently a volunteer

Tension:

Stats:

Burnout

Why?

- Large group
- Small group
- Logistics
- Parents

But that's just weekly prep. Then there's...

- Camp
- Mission trips
- Church-wide projects
- Kids in in trouble
- Kids in crisis
- Parents in crisis
- And then there's the actual HEART WORK of being a leader.

And eventually it always, always, always becomes more than a 40 hour job, or a 50 hour job, or a 60 hour job. Your work day begins when business hours end, when school is out, but If you're married or have kids, there's always this tension of "where do I draw the line" when it isn't all finished—because it's never *all* finished. And if you're single, that tension doesn't go away. It's actually more difficult because you don't an automatically understandable reason to leave the office. There's an unfair expectation that you don't have time off, nights off, time for grownup friends, or God-forbid time to date. And single leaders begin to ask the question "is this ok?" "Where do I draw the line?"

We all know the answer: DELEGATION

And we all know the problem with delegation. It's easier said than done.

Delegation fails:

- Game with drill
- Social media (kody) (ask CJ for this)
- Read user write-ins

We've all felt it when delegation doesn't make for LESS work which makes us wonder if it's really worth it. Sometimes it really is easier to do it yourself. (show handout)

The real problem- a YOU centered ministry creates two ceilings.

-a ceiling on your ministry's growth

- a ceiling on your longevity. An that's a problem for me. I want you to be in this job a long time. I want the kids in your ministry to be connected to at least ONE PERMANENT adult for the entirety of their middle school and high school years. There's more riding on your longevity-plan than just you.

Transition: There are people who have figured this out, and over the last 5 years I've had the privilege with working with hundreds of them. What I'm telling you is not out of my expertise. It's all borrowed expertise. It's not from one church. It's from a lot of churches, big ones and small ones, churches with huge staffs and churches with bivocational leaders and no one else on the payroll. And I think it could be really helpful. You won't walk out with less to do. You may walk out with *more* but my hope is you walk out with a strategy, a road map for getting to a place where you are *doing* less and *leading* more.

What kinds of asks are you making?

BIG ASKS VS SMALL TASKS

- A BIG ASKS mindset conveys vision, clarity, and trust
 - Explains the "why"
 - Clarifies expectations and defines the "win"
 - Leaves room for interpretation
- A SMALL TASKS mindset assigns a detailed to-do list
 - Focuses only on the "how"
 - Leaves no room for ownership

Here's what I mean.

Small Ask...	Big Ask...
Chaperone for a year	Shepherd for three years or four years
Greet at the door	Develop a strategy for first-time guest retention
Set up chairs	Create a weekly environment made for teenagers
Email parents	Coach parents
Show up	Own it
Be a part	Be a leader

Key Chain Leadership: Our friends at Fuller call this keychain leadership. It's the equivalent of trusting someone with a church key. Growing up, I remember when my mom got a key to the church. It was a big deal. It meant she was trusted. It meant she had responsibility. It meant if something got messed up, people would *know* who did it. And that's what Big Ask Leadership is. It's more than asking for a longer time commitment. It's asking someone to OWN something. Not everybody will. That's okay. But somebody will.

- The Right Person...
 - Is rarely the first available
 - May not be looking for the opportunity
 - Is not always the obvious choice.

I'm not saying this is easy. I'm saying it's essential.

The truth is you and I can only effectively care for about 5-7 people. (four volunteers + an emergency)

So what exactly should we be asking people to own?

LAYERED LEADERSHIP GRAPHIC ORGANIZER

Why a circle and not an org chart?

Org charts always have a top. In a circle, you're accountable to the people on both sides of you.

Where is Jesus? Hint: not at the center.

You need a point person in four key areas.

Large Group

Small Group

Parents

Logistics

If you have too much money in your budget, maybe you should hire these people. That's probably not the case, and even if it is I'd recommend making them volunteer in this area first.

What do we do with point leaders and volunteers once we have them?

Most of us train them.

MOVE #3 Training Days to Coaching Groups

- Training is
 - Informing staff and volunteers of the systems, standards, and boundaries from which they operate
 - Policies and Procedures
 - When to show up, how to dress, why they shouldn't post drunk photos on Insta
 - Occasional
 - Training is how you fire people.
- Coaching is different
- Coaching is
 - Consistently reminding those you lead of the mission, keeping purpose and vision in the forefront
 - Explaining the "why"
 - Ongoing
 - Whole-Life mentoring/support
 - Coaching is how you promote people.

Your teams need both.

And it will be messy. Why? Because discipleship is always messy. This IS discipleship. Teaching others to follow Jesus by using their gifts to serve people? That's the very nature of discipleship.

MOVE #4 Retaining Volunteers to Advancing Leaders
How do I pull someone inward or create a new circle?

Answer: You **empower** someone just before they're ready. Be **selective but not exclusive**.

- WHY You Empower
 - You Need Fresh Ideas
 - You Need More Hands
 - You Need Recruiters
 - You Need to Build Camaraderie
 - You Need to Keep Your Sanity
 - You Need to Replace Yourself

- HOW You Begin to Empower
 - Keep Your Focus on the Big Picture
 - Trust your teams to handle the small stuff.
 - Sort Your Priorities and Let Go of the Trivial
 - That in which *only you* can speak into must be your priority
 - Push Decisions Downward
 - **Action Step: Think back over the last month. Identify one situation in which you asserted your authority and you could have empowered a leader.**
 - Let Go of Perfection and Redefine Failure
 - Your ministry will never be perfect, neither will the people who lead within it
 - Your goal should be a scrappy team led by a passionate visionary
 - Failure is overloading your appointment calendar because you fear other will disappoint you
 - Failure is trying to do it all yourself
 - Success begins with Empowerment

- **Action Step: Make a list of key volunteers you lead. Under each name list 1-2 initiatives you would have them complete in the next 6 months.**

- “A healthy team is one that has clear direction, is empowered to do what has been asked of them and feels honored and appreciated for their contribution.” Don’t Quit, page 155
- **Clarity + Empowerment + Appreciation = Longevity**

LANDING

What if you did this?

What if next year at OC, we ran into each other in the halls and you said...only four people report to me.

Why four? Because you can only care for about 5-6. This model lets you care for your whole ministry AND the kid or parent or volunteer whose world just crumbled, the person who needs you most this week.

That’s called leadership.

The truth:

You weren’t called to DO youth ministry. You were called to LEAD a youth ministry and those two are different. LEADERSHIP takes more time, space, energy and emotion and you have to make room for those. And you have to stay in the game long enough. And that means you have to bring in some people, people who might not be ready yet. And you need to lead them, not to a task but to a ministry of their own.