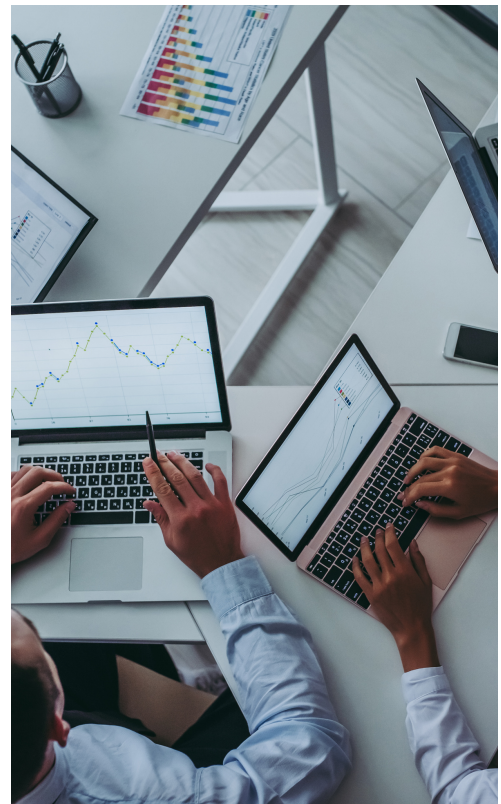

MAXIMUM CEO INSTRUCTOR'S GUIDE

TEACH THE SYSTEM TO YOUR TEAM



WWW.ROIFORGOD.COM

MAXIMUM CEO™

EXECUTIVE Instructor's Guide

1. Instructor's Facilitation Guide – Table of Contents

Dedication

Preface

Introduction

1. Overview
2. Facts & Findings
3. Objective
4. Charge
5. Methodology
6. Close
7. Appendix

2. Instructor's Coachings – Table of Contents

Coachings [60]

MAXIMUM CEO™

EXECUTIVE Instructor's Facilitation Guide

Table of Contents

Dedication

Preface

Introduction

1. Overview
2. Facts & Findings
3. Objective
4. Charge
5. Methodology
 - Confirm, etch, commit
 - Have and disciple a proper mindset
 - Utilize most effective steps
 - Get started • Overcome Inertia
 - Make it Facile • Easy to Learn
 - Do not compromise
 - Be puissant and free
6. Close
7. Appendix
 - Scriptures
 - Questions

MAXIMUM CEO™

1

Dedication

Dedicated to the pastors, ministry leaders and corporate leaders who made and continue to pursue a commitment to the discipleship of this scriptural kingdom business system with fervor and zeal by learning it, applying it, instructing it and thereby bequeathing it to future generations of God's leaders.

God will reward your commitment.

Dedicated to your commitment to stay strong in your calling, accomplish all that God ordained for you and to reach the fullness of the purpose for which you and your ministry were conceived by Him.

Your commitment to personally uphold a humble, teachable spirit so as to model God's scriptural and business precepts for those entrusted to your stewardship.

Your commitment to learn how to build a great ministry in a manner that first ensures a life of intimacy with God and family and the freedom to also accomplish your personal mandates.

Your commitment to the investment of time, energy and resources to disciple the learnings, experiences, tools and skills God orchestrated in your life for you to pass on to others.

Your commitment to acquire and exhibit mettle. The quality of character, putting forth one's utmost, being courageous, valiant, dauntless and aroused to do whatever it takes by strength of spirit.

Your commitment to the discipleship of coaching, teaching, training and mentoring with compassion for the placement of a foundational operating system to accommodate all God intends to accomplish and for the strong and ever increasing continuance of Jesus' succession plan.

MAXIMUM CEO™

Preface

This Executive Instructor's Guide exists for the inspiring purpose of exhorting, assisting and fortifying executive leaders in the discipleship of God's scriptural kingdom business precepts. To give Him results equating to steady compounding accomplishments for a bottom line return on His greatest investment of all time.

This guide exists to provide amplified written and diagramed material on a system of methods, processes and procedures that when disciplined will heighten the involvement and contribution of everyone of God's people in His kingdom work; will rapidly develop expansive leadership capability and capacity in those entrusted to your care; and will disciple them to continue to effectively reach greater contribution levels, heightened significance and meaning as they are continually moved closer to the fullness of their destiny in Christ.



MAXIMUM CEO™

Introduction

It must be conveyed and understood by those being disciplined, that this system of scriptural kingdom business methods, processes and procedures relates to and is required to be enhanced by every leader. It also requires, to the greatest extent possible, that every congregant be expected, encouraged and given the opportunity through discipleship to be developed to be a leader for God.

The system must be internalized and applied to the accomplishment of God's directives from the chief executive and most senior leaders to every ministry and corporate division, department, team and project leader throughout the organization. It must be understood that any reference to leader means any ministry leader

Every leader functions in exactly the same manner although on varying levels and areas of responsibility. All leaders have the same spiritual as well as literal job description and all leaders work the same system of methods, processes, and procedures.

Do not copy this guide and give it to your leaders. Have those being disciple take copious notes in their workbook from the DVD sessions you conduct; the review and amplification of workbook diagrams you facilitate; the questions you ask which stimulates group discussion. [70% of learning comes from what they write and say.] Then direct them to perfect their modeling of the application of same and instruct others entrusted to them. [90% of learning comes from what they do and say.]

This instructor's guide is copyrighted and is not for duplication, reproduction or dissemination. All rights are exclusively reserved.



MAXIMUM CEO™

4

1. Overview

This resource guide when properly modeled and disciplined will convey and instill a system of maximum effectiveness for God in His designed work and perpetuate the succession plan of Christ for future generations.

Discipleship must include God's spiritual precepts but critically must also include God's precepts of leading His business.

Discipleship cannot be exclusively teaching God's people spiritual understanding. We must also disciple them on how to lead to build God's kingdom plans, to accomplish His mandates and prepare the way for future generations.

Discipleship must include both the comprehension and ability to apply, model & lead the system of methods, processes and procedures down through the depth of ministry teams to accomplish all of His mandates.

Ephesians 4:12 (TLB)

It is that God's people, (it means everyone, there is no percentage given) will be equipped to do better work for Him, building up the church, the body of Christ, to a position of strength and maturity.

Matthew: 28: 19-20 (MSG)

Go out and train everyone.....instruct them in the practice of all I have commanded you.

In the Old Testament when the leaders stopped doing the work and began to lead, the word of God kept on spreading. The kingdom business precepts can spread to everyone. The number of disciples continued to increase greatly (the number serving in God's business grows greatly.) A great many priests became obedient in the faith (A great number of leaders became proficient in the work.)

This is the discipleship guide to lead change and to model for future generations how to coach, teach, train & mentor for change for God.

This is the discipleship guide to build a leadership pipeline, a leadership engine a succession plan and ultimately leave a lasting legacy for God.



MAXIMUM CEO™

2. FACTS & FINDINGS

The tragedy so prevalent in God's church today is that a vast majority of all God's leaders are overwhelmed, frustrated, unprepared and despondent over their inability to lead change and achieve their God-given mandates. Their right relationship with God & family are suffering greatly. A shocking number quit, backslide or just marginally exist in the face of ineffectiveness.

All leaders must be sensitive to the terrible tragedy and be part of the solution.

RESEARCH: The following statistics are compiled from Barna Research and various other research organizations in the United States.

- 1800 pastors leave the ministry every month
- 40% of pastors will not be in ministry in ten years
- 15% of pastors contemplate leaving the ministry every Monday morning
- 65% of pastors would leave their position for a similar paying position
- 50% of pastors feel unable to meet the needs of the job
- 80% believe that pastoral ministry (as they know it) has affected their family negatively
- 40% of pastors will have an extramarital affair during their ministry career
- 70% say they have lower self esteem than when they started in ministry
- 89% say they do not have the gift of leadership

COMMENTS: The following comments are those most frequently heard by The Institute from pastors around the world.

- "I've read all the books and listened to all the tapes... can you please just show me how to do it?"
- "I'm frustrated, overwhelmed." "I'm tired."
- "It seems like an endless cycle of busywork."
- "We seem to move forward and then... it seems like chaos is the rule."
- "If I could just see my heart in them..."
- "Where do I go from here?"

FACTS: The following data is derived from Ministry Institute research and ongoing coaching, counsel, vision facilitation and strategic planning with ministries.

- Most pastors/leaders are operating out of position, with an unprotected anointing, underachieving the vision, with a lack of intimacy with God and family and no clarity on how to leave a legacy.

MAXIMUM CEO™

6

- Most pastors/leaders have so much needless crisis and chaos in their lives that they do not face the facts and avoid them at great cost. Major ministry opportunities are missed and major mistakes are made.
- Most pastors/leaders do not lead. Most do not properly disciple, coach, teach, train and mentor those God has entrusted to them.

All leaders must have the training that will keep them strong in their calling, with a protected anointing, a quality personal life with God and family and the capability of developing future generations of leaders for a lasting legacy.

God's leaders worldwide are in dire need of proper training that will provide the methods & systems required to lay a foundation for all God wants to accomplish through them, equipping them to reach escalating levels of ministry effectiveness.



MAXIMUM CEO™

7

3. OBJECTIVE

Every leader must be equipped to lead change; operating with a protected anointing with supernatural results; having intimacy with God and family; motivated and feeling value by contributing to something significant; achieving God's mandates; laying a solid foundation for all God wants to build; and in turn discipling future generations of leaders.

This is accomplished through practical application 'how to' instruction (coaching, teaching, training, mentoring & modeling) in the principals, methods, processes and procedures of God's system.

It is not just what you accomplish today.....but what you set in motion for all the tomorrows. God wants us to transform His people in the process of transacting His work.

Developing a new generation of leaders and disciples for Christ's work, who have been instilled with the knowledge and ability to conduct God's kingdom business.

MAXIMUM CEO™

8

4. CHARGE

Passionately facilitate the effective discipleship of your people deep down into your ministry. Encourage, exhort, and challenge them to take heed to the ministry that they have received in the Lord, that they fulfill it. (Colossians 4:17)

Teach them 'How to'

Position themselves for profound and lasting change in the way they function for God and in all their responsibilities in life.

Grow in their effectiveness in achieving for God and their lifetime value for Him.

Reach escalating levels of productivity in accomplishing God's mandates.

Have meaning, significance, value and joy in serving God while maximizing their intimacy with Him.

Protect their anointing to do what God calls them to do, thereby obtaining supernatural results.

Take an increasing role in engineering and leveraging a solid foundational system for all God wants to build.

Remind Them:

Repetition is the motor of learning.

To apply learnings with excellence in skill requires years of practice, with on-going training, self evaluation, coaching, refinement, and the benefit of learning more by teaching what they learned to others.

Wisdom is the use of knowledge in a practical and successful way to close the 'Gap' between what they know and what they apply so they can model it by example to others.

Growth without change is impossible.

To recognize that to whom much is given, much more is required. The higher we go together the more we will realize we do not know. It is a process



MAXIMUM CEO™

Remind Yourself (And Them):

This system works if you work it.

Leaders are the facilitators of learning, not the lecturers.

A leader's job as the facilitator is to ensure that they and those that they disciple become increasingly puissant: powerful, able, strong, efficient, potent, efficacious, cogent, influential, respected

The system works if you work it.

Give it a chance to take hold. Do not judge and do not 'cave in' at the first challenge you face. This system requires emotional maturity on the part of the leader. It also requires emotional fortitude to be persistent, resolved and unrelenting in approach.

The softer you are in commitment, the less effective you will become. You will be fighting battles that do nothing but wear you down. Save your energy for bigger things and begin the process by moving out steadfast resisters and enlisting people who accept the process and resulting changes that you and your core of supporters deem necessary.

This is not a quick fix. It will not fail to produce tremendous results. It can only fail if you fail to work and disciple the process.

[Depth charge question regarding the system]

Q. Have you determined and are you willing to work for and fight for increasingly effective and deepening implementation of this system in your ministry?

Be Encouraged:

Convey and instill the system of maximum effectiveness for God in His ministry and perpetuate the succession plan of Christ for future generations.

MAXIMUM CEO™

10

5. METHODOLOGY



MAXIMUM CEO™

5. METHODOLOGY CONFIRM, ETCH, COMMIT

This executive instructors guide to maximum discipleship in God's kingdom business precepts was created and designed to assist you and give you confidence in facilitating this scriptural system.

As rapidly as you can, confirm the material with the word of God. Etch it into your spirit and make a commitment before God to apply it yourself and expect others to do likewise. View all of the collection DVDs or CDs and get the material down in you first. Read or re-read all of the coachings.

The lessons: Workbook diagrams [16] and coachings [60] will accelerate and deepen your learning and allow for more effective modeling by yourself as you teach it to others. It is good to admit and convey that you too are learning and changing.

Clearly explain the 'why' we are doing this. Share the tragic facts and findings and the critical benefits of change. Share your beliefs in this new paradigm along with the changes we must make and what we must avoid.

Instruct this system in the sequence the enhanced instructor workbook prescribes. Convey that this is systemic or an integral part of who your ministry is and how it will function.

Do not be deceived. Attend as many Ministry Institute trainings as you possibly can as rapidly as you can, and get to all of them consistently: The basic training workshop is critical as repetition is the motor of learning. The advanced training forum allows for the asking of questions and letting iron sharpen iron. The interim implementation facilitations helps in staying focused, current, strong and able to help others so God helps you. Make an investment in you.

MAXIMUM CEO™

12

5. METHODOLOGY HAVE AND DISCIPLE A PROPER MINDSET

- Confirm the maximum CEO system with the word of God and His spirit. Then do not look back. Do not compromise. Recognize, not everyone will initially grasp its value or want to do it and some will resist you, principally, because they do not want to change or be held accountable.
- Begin the change. As the executive change agent you will direct constructive change. Direct the paradigm shift to God's system for doing God's work. Begin the process of discipling how you work God's way on His kingdom business. Reinvent the way you do God's business.
- Facilitate discipleship to develop other change agents. Indoctrinate your team first so they can be your model and your advocates.
- Convey that all expanding entities reach critical transition points whereby fundamental changes are necessary to go to the next level.
- Emphasize through scriptures that this system stems from the Word of God; not just a good idea; not a natural idea; not a worldly idea. Although, the world works the scriptures for far greater success than most ministries.
- Sit down and make a comprehensive listing of the 'why's' for change. Get to as many of the various Ministry Institute trainings as you can, review your notes, review data, watch the DVDs, listen to the CDs, read the leader manual.
- Get this system in you before you lay it on anyone else. This may take a number of months but not years. You do not need to have it down pat. We never arrive.
- Get comfortable with the system concept. Firm up your conviction and move forward in humility, learning together. Remember God works through relationships and partnerships with those He entrusts to you.
- Build Godly relationships. Everything God does is through relationships. He didn't create us to live alone or work alone. We communicate, learn and work together in partnership and relationship to build His kingdom work. Discipleship is building Godly relationships. Don't fret. You're still in charge (Job Description #3).
- Help them see themselves, their value, their purpose, their destiny in a new light. Help them change the way they think about their responsibility and commitment to God.
- Change the way they view that responsibility as it relates to others~ those that God entrusted to the ministry and to each of them individually.
- Change the way they function and how they execute so as to be efficient, effective and productive for God's work and overall plan.



5. METHODOLOGY

UTILIZE MOST EFFECTIVE STEPS

Initiate the system of discipleship facilitation by instructing and expecting your leaders to follow these action steps:

- Listen to the CD in their leader training manual.
 - Make the manual required reading prior to ministry training.
- Read the leader training manual:
 - So they fully understand the what and the why of this paradigm shift to God's system. Reinventing how we do God's business. Consider providing a manual to every leader. Consider providing one to high potential leaders, it will be an enticement to get involved.
 - Also make reading the manual a required part of the ministry orientation. A part of the leadership pipeline. Consider providing one to everyone.
 - Encourage them to write in it, journal on the blank pages what the Holy Spirit speaks to them and their commitments before God for changes. Expect them to make the manual their own, taking copious personal notes for continual referral and to build a teaching manual for discipling others.
- Make provision for as many leaders to attend the CEO & Leader basic training, foundational workshop.
- Expect them to attend every training session you or the ministry conducts. Video or audio tape them for unavoidable absences.
 - Attend with expectations high, desirous to comprehend and apply and actively contribute to the discussions.
 - Disciple them to understand the value of their learning as it relates to the quality of their life; the impact on the ministry; on God's mandates achieved and future generations of leaders.
- Begin viewing the DVDs together.
 - Start with the overview sessions I, II and III. It would also be beneficial to let them view the testimonies session for even greater depth of understanding the 'why'.

MAXIMUM CEO™

14

- Show one 30-40 minute (approximately) DVD at a time in the numbered order of the sessions.
 - The system should initially be taught sequentially in accordance with the CEO & Leader workbook, the [16] workbook diagrams and the table of contents for the DVDs and CDs. All of these training assets have been carefully designed and proven to be in the most palatable and understandable sequence.
 - Facilitate an in depth discussion by asking questions, letting them know you expect a high level of participation from everyone. Call on them directly if they do not respond.
 - Provide each individual with their own basic training workbook. Do not give them the instructors enhanced workbook!! Let them build their own.
 - The highest level of learning and retention comes from writing down what they hear and see so they can then apply it. Have them take copious notes for continual referral and the modeling and instructing of those entrusted to them.
- Once all of the basic or foundational workbook material has been properly covered and understood, you could choose to begin utilizing the [60] coachings provided.
 - Once you have been through all of the foundational instruction you can get creative and make the repeat lessons applicable to a particular issue, challenge being encountered or upcoming projects and apply the teaching to the situation.
 - Later on, coachings, teachings, training and mentoring can be orchestrated as part of your regularly scheduled meetings when opportunities surface or when a subject matches a current challenge or upcoming project, etc.
 - Later on, once the basics are understood and they are capable of beginning to apply what they have learned, encourage them at times to select a lesson to review, so you are sensitive to their needs and hit on their most urgent learnings for their optimal performance.
 - The Strategic Planning Process cannot be taught until the basics of the system of methods, processes and procedures are well entrenched. The Planning Process is dependent on the ability to apply the basics.
 - Remember, repetition is the motor of learning. No one will get this once or even five times. It must be continually reinforced at every opportunity. Real time coaching, must capitalize on every teachable moment.



MAXIMUM CEO™

15

5. METHODOLOGY

GET STARTED. OVERCOME INERTIA

After your people read the Maximum CEO Leader training manual, preceded by listening to the introductory CD, they are prepared to begin the viewing of the DVD sessions with you.

Then the critical discussion of the DVDs can ensue. Your important work begins.

- Engage the entire team making sure everyone provides input and is involved. Cultivate what your people see, think and feel.
- Skillfully facilitate the engagement of the entire team and be patient in allowing for discussion, disagreement and varying perspectives as to what they see and think and feel.
- Do not provide answers. Do not think for them. As the facilitator, your job is to draw the learning out from them, letting them teach and learn from each other.
- Always finish each lesson with a summation from them as to their confirming a collective understanding with clear objectives (actions) and a commitment to change and applying the learning.
- Allow for their concerns, cautions, and constructive conflict in discussions. When concerns or objections are stated, ask the team to discuss and solve. Don't you solve the problem. Stay out of the fray until you must. Let them take ownership.
- As the lessons progress and experience is gained in applying the learnings be certain to garner testimonies, 'best practices', 'best failures', key learnings and celebrate key successes.
- With 'best failures', which are learning opportunities, be certain to learn by indentifying:
1) What was supposed to happen? 2) What actually happened? 3) What accounts for the difference? (Learning not applied) 4) What can be done differently in the future?
- Remind yourself and your leaders, my people are destroyed for 3 reasons: (Hosea 4:5, Lack of knowledge, rejection of knowledge and forgotten knowledge)
- Create and design each session to maximize fruitfulness. Keep the sessions active, frequent and reasonable in length.
- Some chose to teach the entire basic trainings in a concerted period of time. i.e. all day on consecutive Saturdays or Friday nights. Others choose to do shorter sessions. Obviously the longer it takes to effectively teach it all the longer it will take your ministry to accelerate in effectiveness.

MAXIMUM CEO™

16

5. METHODOLOGY

MAKE IT FACILE. EASY TO LEARN

- Facilitate their learning. You are the facilitator! From the stem word facile. To make easy. As easy as possible to receive new material requiring them to change. Easy for them to chew it, ingest it and discover their own learning.
- Ask questions. Do not lecture. Jesus asked questions principally to draw their attention to His teaching point and to discover the learning for themselves.
- Ask questions to facilitate the discovery of their own learning so they own it~ it becomes part of them~ etched in their spirit.
- Do not lecture but do impart your own learnings. Like Jesus, we are all learning. Put your heart into them.
- Explain and convey confidence that it can be done because we work in partnership together. Open them up to the opportunity.
- Cause your people to face reality with the facts. i.e. Statistics & Ministry Institute findings.
- Convey that the implementation of these new methods, process, and procedures take practice to learn to apply with expertise.
- Ease their concerns by ensuring we will have a culture of celebrating noble failure as we risk to apply, evaluate, learn, change and re- apply as we grow in skill and effectiveness.
- Create a learning laboratory. Celebrate noble failure. Mistakes coupled with a learning are the currency of leadership.
- Understand and acknowledge that you understand that it is about them getting it so they can apply it~ not more head knowledge. The 'how to'.
- Tell them you will provide a 'safe harbor'; that you value their input about what God puts on their heart and that you will 'celebrate noble failure' as they learn.
- Also tell them you will not compromise on this system and its methods, processes and procedures.
- How people learn and remember
People retain the following
 - 10% what they read
 - 20% what they hear
 - 30 % what they see
 - 50% what they see &hear



MAXIMUM CEO™

17

70% what they say & write
90% what they say & do

- Ask questions so they speak answers
What they say = 70% learning + retention.
- Have them write in their own workbook. They must take notes and diagram. Do not give them your completed instructor workbook.
What they write = 70% learning + retention.
- Delegate, provide, create, stretch them to experience new challenges.
What they do = 90% learning + retention.
- Have them teach sections of the material as soon as you can.
What they teach = 90% learning + retention.
The teacher benefits from the teaching
- Ask questions:
 - What are some immediate thought on opportunities this presents?
 - What is this saying to you? What are you learning?
 - What concerns do you have with our ability to do this?
 - How will this learning impact the ministry?
 - What changes will we all have to make to make this work?
 - What issues will this solve, fix or overcome?
 - What vulnerabilities might this create?
 - What could go wrong with this?
 - What should we do about that proactively or preventatively?
 - What is your take away?
 - What did you see, think or feel about _____?
 - What did you learn?
 - What must we do differently?
 - Why or how will this help?
 - What challenges will it solve?
 - How do you see yourself applying this?
 - What did you learn from this testimony?
 - What could a leader do to correct the problematic part of this testimony
- Put your people in situations from which they cannot escape without thinking.
- Give homework assignments:
 - i.e. Read Exodus 17 What 10 things did you learn?
 - i.e. Read Exodus 18 What 10 things did you learn?
 - (Be creative)
- Create assignments:
 - i.e. Write two pages on what you learned from our first training session.
 - i.e. Write one page on your greatest 'take away' from the session on _____?

MAXIMUM CEO™

18

- Having larger meetings with all leaders, including high potential congregants are effective initially and periodically to expedite the ministry wide learning of the system. Periodic large meetings are also effective when judiciously used. However, remember that primarily the discipleship progression and the establishing of a learning culture takes place in regularly scheduled individual team meetings, where real time coachings, teachings, trainings, and mentoring take place by capitalizing on every teachable opportunity. i.e. Jesus transformation in the process of transacting.

It is important to tell stories as Jesus did and as you facilitate from the DVDs/CDs in the collection and from the on- going trainings you attend.

- The orchestra leader
- Why CEO's are fired.
- GE/IBM/The Limited/ Digital
- Etc.



MAXIMUM CEO™

5. METHODOLOGY

DO NOT COMPROMISE

- As you begin to instruct in the new system, you will find that most people see it and are very open to it and excited about what this system can yield for God. Others may be doubtful and even resistant. Some may drop out or challenge you so much that they wear you out, even causing you to reconsider.
- Do not compromise. Lead through opposition. Not everyone will understand the need for change. Some simply do not want to change.
- Fear of failure in learning new ways to function and being held accountable are the two main reasons for resistance. Others may be protecting their 'turfdom', have a fear of risk taking, building new relationships and teams, etc.
- Move forward with those who get it and want it. Start with a few who believe in it and you. Important, after reasonable effort to help resisters change, you must protect your anointing and stay strong in your calling by moving on without them.
- Many resisters humbly come back in when they see the fruit of achievement and the excitement level of those working it. Success is contagious. Excellent people are drawn to excellence.
- Leadership or discipleship is about leading people to go where they do not want to go; to do what they do not want to do; to change when they do not want to change; to be held accountable when they only want to do what they want to do. These are learned skills.
- Do not back down. Make a determination and unwavering commitment to not back off making this paradigm shift from measurable dysfunction to maximum ministry results for God.
- Over time, assign your key leaders to instruct and facilitate the learning in others. Let them replace you and instruct certain parts. This allows for a greater depth of understanding or comprehension through preparation. Who benefits the most from the teaching? The teacher.

MAXIMUM CEO™

20

5. METHODOLOGY

BE PUISSANT AND FREE

- The Lord would say and do for you as He did for Moses in Numbers 11:16-17...
Have your people stand with you. I will come down and talk with you there and I will take the spirit which is on you and I will put it on them also; they will bear the burden of the people with you, so that you will not have the task alone.
- You will know when you have disciple this system well.....when you look up one day and see your people 'moving out' with the vision. Taking the vision and running with it, ahead of you.....when you will be saying "There go my people and I'm their leader!"
- You will see self initiative, commitment, competence, passion and productivity.
Smile and be free in your calling.

(End)



MAXIMUM CEO™

6. CLOSE

Henry Drummond wrote: (See Instructors Guide Lesson # 16)

Now the business of our lives is to have these things (1st Corinthians 13) fitted into our characters. That is the supreme work to which we need to address ourselves in this world, to learn Love. Is life not full of opportunities for learning Love? Every man and woman every day has a thousand of them, The world is not a play-ground; it is a school-room. Life is not a holiday, but an education. And the one eternal lesson for us all is how better we can love.

Though perfect, we read that He (Jesus in Luke 2:52).....learned obedience, He increased in wisdom and in favour with God and man. Do not quarrel therefore with your lot in life. Do not complain of its never-ceasing cares, its petty environment, the vexations you have to stand, the small and sordid souls you have to live and work with.

Above all, do not resent temptation; do not be perplexed because it seems to thicken round you more and more, and ceases neither for effort nor for agony nor prayer. That is the practice which God appoints you; and it is having its work in making you patient, and humble, and generous, and unselfish, and kind, and courteous.

Do not grudge the hand that is moulding the still too shapeless image within you. It is growing more beautiful though you see it not, and every touch of temptation may add to its perfection.

Therefore keep in the midst of life. Do not isolate yourself. Be among men, and among things, and among troubles, and difficulties, and obstacles. Character grows in the stream of the world's life. That chiefly is where men are to learn love.

MAXIMUM CEO™

22

7. APPENDIX

Frequently used scriptures in the Maximum CEO Training. Find the translations that most clearly communicate your instruction point.

Colossians 4:17
Proverbs 24: 3-4
Exodus 18
Hosea 4:6
Proverbs 18:9
Galatians 3:3
2 Chronicles 20:15
Acts 13:12
Romans 14:12
Luke 2:52
2 Timothy 1:7
Proverbs 11:14
Proverbs 12:15
Proverbs 18:13

Isaiah 11:2
Exodus 17
Numbers 11: 14-17
2 Timothy 2:2
Ephesians 4:12
Nehemiah 2:18
I Corinthians 5:6
Isaiah 30:15
Proverbs 15:12
Isaiah 50:4
Proverbs 1:5
Proverbs 15:22-23
Proverbs 18:15
Proverbs 23:23



MAXIMUM CEO™

QUESTIONS

Outstanding Communication

Questions Jesus Asked

Why are you so afraid?
Which is easier. . .
Do you believe?
Will you give me a drink?
Why are you thinking these things?
Why did you doubt?
Who do you say that I am?
What are you arguing with them about?
What do you want me to do for you?
How many loaves do you have?
What good would it be for a man. . .
What do you think, Simon?
Why is it that you are seeking me?
Whose face is on the coin?
Was the baptism of John from heaven or men?

Counsel

Tell me what you think about this?
Tell me where you are. . .
How would you like to deal with this?
What if any council would you like?
What are your thoughts about. . .?
How would you like to handle this?
What is your understanding of what happened?
What could go wrong?
What can we learn hear?

Evaluation

1. What was supposed to happen?
2. What actually happened?
3. What accounts for any difference?
4. What can we learn and how will we fix it?

Understanding and Commitment

Do you understand?
Are you perfectly clear?
Are you comfortable with this?
What trepidations do you have?
Can you accomplish this as we've discussed?
Can you complete it on time?
What facets of this are you most concerned about?
Can you envision anything that would get you off track?

Miscellaneous

Why do you think this new approach will solve the problem?
Can you tell me why you're concerned about this new procedure?
Help me understand why you had difficulty following my direction. . .
How can we prevent further delays?
Do you agree with our solution?
Are you clear on the next steps?
What led to this occurrence?
What is your understanding about what happened?
Can you fill me in on the details of , , ,?
Tell me what you're attempting to accomplish.
What are you thinking?
What would you do if you were me?
What is your understanding of what expectations we established last time?
How would you like to resolve this issue?
How would you like to handle this today?
How do you think we can resolve this issue?

The kind not to ask

What idiotic judgment led to this decision?
What knucklehead had the audacity to. . .?

MAXIMUM CEOTM

EXECUTIVE Instructor's Coachings

Maximum Discipleship
Index

Whiteboard / Focus / Brief

MAXIMUM CEO

	Whiteboard	Focus	Brief
1	Steps to Eliminate Gaps	Gap Leadership	Gap Leadership
2	Build Your Ministry	Effective Meetings	Effective Meetings
3	Critical Tools for Effective Meetings	Meeting Tools	Meeting Tools
4	The Art of Asking Questions	Asking Questions	Asking Questions
5	Annual Strategic Planning Calendar	Scheduling Success	Scheduling Success
6	Risk Taking	Celebrate Nobel Failure	Risk Taking
7	Learn to Change	Learning	Learning
8	Evaluation by Presentation	Presentations	Presentations
9	The Wisdom of Teams	Teamwork I	Wisdom of Teams
10	Survival with Teams	Teamwork II	Survival with Teams
11	Team Competence	Teamwork III	Team Competence
12	Facilitating Teamwork	Teamwork IV	Facilitating Teamwork
13	Learning Through Teams	Teamwork V	Learning Through Teams
14	Building with Teams	Teamwork VI	Building with Teams
15	Ratchet	Ratchet Up	Ratchet
16	Jack	Jack It Up	Jack It Up
17	Organization Chart	Organize your Ministry or Success	Organize for Success
18	Organization Staffing	Staff for Success I	Staff for Success
19	Organization Staffing II	Staff for Success II	Utilize for Success
20	Organization Staffing III	Staff for Success III	High Potentials
21	Organization Staffing IV	Staff for Success IV	The Pareto Principle
22	Develop Generalists	Generalists	Generate Generalists
23	The Process	The 'Building' Process	Process
24	Working the Process	Working the Process II	Working the Process
25	Facilitating Opportunity	Facilitating Opportunity III	Facilitating Opportunity
26	The Funnel of Unsuccess	Failure to Delegate	Workload Covenant
27	The Funnel of Success	Funnel the Work	Accountability Covenant
28	CEO Skill	The Art of a CEO - Leading Constructive Conflict I	Art Forms
29	CEO Skill	The Art of a CEO - Leading Constructive Conflict II	Constructive Conflict
30	CEO Skill	The Art of a CEO - Leading Constructive Conflict III	Facilitate Wisdom

	Whiteboard	Focus	Brief
31	Making Talent A Strategic Responsibility (Application Steps)	Ensuring Depth of Team Talent	Talent Strategy
32	Making Talent A Strategic Responsibility (Investing Time & Energy)	Exploiting Outstanding Performance	Exploiting Performance
33	Scheduled Thinking (Thinking about what needs to change)	The Art of Thinking	Thinking
34	The Process @ Work I	The Priority of focusing on priorities	Relentless Focus and Prioritization
35	E.O. Supersedes I.O., I.Q is Overrated	How smart are you emotionally	Emotional Intelligence
36	The Process @ Work II	Make the process work for you	Model the Process
37	Succession Planning	Leaving A Lasting Legacy	Steady Compounding Success
38	Succession Planning II	Replication, Duplication, Discipleship	Replicate Yourself
39	Succession Planning III A	Cultivating Generalists	Stretch and Fast Track
40	Succession Planning III B	Navigating The Generalist 'Crossroads'	Crossing Over
41	Succession Planning III C	Grooming & Refining Generalists	Ongoing Discipleship
42	Succession Planning IV	Generating a Generation Culture	Generational Discipleship
43	Compounding Generalism	Broadening the depth of generalists	Secure the Future
44	Success/Succession/Legacy (Ingredients)	Fundamental Elements	Fundamentals
45	Succession Culture(s) Cultures Bing Successive Results	Developing Cultures	Cultivate Culture
46	Building a Learning Culture	Celebrate Noble Failure	Successful Failure
47	Coach, Teach, Train, Mentor, CTTM Discipleship	Providing Success	Duh heads to Geniuses
48	You're Fired. You chose to fire yourself	How They Remove Themselves	First Firing
49	You're Hired. Action Steps	How To Hire With Confidence	Sell them off the job
50	You're Positioned. Action Steps	How To Position The Hire	Rejecting the saints
51	Various Categories Where Gaps Exist	Directing Constructive Change	Gaps Hurt
52	How are you doing vs. the competition	The Competition	The Competition
53	Priority Focus	Relentless Priority Focus	Repetitive Focus
54	Godly Communication Only	Godly Communication The Key to process	The General Partner
55	The Art of Outstanding Communication	Modeling Outstanding Communication	The devils' target
56	Outstanding Communication (The art of asking? Part 1	Performance Enhancing Communication	Masterful Communication
57	Outstanding Communication (The art of asking? Part 2	Performance Enhancing Communication	Questions and Listening
58	Outstanding Communication (The art of Listening Part 1)	Listening with our heart to others	More Listening
59	Outstanding Communication (The art of Active Listening Part II)	The Art of Active Listening	Extreme Patience
60	Providing A Safe Harbor for effective communication	Safety in sharing what we see, think and feel	Safe Harbor

FOCUS

GAP LEADERSHIP

FACT: Most ministry CEOs are so consumed with chaos and crisis that they fail to identify the gaps in ministry performance. Thereby major mistakes are made and major problems fester.

Gaps are results or behaviors that are off track. Gaps are detrimental in getting the ministry to the desired future.

Webster defines a gap as a break or divergence as in character, knowledge, results or behavior.

Leaders are required to 1.) Set the value standard for righteousness, excellence, professionalism, and productivity; 2.) Find the gaps and direct the constructive changes necessary to achieve God's mandated purpose.

20% of the Fortune 200 secular CEOs were fired due to their inability to 1.) Recognize; 2.) Prioritize; 3.) Mobilize the gap.

In ministry, gaps are the debilitators to the successful and timely achievement of God's plans [heaven]. A small gap can quickly become an abyss -- a profound gulf or void. A little gap can quickly become a gaping hole. A little leaven leaveneth the whole lump.

The Holy Spirit is the greatest gap identifier if we are listening.

Gaps fall into two basic areas:

Results -- underachievement in operational performance (goals) established and expected.

Behavior -- underachievement in functional performance (standards, methods) established and expected.

Where to identify the gaps:

- At the mountain with God
- Consistent intimacy with the Holy Spirit
- Executive team meetings; status reports, quarterly operational review, quarterly behavioral forum

[Depth Charge Questions re: Gaps]

- Q. What are your current gaps?
- Q. Where are you positioned as a leader so you will see the gaps?
- Q. Do you have the evaluation process in place to identify all gaps?
- Q. Are your meetings priority fact-finding missions?
- Q. Do you direct, obtain, and commission a plan to eliminate every gap?

(or)

Are you rearranging the deck chairs on the Titanic?

REVIEW CEO NOTEBOOK

- Direction Setting (Post Implementation)
- Depth Charges (Questions)
- Teams (Fact Finding / Facing Reality)

MAXIMUM CEO

COACHING

STEPS TO ELIMINATE GAPS:



RECOGNIZE

Seek the Holy Spirit then ask depth charge questions to surface facts.



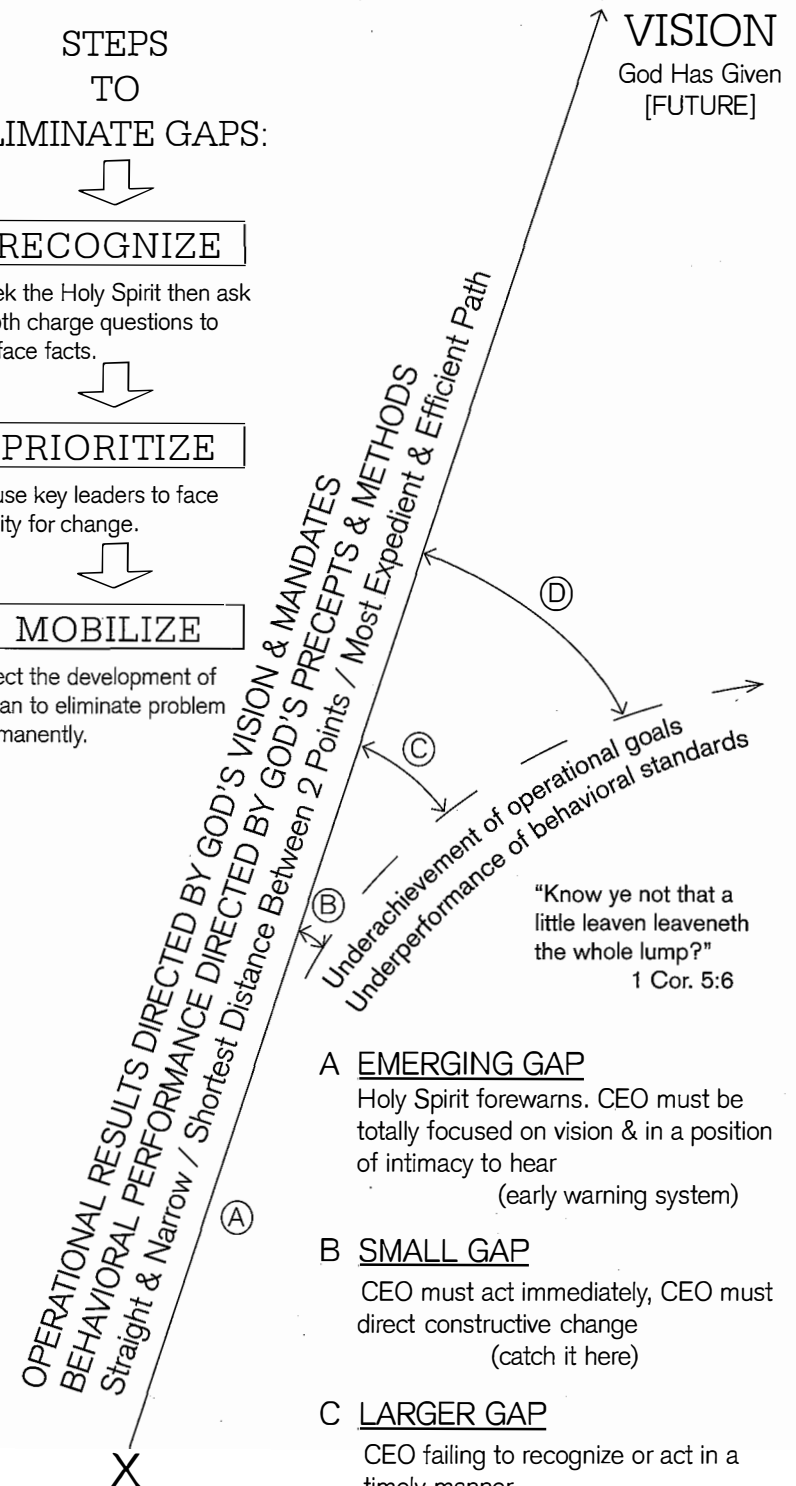
PRIORITIZE

Cause key leaders to face reality for change.



MOBILIZE

Direct the development of a plan to eliminate problem permanently.



DIRECTION

You Have Given [NOW]



MINISTRY INSTITUTE

WHITEBOARD

VISION
God Has Given [FUTURE]

- A EMERGING GAP**
Holy Spirit forewarns. CEO must be totally focused on vision & in a position of intimacy to hear (early warning system)
- B SMALL GAP**
CEO must act immediately, CEO must direct constructive change (catch it here)
- C LARGER GAP**
CEO failing to recognize or act in a timely manner. (getting out of control)
- D HUGE GAP**
CEO completely out of position or weak & timid. Lack of accountability in upholding the righteous standard and/or performance standard. (an abyss)

**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

EFFECTIVE MEETINGS

The two keys to effective meetings are frequency and quality.

As a leader, the more frequently you meet with your team the faster you will gain momentum and the more you will achieve. Obviously, you must be mindful of your volunteers and God's priorities of intimacy with Him and their family. As you work this system you will be adding full time staff and/or adding them deeper into the ministry teams. Then your frequency can increase and your productivity will torque.

The greater the quality of every team meeting the greater the results. The leader's time prior to the meeting to think, plan and design the meeting to ensure that in the limited time available you accomplish the maximum amount for God. Architect and facilitate the meeting with the bottom line productivity results in mind.



FOCUS

**MAXIMUM
CEO
COACHING**

WHITEBOARD

Effective Meetings

The inability of the CEO to run effective meetings disables productivity and commitment.

Leaders must be skilled in the art of designing and executing meetings.

Leadership means influencing the organization to face its problems and live into its opportunities.

Your meetings should develop and mobilize your people to tackle tough challenges. They should leave every meeting more eager and better prepared to build.

Build your ministry one effective meeting at a time.

DESIGN.

Design every meeting to get the results you want.

1. The real work of leaders is to create the meetings and conditions that enable the whole work force to adapt to change and participate in solving the problems growing organizations face.
2. Most ministries are over managed and under led. Meetings are for leading, by executing the five (5) point CEO job description.
3. Create each meeting to ensure the true ministry effectiveness you must have.

FOCUS.

Maintain maximum focus on results.

"Force the Discipline" (Expectations)

"Ride Herd" (Accountability)

"Bottom Line Oriented" (Achievement)

MECHANICS.

Schedule your team meetings on the same days and time period a year in advance.

Do not cancel. Postpone only if necessary.

Start on time. End on time. (Model Excellence)

Communicate clearly the agenda or primary purpose of meetings for participant preparation.

Communicate in advance what data, research, findings, presentations, reports you will require.

Set clear behavioral standards, ground rules, and expectations upfront.

RULES.

- No problem solving (work your job description)
- No long discussions (request more information)
- No repeating what someone else said (just say amen)
- No preaching, No selling (get a wide range of viewpoints)
- No 'railroading' or manipulation (fact finding)
- No micro matters (only macro)
- No deviation from the agenda (work by priorities)

[Depth Charge Questions re: Meetings]

Q. Are your team players more eager and better prepared as a result of your meetings?

Q. Are you setting the example you want them to emulate in working with their people in their meetings?

Q. Have you surrounded yourself with self confident, independent thinkers?

- REVIEW CEO NOTEBOOK**
- Implementing the Total Involvement Process
 - Direction Setting
 - Depth Charges

Build Your Ministry Through Well Designed, Well Executed Meetings

FACING REALITY

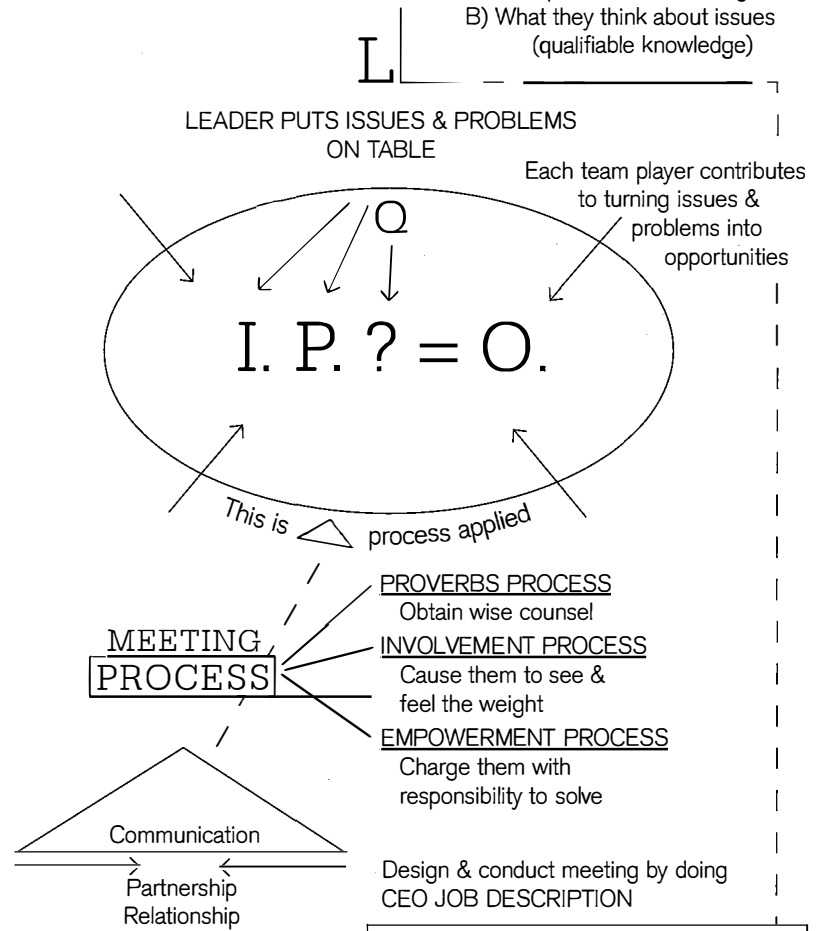
The fastest way to get your people (& ministry) to change is to cause them to face reality.

DON'T DO IT ALONE

Teams not individuals are the fundamental building unit in effective organizations.

FACT FINDING

- Obtain from your team:
- A) The data to identify issues (quantifiable knowledge)
 - B) What they think about issues (qualifiable knowledge)



1. Provide **DIRECTION** (Issues, Problems, Questions)
2. Obtain **IDEAS, RECOMMENDATIONS & PLANS** (Opportunities)
3. **COMMISSION**
4. Coach for **SUCCESS**
5. Obtain **EVALUATION**



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

MEETING TOOLS

The critical meeting tools at your avail are an agenda, minutes and action items. Minutes are the least important as you get started. It is more important initially to have thinkers than note takers.

The agenda dictates the meeting structure. Keep it simple initially and sophisticate it over time. Make sure the action items from previous meetings are achieved. Save time and principally address those not accomplished. The executive summary is how you 'take the pulse'; the vital signs. Honest succinct reporting tells the leader what he needs to know to ensure that the prescribed results and behaviors are progressing as directed. The leader elicits commentary from the team first on all the summary reports and plays his cards last.

The action items force the discipline for everyone's accountability. Once an item has been assigned to the point person on a particular directive, and the time of completion of the assignment is agreed upon, then the expectation exists that it will be acted upon by the due date and the commitment will be honored.

Additional items on the basic agenda would be a subsequent slot for issues and opportunities and coaching. A time for team individuals to present and obtain approval on plans, ideas or recommendations. Leader coaching can then follow as a summary or critique of the proceedings. Coaching should also take place during the meeting every time coaching opportunities present themselves, thereby capitalizing on every teachable moment.



FOCUS

Meeting Tools

The key component tools for effective team meetings: AGENDA, MINUTES and ACTION ITEMS.

The agenda determines the subject matter to be entertained, the sequence of discussion by priorities and the time allocated to each subject.

The leader designs the meeting to direct change; evaluate and ensure results.

Build your ministry one team meeting, one dialogue at a time.

The leader directs constructive change toward a desired future.

The quality of each meeting determines how, if and when you will reach the desired future. Design, execution and frequency are the crucial elements.

AGENDA

The agenda is the meeting design.

The basic components comprising an agenda:

- Executive Summary -- A 'round the table' brief, articulate overview by each team player regarding his/her area of responsibility.

This overview/update is the most honest portrayal to the leader of the situation(s) as they exist, emphasizing those points of greatest interest and concern to the leader of the meeting.

(Put a time limit on the summary and coach participants for improved presentation quality.)

- Items for Direction, Discussion, Evaluation -

List in order of priority those agenda items that are the most critical for the successful execution and completion of the ministry priority goals.

List the priorities in order of importance to the achievement of the mandates.

Priorities are determined by the highest level of improvement needed and/or requiring the greatest amount of time, energy and resources.

Set and distribute the agenda prior to the meeting for prayer and preparation of participants.

MINUTES

Cryptic encapsulation of discussion. (Not word for word in most cases.)

Minutes provide a record of dialogue that led to decisions and next step actions required.

ACTION ITEMS

Direct and delegate the action for timely results.

Assign future tasks to continue the building process.

Everyone, including the CEO, is held accountable.

Your continuous and systematic improvement, meeting by meeting, transforms an organization.

Each meeting should be a construction zone.

The annual strategic plan is your blueprint to build. The agenda is this meeting's punch list.

[Depth Charge Questions re: Meetings]

Q. Do you have the courage to enforce accountability?

Q. Are you modeling in your team meetings what you want to happen in the team meetings down through the organization?

REVIEW CEO NOTEBOOK
• Workload Covenant
• Accountability Covenant
• GAP Leadership

MAXIMUM CEO COACHING

WHITEBOARD

Action 1

CRITICAL TOOLS FOR EFFECTIVE MEETINGS

Each team member reports (approx. 5 min) allowing added time for team questions & commentary.

Agenda items should be dealt with in accordance with their priority importance of accomplishment to the ministry overall.

Cryptic encapsulation. Capture essence of report/discussion, (principally decisions & direction) for future reference & record keeping.

Minutes should emphasize: - direction given - work commissioned - action assigned (Be as specific & measurable as possible by quantity & time)

Action items tool ensures a high level of accountability & results on a timely basis.

Never end a discussion or meeting segment without identifying what action is required, by whom & when.

Confirm understanding & obtain a commitment.

AGENDA

AGENDA REPORT table with columns: ACTION ITEMS, Executive Summary, Ministry, Priority #1, #2, #3, Time

[OPTION] Each team member report includes:

- executive summary
• action items
• department priorities #1,2,3, etc.
• questions & comments (repeat for next team member

If assimilation is #1 priority (for example) then it remains on the agenda every meeting until goal is achieved.

MINUTES

MINUTES table with rows #1-#5 and columns for notes

Stress confidentiality. Individuals invited to present, who are not standing members of the team receive only their portion of minutes & action items.

Keep all minutes in corporate book. Keep all strategic plans/priority goals for each department in another corporate book for accountability reference in meetings.

ACTION ITEMS

ACTION ITEMS table with columns for task, due date, assigned to

Group action items by individual assigned.

Set due date Never fail to review action items every meeting to ensure timely completion.

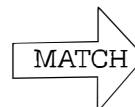
Confront lateness in the meeting.

Use peer pressure.

Coach for improvement

Change the culture.

TEAM REPORTS [PROGRESS]



MINISTRY ANNUAL STRATEGIC PLAN table with ANNUAL DEPT. GOALS: 1-5



MINISTRY INSTITUTE

EXECUTIVE BRIEF

ASKING QUESTIONS

Asking the right question, at the right time, to the right person, about the right matter is an art form in masterful communication; a skill set that must be strategic in approach.

Jesus, our Master, was the skilled master communicator and strategically asked many skillfully designed and crafted questions.

<u>Question</u>	<u>Strategy</u>
Q. <i>"Who do you say that I am?"</i> Luke 9:20	Capitalized on a teachable moment. Modeled humility and emotional maturity.
Q. <i>"How many loaves do you have?"</i> Mark 6:38	Invited disciples into the problem and solution. He didn't lecture on loaves.
Q. <i>"What do you want Me to do for you?"</i> Mark 10:51	Concern, Care, Compassion.
Q. <i>"Was the baptism of John from Heaven or men?"</i> Luke 20:4-5	To counter a culture and initiate the right one.
Q. <i>"Why are you so afraid?"</i> Matthew 8:26	Making a teaching point.
Q. <i>"Why are you thinking these things?"</i> Mark 2: 8	Challenging motives.
Q. <i>"What are you arguing with them about?"</i> Mark 9:16	Depth charge question to surface an issue.
Q. <i>"Which of these three was the true neighbor?"</i> Luke 10:36	Set up their own discovery.
Q. <i>"What good is it for a man to gain the whole world and lose his soul?"</i> Matthew 16:26	Conveyed His value point of view.

FOCUS

Asking Questions

The Art of Asking Questions is one of the most valuable skills you can develop as a CEO.

Jesus modeled for us the importance of asking questions.

The ability to ask the right questions at the right time, in the right situation allows you to function with maximum effectiveness in executing every aspect of your CEO job description: (i.e.)

1. PROVIDE DIRECTION

- Q. Do you understand?
- Q. Can you relate back to me in detail what I have directed you to do?
- Q. Can you commit to doing this as I directed it, by the date I directed it to be done?

2. OBTAIN PLANS, IDEAS & RECOMMENDATIONS

- Q. How do you think we can address this issue?
- Q. How can we turn this problem into an opportunity?
- Q. What planned changes are required to more effectively meet the needs of God's people in this area?

3. COMMISSION THE WORK

- Q. Why do you believe this is the most effective response to the direction given?
- Q. Why do you believe this will solve the problem?
- Q. If approved, what could go wrong?

4. PROVIDE SUCCESS

- Q. What was supposed to happen?
- Q. What actually happened?
- Q. What accounts for the difference?
- Q. What can you learn here?
- Q. What will you do to fix it?

5. OBTAIN EVALUATION

- Q. How are we doing in your area of responsibility?
- Q. What is the greatest vulnerability your area faces?
- Q. In what leadership behavior must you develop the greatest improvement?

[Depth Charge Questions re: Asking Questions]

- Q. Will you ask questions or will you assume you know enough to make the best decisions?
- Q. Are you modeling in your team meetings what you want to happen in the team meetings down through the organization?

REVIEW CEO NOTEBOOK

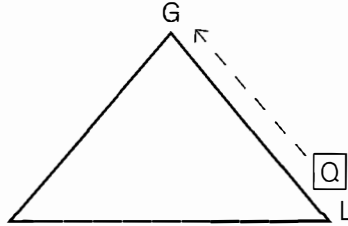
- Total Involvement (Proverbs) Process
- Direction Setting
- Depth Charges

MAXIMUM CEO COACHING

4B

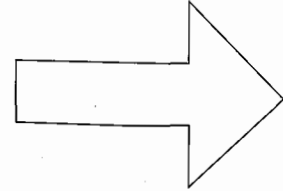
WHITEBOARD

THE ART OF ASKING QUESTIONS



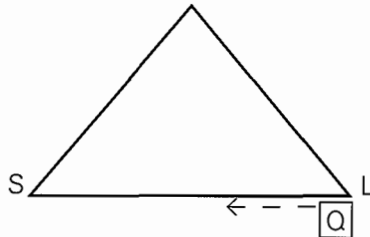
MOUNTAIN TIME

Q Ask God questions so you can listen to His answers.



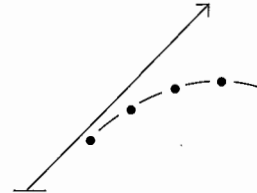
DELEGATION

Q Ask for understanding, confirmation & commitment.



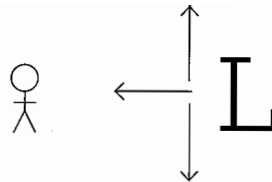
PROVERBS PROCESS

Q Ask those entrusted to you ...to gain wise counsel.



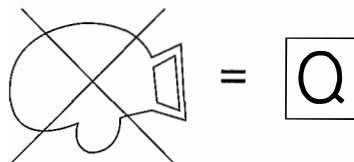
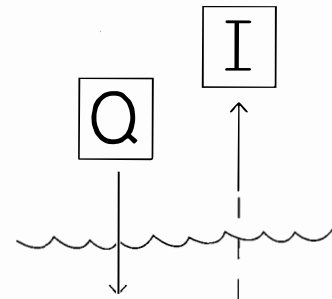
GAP LEADERSHIP

Q Ask for the facts & what to change. Close gaps.



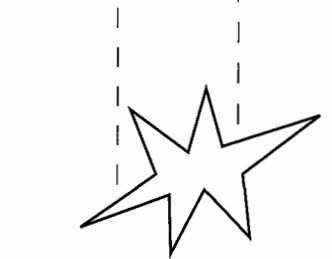
JUDGE YOURSELF...

Q Ask yourself questions, judge yourself rightly.



CONFLICT | COACHING

Q Ask non-judgemental Q's. Coach for success.



DEPTH CHARGES

Q Drop depth charge Q's to surface issues.



MAXIMUM CEO COACHING

EXECUTIVE BRIEF

SCHEDULING SUCCESS

Executing the Plan.

CEO's must place the highest premium on meeting the priorities God has established. Execution. Getting the right things done.

Certainly having the right plans through boundary-less innovative thinking is critical, but establishing stretch goals and the correct and sufficient strategies means nothing if strategies are not executed on time with excellence and goals are not achieved.

Fact finding sessions, depth charges, search and destroy missions are critical in surfacing inhibitors to performance.

Failure to execute the strategy designed is the greatest failure of ministries. The reason for this failure is the failure to focus on results on the part of the CEO and those he holds accountable. This failure comes from a variety of sources, all intertwined. The acceptance and tolerance of diversion, distractions, chaos and crisis; the natural tendency to diffuse efforts over a wider and wider range of activities; allocating more and more resources (people, time and money) toward maintaining what you have.

The CEO must concentrate and retain focus at all times on the bottom line results. Performance.

Instilling a performance culture is the principle CEO responsibility.

Forums are utilized to monitor and elevate the behavior of your people. By creatively designing each forum, you will obtain evaluation of their performance potential and development needs. The CEO should construct and utilize the forum to observe how your leaders think, and work together, and apply the training you have provided. They can learn from each other's expertise and successes by sharing 'best practices.'

Reviews are utilized to monitor progress on strategic plans and to hold leaders accountable. These formal reviews determine progress, required mid course corrections, redirection and new opportunities planning. An imperative meeting to ensure optimum progress toward bottom line results.

The CEO commissions the plan, then it is his job to see to it that it happens and continues to happen. A job well done is a job never really done. Put power on power.

Learning to measure outcomes vs. activities. Busyness is not the criteria for success.



FOCUS

Scheduling Success

In a growing organization change must be significant.

Foundational systems provide organizational stability in the midst of change. The right systems even generate constructive change.

A most critical system to have properly in place is the Annual Strategic Planning Calendar.

This calendar prescribes the series of meetings scheduled for the rolling next twelve months in order to establish a plan and then to ensure its execution.

Scheduled and disseminated, the annual calendar forces the discipline of timely execution and evaluation. These meetings should never be canceled and seldom, if ever, postponed.

Planning Change Meetings

The first part of the strategic planning process is planning change.

'Charting' the course: interpreting God-directed changes into a plan of goals and strategies. Goals are the measurable (by quantity and time) expected results of a plan. Strategies are the actions required to achieve the goals.

Evaluating Change Meetings

The second part of the strategic planning process is monitoring the implementation of the changes planned.

'Staying' the course: Evaluating whether the changes are occurring to the degree planned within the timing established.

Build your ministry one frequent, well conceived and directed meeting at a time.

Regularly scheduled meetings throughout the year allow for momentum building, consistent monitoring, mid course correction and coaching for success.

The three vital components of an effective planning schedule are:

1. The frequency of meeting communication
2. The quality of communication design
3. The excellence of communication facilitation

An annual schedule of meetings allows your people to develop their skills in planning and organization, to receive timely direction and approvals, and to bring regular reports for evaluation.

A planned calendar of meetings brings discipline, predictability and foundational stability to an organization of rapid change, resulting in continual success.

[Depth Charge Questions re: Scheduling Success]

Q. How much effort do you put into designing your meetings to get the response you need?

Q. Do your people leave every meeting more eager and better prepared to achieve the plan?

Q. Do you realize the message you send by canceling meetings?

REVIEW CEO NOTEBOOK

- Strategic Planning
- Evaluation
- Meeting Tools and Effective Meetings

MAXIMUM CEO

COACHING

5B

WHITEBOARD

ANNUAL STRATEGIC PLANNING CALENDAR

	ANNUAL & QUARTERLY MEETINGS	REGULAR LEADERSHIP TEAM MEETINGS 2-3 HRS.	
F FORUM BEHAVIOR CHANGE <ul style="list-style-type: none"> • Tough questions • Team Building • Best practices • Robust dialogue • Spirited conflict • Coaching TTM 	F Quarterly Evaluation [Behavior] 3-4 HRS	X	
	R Quarterly Evaluation [Results] 3-4 HRS	X	
		X	
		X	
	R REVIEW RESULTS CHANGE <ul style="list-style-type: none"> • Presentations • Fact Finding • Mid Course Correction • Re-direction. • Stretch goals • Post mortem Q's • Search & Destroy • Depth charge Q's 		X
			X
			X
			X
			X
			X
	'STAYING' THE COURSE 'CHARTING' THE COURSE	<input type="checkbox"/> Mountain	X
		<input type="checkbox"/> Input	X
<input type="checkbox"/> 'Advance' <input type="checkbox"/> Development		X	
X		X	
X		X	
X		X	
X		X	
<input type="checkbox"/> Approvals <input type="checkbox"/> Budget		X	
		X	
		X	
		X	

ALL VOLUNTEERS' [Minimum] Every 3 weeks

ALL VOLUNTEERS' [Ideal] Every 2 weeks

FULL TIME STAFF [Best!] Every 1 week

EXECUTIVE COUNCIL

EXECUTIVE LEADERSHIP TEAM

- Direction
- Finance
- Organization

EVALUATING 2

PLANNING 1

Envision the future

Dialogue with wise counsel

State of ministry address & training

Team develop plans down through ministry



MINISTRY INSTITUTE

**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

RISK TAKING

100% of the shots you don't take~ don't go in.

Wayne Gretzky

Risk taking starts with the leader. Are you as the leader willing to take risks and then increasing risks as the ministry increases in impact.

You cannot have a learning culture without taking risks. It is a simple formula: take a calculated risk in letting someone do something, make a mistake and ensure they learn from it. As they learn more you can risk more. As they learn more you will accomplish more and the responsibility to risk more is required. It all starts with risk. Calculated risk.

You got where you are today because of the risks others took with you.

Create a culture that will celebrate noble failure, because experience through mistakes and resultant learning is the currency of leadership.



FOCUS

WHITEBOARD

Celebrate Noble Failure

Success comes from a continual process of mistakes and learnings.

One of the main reasons CEOs fail to stay in position as a leader is their insecurity in risk taking... taking the risk ourselves of letting someone else fail.

Ministry competence, growth and destiny are achieved by providing clear delegation and parameters, allowing for calculated risk taking on the part of those entrusted to us.

The distinguishing characteristic of a strong leader is how dependent he is on the activities of a variety of other people to perform his job effectively.

Experience is the currency of leadership.

Experience and value are gained through mistakes and learning.

Establish:

- A culture of calculated risk taking
- A tolerance for mistakes and failure
- A culture of learning from every mistake
- A ministry credo --

'Celebrate Noble Failure'

Celebrate

We celebrate because a teachable moment is at hand, and an opportunity for real time coaching and adding value has been provided.

Noble

The key word here is noble, noble vs. chronic. Coaching keys off of the motivation:

A pure and noble heart which desires to protect your anointing and ensure the vision vs. a repeatedly unteachable, unresponsive spirit perpetrating their own agenda.

Failure

Mistakes, poor choices, underachievement, lack of excellence, ineffectiveness, etc., all provide outstanding opportunities for personal, team and corporate growth.

Capitalizing on every failure creates a learning culture.

Low tolerance for mistakes impairs innovation, self initiative, problem solving and commitment.

It takes emotional maturity to delegate, knowing that others may fail.

Leaders must provide clear, concise, calculated direction with parameters to anticipate and eliminate as many potential failures as we can.

Then leaders ensure that every failed effort and every mistake is capitalized on by seizing on the teachable moment and coachable opportunity. Implement 'real time' coaching for change and development.

Always start by asking them the question... "What did you learn?" Provide a safe harbor for them to take ownership of the failure.

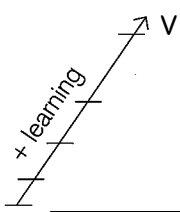
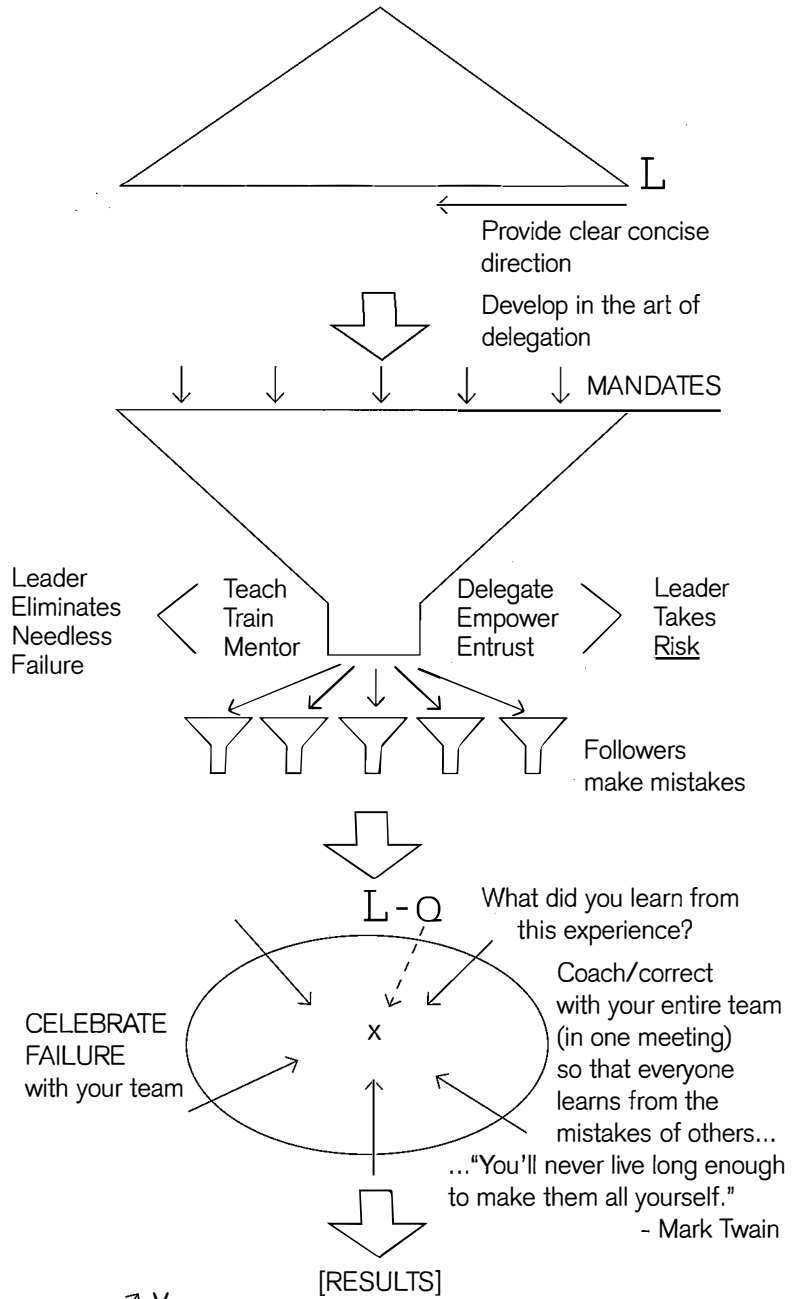
[Depth Charge Questions re: Risk Taking]

- Q. Are you a failure tolerant leader?
- Q. Are you cheating and stealing from God's people by not encouraging risk taking?
- Q. Do you make every mistake/failure an opportunity for effective coaching and ensure learning takes place?

REVIEW CEO NOTEBOOK

- Delegation
- Art of Direction Setting
- Art of Evaluation

**RISK TAKING
THE PROCESS OF TURNING UNDERACHIEVEMENT
INTO FUTURE SUCCESS**



- Learning keeps pace with increased demands of successful ministry
- Ministry competence grows and legacy is built
- Ministry gains constant effectiveness and growth
- Ministry achieves destiny



EXECUTIVE BRIEF**LEARNING**

The #1 challenge of business these days is finding great people.

The #1 challenge of ministries today is keeping those people God sends and developing them to be more valuable for Him.

Some ministries succeed and others pound their heads against a ceiling.

There exists a pervasive leadership crisis. The death of leadership will have a greater impact on the future of any enterprise than nanosecond technology.

The scarcest resource in the world today is leadership talent that exceeds standards to continually transform your ministry to succeed by training and developing future generations of leaders. (Leadership Engine)

We must create a learning culture and understand and implement the component steps for change.

People are not your most important asset. Great people are.

FOCUS

Learning

CEOs prepare for future challenges by cultivating a learning culture.

CEOs build a legacy by ensuring everyone at every level is learning.

Learning from experience is the currency of leaders.

Success comes from a lifelong process of mistakes and learnings.

On a business oriented television program, I heard a very successful corporate CEO relate all the mistakes he had made in the past. He cited numerous errors in judgment which led to a considerable number of failures.

This surprised the interviewer who commented, "Oh, you've made a great number of major mistakes in your career;" to which he uttered this classic statement, "Yes, I spent my whole life becoming an overnight success!"

Turning mistakes into positive lessons is the key to growth in individuals, in others and in organizations.

I often characterize myself in workshops as an 'expert' by this definition: "I have made every mistake you can make in a very narrow field." I turned those mistakes into positive learnings and now lessons for others.

Mark Twain said, "You might as well learn from the mistakes of others, because you will never live long enough to make them all yourself."

Strong CEOs implement process to ensure their people are continually learning and changing in their ability to apply it.

If you don't learn to change, your people won't learn to change.

If your people don't learn to change, your ministry won't change.

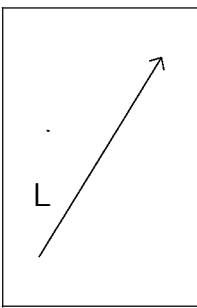
[Depth Charge Questions re: Learning]

- Q. Are you cultivating a learning culture?
- Q. Is everyone learning at every level?
- Q. How effectively do you and your team turn learnings into positive change?

- REVIEW CEO NOTEBOOK
- Art of Evaluation
 - Gap Leadership
 - Asking Questions

MAXIMUM CEO COACHING

WHITEBOARD



LEARNING

Luke 2:52
He grew in wisdom...

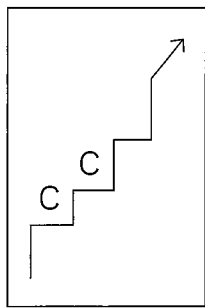
Through learning a CEO directs constructive change toward the desired future.

The LEARNING 'POST MORTEM'

- 1 What was supposed to happen?
- 2 What actually happened?
- 3 What accounts for the difference?
- 4 What can we learn to change?

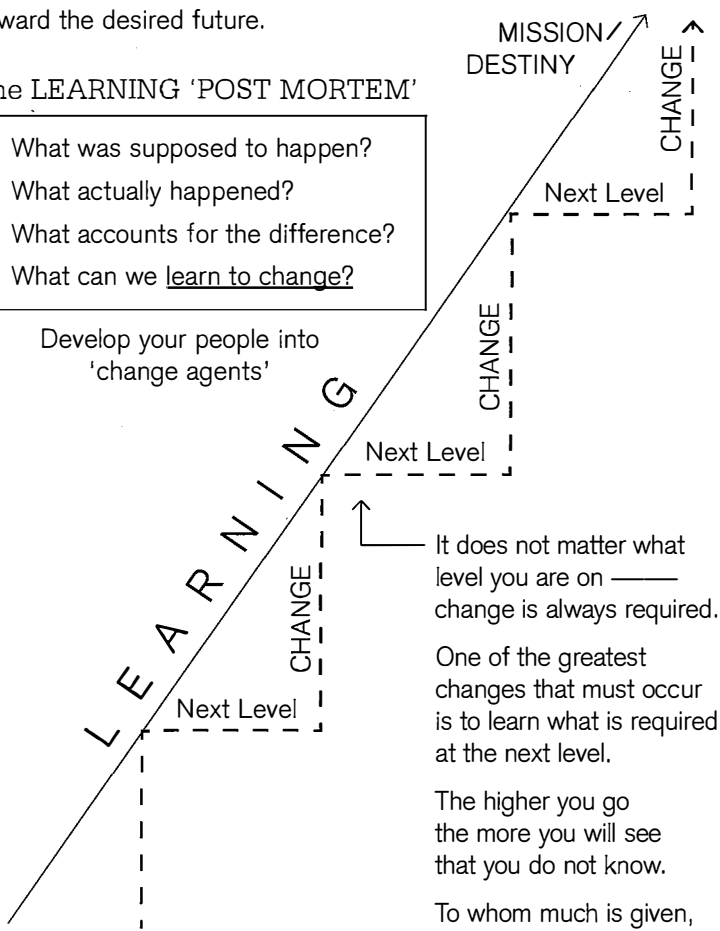
Develop your people into 'change agents'

LEARN to CHANGE



CHANGING

Growth without change is impossible



It does not matter what level you are on — change is always required.

One of the greatest changes that must occur is to learn what is required at the next level.

The higher you go the more you will see that you do not know.

To whom much is given, much more is required.



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

PRESENTATIONS

A tremendous tool for leaders is to establish the procedure and refine overtime the ability of your team to make honest, concise, sequentially clear presentations.

The objectives are many. To mention a few: presentations provide the leader with information, answers and plans for approval, coaching and redirecting with minimal involvement on the leaders part.

Presentations discipline the individuals on the team to be strategic, logical and thorough in creating or problem solving and more effective in their communication skills.

Presentations provide the team with learning by the example of others and an opportunity to contribute to other ministry areas, thereby the leader obtains a multitude of wisdom, counsel and develops generalists.



FOCUS

WHITEBOARD

Presentations

One of the very best tools to evaluate progress and performance of your second tier 'B' team players is to invite them to do presentations to you and your executive team at the quarterly strategic planning review sessions.

Quarterly reviews are part of the strategic planning process. The CEO selects and directs those priority items which will require greater attention.

The CEO implements the downline presentation tool and learns to optimize its value.

The CEO selects the priority item or items for review, thereby designing the review agenda.

Agenda:

Choose the highest priority matter, or a priority that requires the greatest attention to:

- Ensure continual development
- Focus on greatest vulnerability
- Investigate something you are uneasy about

Participants:

- Executive leadership team ('A' team)
- Invitees as appropriate ('B' player[s])

Procedure:

- Instruct 'A' team leader whom you want to present from their team
- Specify what you principally want to know
- Specify time allotted for presentation(s)
- Ask depth charge questions at the end

The CEO should never circumvent 'A' team players and communicate directives or obtain evaluation from 'B' team players without them being present. This violates the chain of command, creates confusion and strips the direct reports authority.

This evaluation tool of utilizing downline presentations allows for focused time and attention on results and residually on performance namely:

Progress

- Scrutiny on achievement and effectiveness
- Attention to keep pace with measurable goals established
- Fix dysfunctional areas

Performance

- Teachability, responsiveness, motivation and zeal of 'B' player (s)
- Strength of replication / succession plan
- Depth of learning / strength of leadership engine
- Provides meaningful exposure to CEO and ELT for edification, exhortation, correction, coaching and what it's like to be an 'A' player
- Raises the bar for everyone

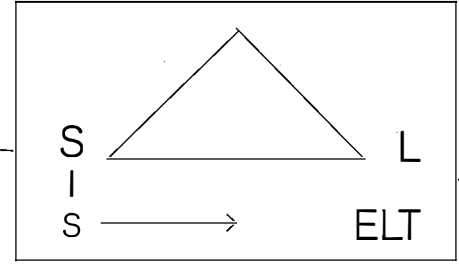
[Depth Charge Questions re: Presentations]

- Q. How well do you monitor the progress of results and performance?
- Q. How effective are you in asking depth charge questions?
- Q. How well are your ELT members replicating the God in you?

REVIEW CEO NOTEBOOK

- Art of Evaluation
- Gap Leadership
- Asking Questions

EVALUATION by PRESENTATION

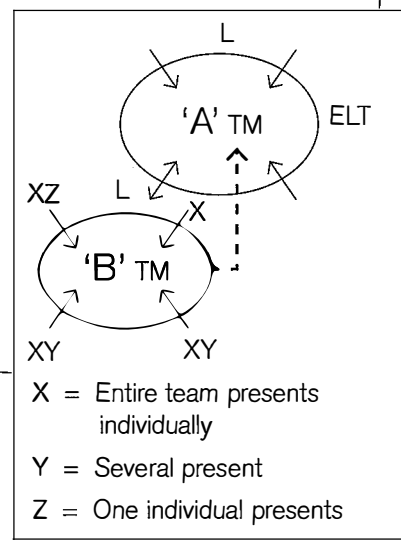


PRESENTATION OUTLINE

- I BACKGROUND**
 - Statement of direction given / assignment
 - Positioning of presentation
- II EXECUTIVE SUMMARY**
 - Brief macro overview of subject at hand
 - Concise portrayal of issues / opportunities positives / negatives
- III KEY INFORMATION**
 - Statistics, data, findings, research
- IV PLAN FOR CHANGE**
 - Recommended macro action steps
 - Revised goals, strategies, behaviors and critical path
- V COST**
 - Requirements associated with approval
- VI APPROVAL**
 - Closing statement
 - Ask for order

CEO RESPONSE (at end)

- Interrogate. Ask depth change questions
- Edify, encourage, exhort
- Correct, challenge, stretch



**MAXIMUM
CEO****COACHING****EXECUTIVE BRIEF****WISDOM OF TEAMS**

Working alone, once again, is not wisdom. Working alone is unproductive and dangerous. God designed this scriptural system to be established upon relationships and partnerships with those entrusted to you for your survival.

Relationships and partnerships through Godly communication are cultivated on teams.

Teams are the primary achievement entity or building unit in any effective organization.

**MINISTRY
INSTITUTE**

FOCUS

Teamwork I

Teams, not individuals, are the fundamental building units in effective ministries.

The real work of leaders is to create the conditions [Team culture] that enable the entire work force [teams at every level] to adapt to change and participate in solving the problems the ministry faces.

Exceptional ministry performance is dependent on the commitment and creativity of the entire team organization, a structure that provides freedom to contribute.

"There are precious few Einsteins among us. Most brilliance arises from ordinary people working together in extraordinary ways."
Roger Van Oech

The extraordinary ways stem from teamwork.

The key benefits of teamwork are in the extraordinary way people a) focus on the execution of priorities; b) build the mission and c) learn the survival skills to go the distance.

The key components of a well executing and highly productive team are:

- Mutual accountability
- Interdependence
- Unified purpose

The responsibility of the CEO and each team leader is to teach, model and nurture these elements to design, develop and maintain a cohesive team.

The key characteristics of team players are:

- Strategic mind
- Humble, teachable spirit
- Emotional maturity
- Interpersonal/communication skills
- Entrepreneurial instincts
- Focus on results
- Ability to attract and inspire other talented people

[Depth Charge Questions re: Teamwork]

Q. Given that what you model will be replicated down through the ministry; how successful will the future be?

Q. How many levels deep are you working on building teams?

Q. Do you have a team for every mandate function?

REVIEW

Your notes on teams from all previous CEO workshops and advanced training forums

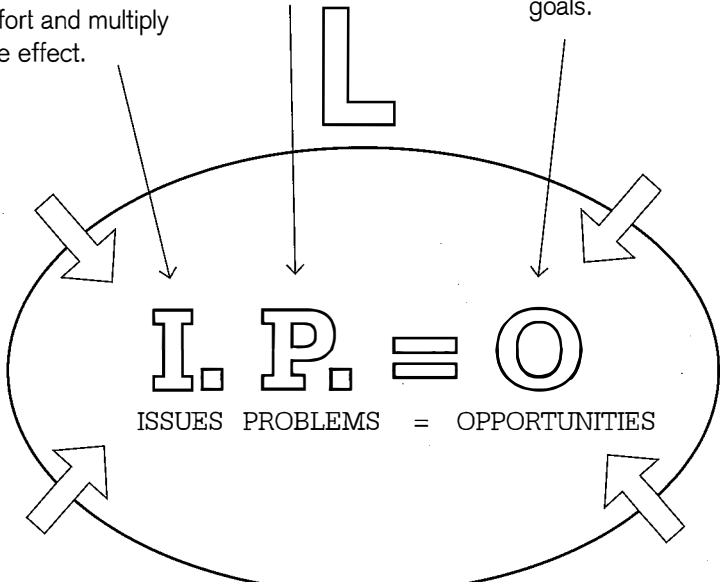
MAXIMUM CEO COACHING

WHITEBOARD

THE WISDOM of TEAMS

SURVIVAL of the leader(s)	LEARNING establish culture	FOCUSING executing vision
-------------------------------------	--------------------------------------	-------------------------------------

SHARED LEADERSHIP Leader puts the issues & problems on the table as they surface or as he surfaces them (evaluation). The fastest way your people will respond and protect your anointing is to cause them to see reality. Let your AARONS & HURS feel the weight. = Shared obligation Shared commitment Teams divide the effort and multiply the effect.	SHARED TEACHING Leader challenges team to identify the problems, the issues present. Empower & stretch. Your AARONS & HURS learn how to more effectively handle more rigorous challenges the future holds. Iron sharpens iron. Shared wisdom, understanding & experience. Peer teaching, a multitude of counselors.	SHARED GOALS Leader directs team to turn I + P's into opportunities. Leader models focusing on vision priorities. Leader directs the following process to achieve the vision. (Prov. 24:3-4) (LB) 1. Team obtains the facts. 2. Team applies common sense. 3. Team develops plan for change. Work on broad priorities vs. mini-goals.
--	--	---



**TEAMS ARE THE FUNDAMENTAL BUILDING UNITS
IN EFFECTIVE MINISTRIES**



**MAXIMUM
CEO****COACHING****EXECUTIVE BRIEF****SURVIVAL WITH TEAMS**

There is nothing in the CEO/Leader Job Description that requires answering all the issues, solving all the problems, entering into long winded discussions and debates. You must survive!

Leaders must learn to take an issue and the corresponding problem and turn it into an opportunity through a team. When you do, you will survive you will love going to your meetings again.



FOCUS

Teamwork II

The first and foremost process for CEO survival is to surround yourself with competence by effectively working with teams.

Do not work alone.

Working alone has a few benefits, survival isn't one of them.

The distinguishing characteristic of a strong leader is how dependent he is on the activities of a variety of other people to perform his job effectively.

Create a learning culture so that you are not the only one who can think about the future and solve the problems growing organizations face.

No leader makes much progress -- much less succeeds and survives -- alone.

Lead and build the entire ministry from a few well designed, well executed team meetings. Set the team meeting agenda priorities and ride the horse; stop letting the ministry drag you around the corral.

Cut the number of meetings down by meeting with your team (90%) versus individuals (10%).

The leader survives by being multidimensional, i.e. exhibiting toughness when necessary, employing humor, listening so as to disciple, staying teachable and open to change.

CEO Survival Keys:

- protect your own anointing
- allow others to achieve the vision
- put the methods, systems and processes in place to allow you to take the macro pulse of ministry achievement, excellence and righteousness, and stay out of the micro.

[Depth Charge Questions re: Teamwork]

Q. How dependent are you on others to do your job?

Q. How well are you providing your people with stretch enrichment opportunities?

Q. How many levels down is the ministry functioning with effective teams?

REVIEW

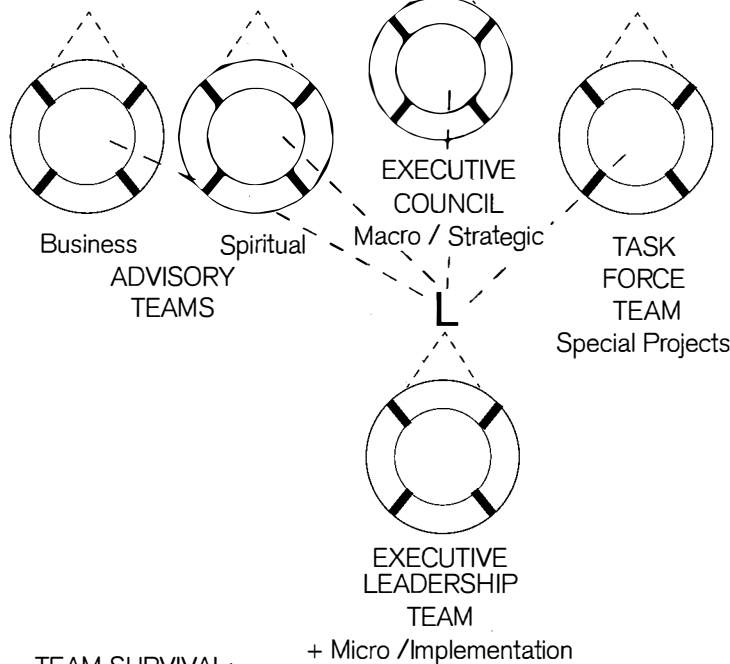
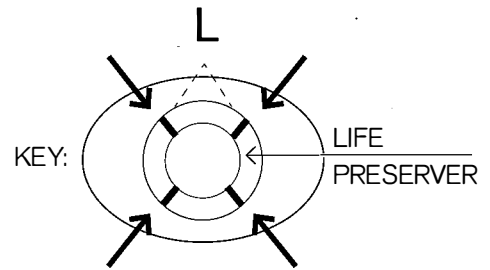
Review Teamwork I until you are applying all that you know.

WHITEBOARD

SURVIVAL with TEAMS

CEO SURVIVAL:

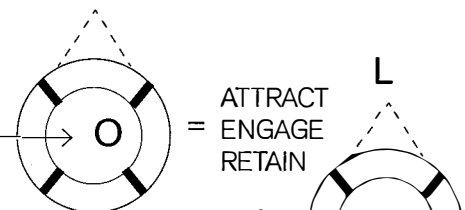
Utilize survival teams



TEAM SURVIVAL:

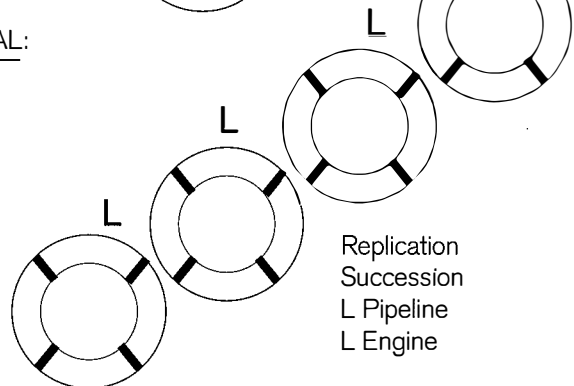
Allow teams to contribute to something significant

Opportunity



MINISTRY SURVIVAL:

Build team depth and a lasting legacy



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

TEAM COMPETENCE

Surrounding yourself with core competency is a key to victory.....Those Aarons and Hurs have God's heart and your heart and will hold up your hands, agonize and fight for the vision.

God provided them to you as the leader to keep you puissant.....strong in your calling, powerful, mighty, able, efficient, forceful, efficacious, etc.



Teamwork III

Designing Your Team.

How you design your team, and specifically the players you choose, will determine how far you will go, how fast you will get there and the level of frustration and stress you will have to endure.

Your responsibility as one of God's CEOs is to:

- 1) Select core competence for your team that will take you to as many next levels that you can foresee.
- 2) Effectively design and facilitate the team meetings to mine the rich deposits of God in the team.
- 3) Continue to strategically develop the overall team competence and maximize their influence in achieving the vision.

"Diversity is the art of independently working together."
Malcolm Forbes

Independently

- You want diversity of Godly thinking on your team to hit upon the Godly solution.
- You look for individual and varying skills to complement your team with breadth and depth.
- God sends you a multitude of counselors with independent perspectives based on education and experience.

- You encourage and even orchestrate constructive conflict to get all the facts out on the table.

That said however, there are certain behavior constants.

Together

- You want commonality in values you have etched into the ministry.
- You want everyone marching in unison toward the achievement of the vision.
- You want mutual accountability in the conduct of core competencies.

Together every individual on your team should exhibit the following seven competencies:

- 1) Strategic thinking, 2) Teachable spirit, 3) Integrity
- 4) Interpersonal skills, 5) Entrepreneurial instincts,
- 6) High achievement, 7) Inspiration.

[Depth Charge Questions re: Teamwork]

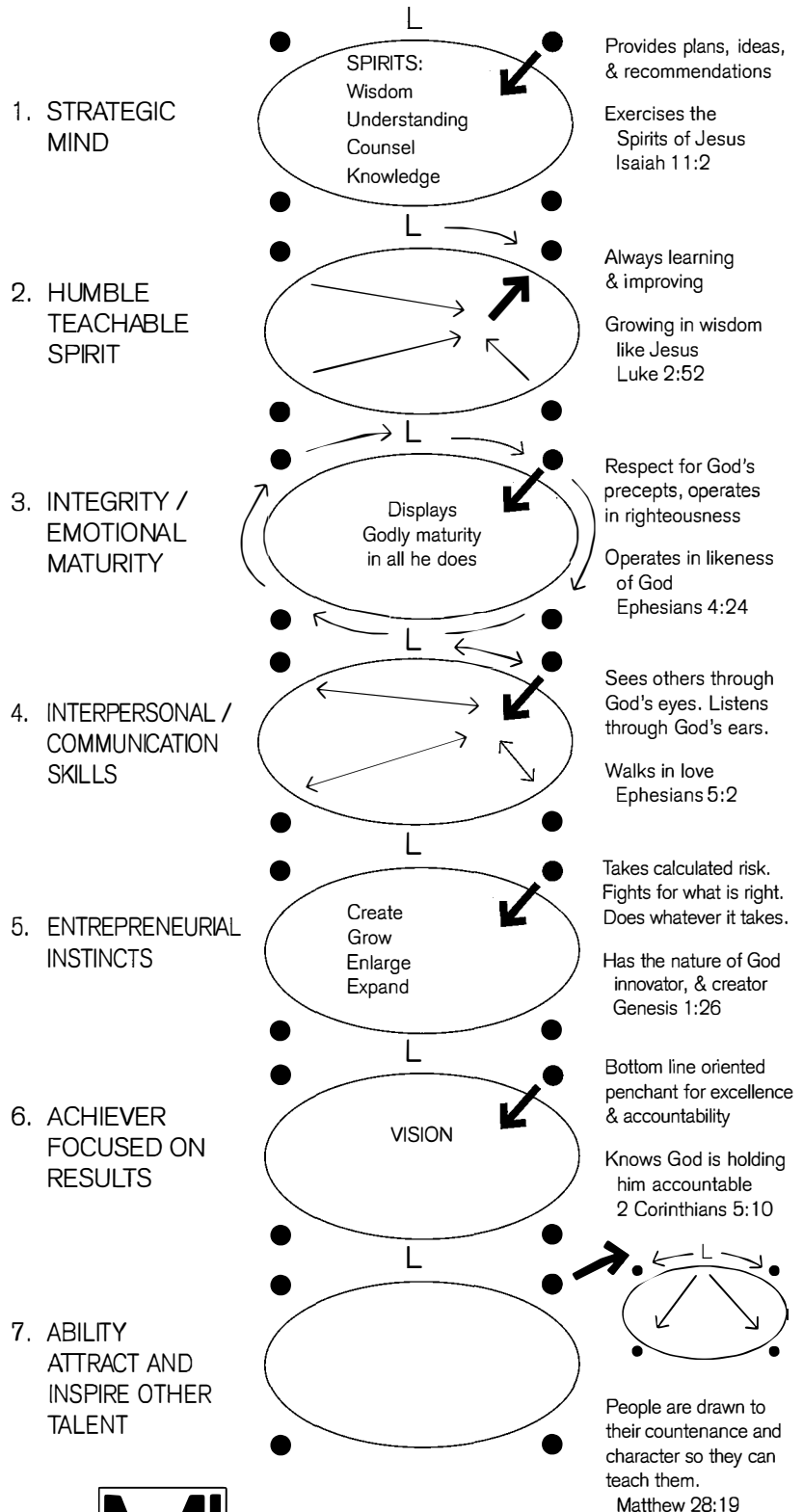
Q. How fervently do you ask, seek, provide opportunity and give responsibility to those God sends to find the core competency you need on your team?

Q. Since the need for upgrading competency is often the case initially as you build your team –how readily do you give responsibilities and how slowly are you to give titles?

Q. How effectively do you coach to establish behavioral expectations and to accelerate the attainment of increased competency levels?

REVIEW
Review Teamwork I and II until you are applying all that you know.

TEAM COMPETENCE



EXECUTIVE BRIEF**FACILITATING TEAMWORK**

The facilitator makes it easy, rewarding, exciting, and fruitful for the team to contribute and build together.

Facilitation is leadership. The leader is a facilitator. Facilitation is an art form cultivated overtime. The quality of facilitation modeling will determine the quality of other leader facilitators in your ministry.

Outstanding team work is proportionate to outstanding facilitation.



FOCUS

Teamwork IV

The Art of Making Teams Work.

Effective teams work the total involvement process. The key to the process is for the CEO to facilitate communication, partnership and relationship through effective dialogue, empowering others to act out the wisdom of the scriptures in Proverbs.

Outstanding communication yields outstanding ministry fruit, empowering others to take hold of the vision and run with it in tandem. This is the formula for outstanding teamwork.

The catalyst for outstanding teamwork is the facilitation capabilities of the CEO / leader.

To facilitate means to make facile or easy. Easy for team players because every team meeting leaves them more eager and better prepared to meet God's challenges.

The CEO must listen so as to disciple.

Facilitation is an art form.

The art of facilitation requires:

- Having emotional maturity
- Providing multidimensional leadership [i.e. compassionate, confrontative, humorous, etc.]
- Developing masterful communication skills
- Asking the perfect questions at the exact right times
- Maintaining focus on broad mandates vs. mini goals

Artful facilitation produces these results:

[Check yourself]

- Problems get surfaced and solved by team
- Barriers come down, so teamwork and unity flourish
- Personal accountability and performance improves
- People adapt to change more quickly
- People are motivated and do their best
- You survive

[Depth Charge Questions re: Teamwork]

Q. Do you facilitate your team meetings so well that what you do models what you expect to happen on every other team within the ministry?

Q. Do your people leave every meeting more eager and better prepared to help you build?

REVIEW

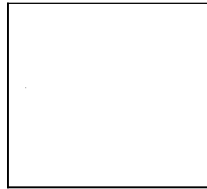
Review Teamwork I, II, III

COACHING

WHITEBOARD

FACILITATING TEAMWORK

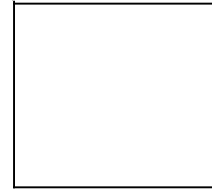
THE DYSFUNCTIONAL FACILITATOR



KEEPS TEAM PLAYERS
IN A BOX

- Issues arbitrary orders
- Controls and manipulates results
- Demands compliance
- Insecure. Unable to allow calculated risk
- Prejudges with limited assumptions
- Lacks confidence
- Rescues prematurely

THE ARTFUL FACILITATOR



LETS GOD'S PEOPLE GO

- Asks for opinions, solutions, plans
- Cultivates gifts. Provides safe climate for creativity & growth
- Develops commitment by conveying value and confidence
- Emotionally mature. Celebrates noble failure
- Seeks best in every individual. Opens them up to opportunity
- Confident they will learn & grow through involvement & experience
- Coaches, teaches, mentors through challenges

Causes and/or allows team players to get into situations from which they cannot escape except through thinking.

EXECUTIVE BRIEF**LEARNING THROUGH TEAMS**

Every team meeting is a learning laboratory.

The cross roughing of skills, spirits, failures, successes, experiences, perspectives, educations, accelerates the learning of every individual on the team.

Constructive conflict through God directed communication, encouraged by the leader, gets all of the facts out on the table. Then God can direct or orchestrate your steps.



Teamwork V

THE CEO / LEADER CREATES SITUATIONS WHEREBY TEAM PLAYERS LEARN FROM EACH OTHER

Learning takes place when the leader invests the time and emotional energy to engage those around him/her in dialogue, principally with one another.

The catalyst for establishing a learning culture throughout your ministry is the learning that is modeled and takes place on the CEO's team.

Your responsibility as CEO is to orchestrate your team so as to maximize the learning from one another. Your team is the proverbial multitude of counselors, to you as well as to each other.

Stop lecturing and minimize instruction. Instead, create ways to stimulate team teaching.

Team Teaching: The process whereby the team learning is achieved through the experiences, successes, failures, spirits and skills of each individual on the team.

Experiences -- Learning from the wealth of the sum total of education and study, work and events of each life on the team.

Successes -- Learning from shared favorable results called "Best Practices."

Failures -- Learning from mistakes of others. Together "celebrate noble failure," together also learn from the correction and coaching received by individuals in the team meetings.

Spirits -- Learning from the individual spirits of wisdom, understanding, counsel and knowledge on the team.

Skills -- Learning the beneficial tools, techniques, methods, approaches to problems and motivating people, etc., practiced by other team members.

- Do not ever let yourself or your team get to a place where you think you know it all.
- Learning compounds just like money. Stop learning and you stop going to another level.

[Depth Charge Questions re: Teamwork]

Q. How creative are you in stimulating "team teaching?"

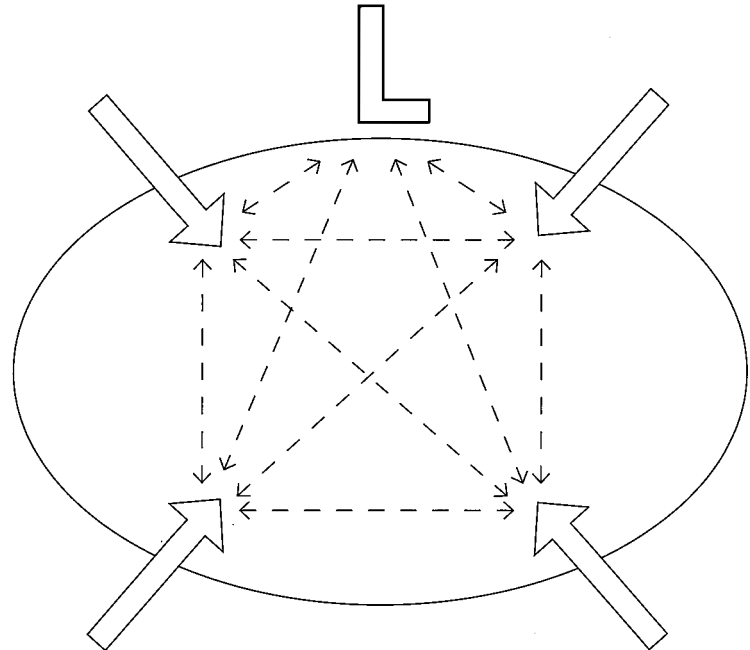
Q. To what extent are your people growing in wisdom and thereby in favor with God and man (you)?
Luke 2:52

REVIEW

Review Teamwork I, II, III, IV until you are applying all that you know.

LEARNING through TEAMS

The CEO/Leader creates situations where team players learn from one another



KEY ← - - - - - → = LEARNING

THE CEO/LEADER CHALLENGES

team learns from varying perspectives and approaches to creativity and problem solving.

THE CEO/LEADER EMPOWERS and STRETCHES

team learns how to handle more rigorous challenges the future holds.

THE CEO/LEADER SOLICITS

everyones learnings and encourages sharing of experiences (successes & failures)

IRON SHARPENS IRON

THE CEO/LEADER ENCOURAGES

shared wisdom, understanding, counsel and knowledge. Team learns to focus on development of others as well. Peer coaching, 'shared leadership'.

THE CEO/LEADER COACHES

individuals in front of team. Team learns from every situation.

EXECUTIVE BRIEF**BUILDING WITH TEAMS**

Learn how to build, establish what you build and have the precious and pleasant riches; the yield, the fruit, by skillfully leading a team to function as a building unit.

Focus on building. There is nothing in God's word, His leadership manual, about maintaining. God is a builder, creator, expander, enlarger, and innovator. As the leader you were created in His image, with His character. See to it that His people on your team have the opportunity to exhibit those same qualities for the fulfillment of the ministry mandates and their own personal fulfillment and destiny.

FOCUS

Teamwork VI

TEAMS ARE THE PRIMARY & FUNDAMENTAL BUILDING ENTITIES IN SUCCESSFUL MINISTRIES.

The CEO and team must be focused on building.

The team must have a building mentality. Team players must have the characteristics of God -- a creator, expander, enlarger, builder. Meeting agendas are established by working first and foremost on building priorities.

Relentlessly build. Delegate maintenance matters. Do not let maintenance issues, problems, distractions enter your meetings which should be designed for building.

The world system knows the key to building a profitable company -- find a need and meet it.
The key to building a profitable ministry is to find the ministry needs of our people and meet them.

Build your ministry one meeting at a time. Direct broad building mandates vs. mini goals. Design your meetings to build.

Teams are for building. Team players must have building attributes such as sharp strategic minds, entrepreneurial instincts, focus on results. They must be charged with the responsibility to build.

"Never doubt that small group of thoughtful, committed people can change the world, indeed it is the only thing that ever has." - Margaret Mead

Multibillion dollar corporations and multimillion dollar ministries build with teams.

Case Studies:

Avon. The world's largest cosmetics and toiletries company:

We met in the Plaza Hotel with a team of principals from merchandising, promotion, product development, sales and incentives, marketing and advertising to meet consumer needs thereby building average brochure/direct sales to 93 million dollars every two weeks (1979).

The Limited. The world's largest specialty retailer: We met as a team in the same manner to build from 120 stores to multiple divisions of thousands of stores in only five years (1985).

World Harvest Church/Breakthrough Television. Megachurch/world wide media and crusades: The executive committee team, executive leadership team and teaming up with the wisest counsel resulted in building a 500% ministry increase in six years (1997).

Relentlessly build.

[Depth Charge Questions re: Teamwork]

Q. How much of your time is spent on maintaining vs. building?

Q. What are the top three things that keep you from building? Eliminate them!

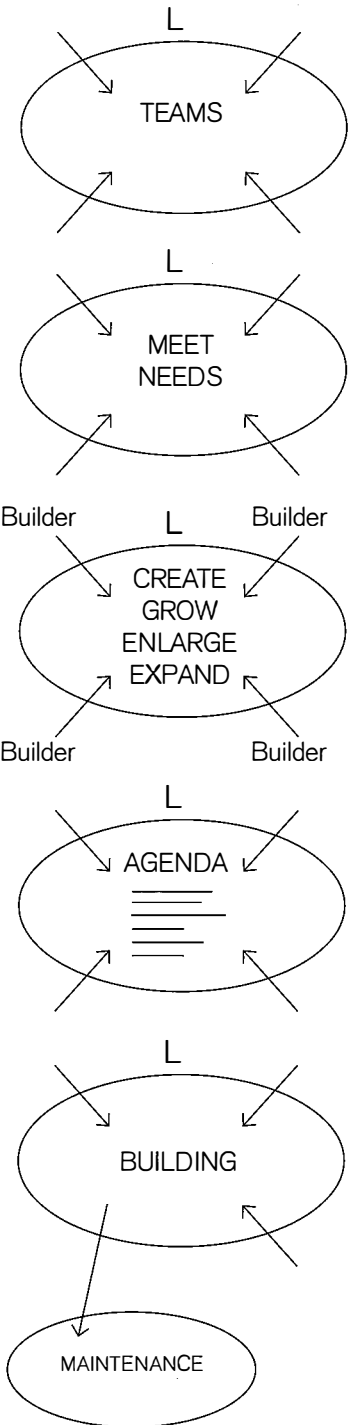
Q. How many of the tools you have been taught have you provided to your builders?

REVIEW
I. The Wisdom of Teams
II. Survival With Teams
III. Team Competence
IV. Facilitating Teamwork
V. Learning Through Teams and teach these to your building team

**MAXIMUM
CEO
COACHING**

WHITEBOARD

BUILDING with TEAMS



PRIMARY/FUNDAMENTAL BUILDING UNIT
CEO is architect. Team builds.

SUCCESS
Find needs and meet them.
[Team provides facts]
[Team builds opportunity plan]

TEAM PLAYERS HAVE BUILDER MENTALITY:
Sharp strategic mind
Entrepreneurial instincts
Focused on results.

AGENDA:
Building Priority #1 _____
Building Priority #2 _____
Building Priority #3 _____
Building Priority #4 _____
Building Priority #5 _____
[Priorities = building efforts requiring greatest amount of focused time, effort, resources]

DELEGATE MAINTENANCE
Eliminate minutia.
Stick to broad building mandates.
BUILD RELENTLESSLY



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

RATCHET UP

You cannot ratchet up anything if you are out of position.

7 Determinates in proper positioning:

Where you position yourself as a leader is critical in determining productivity, execution, the achievement of all God's mandates on His schedule.

Where you position yourself as a leader is critical in determining the leader's level of intimacy with God and family and the quality of one's personal life.

Where you position yourself as a leader is critical in determining how effectively and efficiently you will meet the needs of God's people entrusted to you.

Where you position yourself as a leader is critical in determining the level of protection on the tangible anointing of His presence and the supernatural of God in your midst.

Where you position yourself as a leader is critical in determining the achievement of the vision and ultimately the fulfillment of the mission for which you and your ministry were created and designed.

Where you position yourself as a leader is critical in determining the level of effective coaching, teaching, training and mentoring of those entrusted to you.

Where you position yourself as a leader is critical in determining the level of discipleship for future generations of leaders; the establishment of succession and a lasting legacy.



FOCUS

Many of the functions of various tools from a tool kit are representative of the functions required by executives in leading an organization

Ratchet Up

The responsibility of the CEO is to ensure that forward progress is maintained at all times.

The CEO is the catalyst that determines ministry wide productivity and consistent upward movement to new levels.

As in the proper utilization of the ratchet tool; it is the ability of the CEO to 1) exert constant pressure to produce escalating results while 2) putting mechanisms in place to prevent the loss of progress gained. Ratchet up and do not release.

The principle of a ratchet is exhibited in a tire jack or a yachting winch for example.

With a tire jack, pressure must be applied to go to new heights without dropping to previous levels. With a yachting winch, tighter efficiency is gained while holding fast. Similarly, if your ministry is to go to new levels you must prevent reversal of progress made.

To ratchet up to new levels:

The CEO must apply constant pressure until the next level is obtained (Reciprocating lever). Then reciprocally pressure is exerted again immediately until the next level is obtained, so as not to remain stationary.

The CEO then executes and places various functions and methods in place (pawl) to ensure ministry does not fall back/regress.

The next Coaching lesson will answer the questions:

How is pressure applied?
(Ratchet - reciprocation lever)

How is regression prevented?
(Ratchet - pawl)

[Depth Charge Questions re: Ratcheting]

Q. On a scale of 1 - 10, how consistently and effectively do you apply pressure to obtain increased productivity levels?

Q. What mechanisms do you have in place to ensure there is no reversal of progress made?

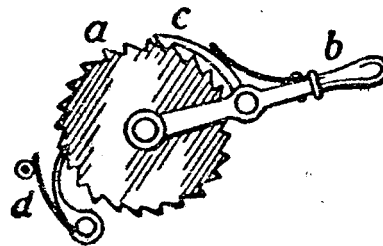
REVIEW

- Direction setting
- Evaluation

MAXIMUM CEO COACHING

WHITEBOARD

ratchet



a Ratchet Wheel; b Reciprocating Lever; c Click, Pawl, or Ratchet for transmitting motion; d Pawl, for preventing backward motion.

Tool Utilization:

This tool will keep your ministry moving forward advancing to higher levels and prevents your ministry from going backwards. It's principal components are a lever for applying reciprocating pressure and a pawl for preventing reversal.

Tool Operation:

A ratchet is a tool designed for going forward/upward with the capacity of ensuring that progress is maintained with no reversal of movement.

- a. A circular wheel having teeth with which a reciprocating pawl engages.
- b.c. Reciprocating lever to which when pressure is applied transmits motion and propels
- d. A pawl, click or detent which engages to prevent reversal of motion.

Product Endorsement:

"I fell asleep at the helm, so to speak for several reasons. The functioning of this tool - focused pressure and preventative backward motion - put us back in a growth mode. Without it the results cn be a-pawl-ing (Get it?)"

Pastor (la la land)

Warranty:

Guaranteed to work only if used.

Not responsible if not used.

WARNING

Caution: This tool will not work if not used.

**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

JACK IT UP

"We worked extremely hard all year, yet we have nothing to show for it."

I hear that comment from so many Ministry CEO's who have worked feverishly 24/7, yet due to lack of bottom line focus and too infrequent evaluation, fail to execute their God given priorities. Execution replaced by high activity levels. High activity levels but poor results.

The mark of a CEO or any leader is execution. God is interested in a return on investment (R.O.I.), the bottom line. Jesus walked away from needs all around Him to focus on the Father and His primary purpose.

After executive coaching with a pastor, I drew a cartoon depicting a ministry CEO at the table speaking to his team: "Now that we worked like crazy all year long, meeting everyone's needs, fixing every crisis and chaos, does anyone remember what it was God wanted us to accomplish?"

Take Heed.

Do not slip back into old ways! Old patterns! Old habits! It is so insidious. Watch out!

Get rid of leaven! What are you putting up with that you know must go?

Do not become lax and lose your momentum and that of your team.

Get your primary purposes done.

Do not regress.



FOCUS

Jack it up

Past performance is not an indicator (guarantee) of future results (success).

One of the challenging requirements of any CEO is to consistently maintain advantage. To add value. To lead consistent success vs. periodic success.

'Relentless' behavior (functioning in the CEO job description) is required to compound effectiveness and growth.

Consistent success requires consistent effective leadership. As demonstrated by 1) consistently leveraging pressure and 2) consistently preventing regression.

How is pressure applied?

(Ratchet - reciprocating lever)

- Team meeting agendas contain only priority (ratchet up) items.
- provide only macro building directives, not mini projects and 'maintenance' matters.
- Redirect continuously. Provide midcourse corrective or expansion directives.
- Coach, teach, train and mentor.

How is regression prevented?

(Ratchet - pawl)

- Stay on point; on task; on the case.
- Provide solid, deep, penetrating meeting preparation, not just a casual glance at your work.
- Watch for, eliminate, or compensate for:
 - Tiredness and illness
 - Subtle loss of interest
 - Other lessor priority distractions
 - Crisis and chaos
 - Discouragement, despondency, depression
- Ensure team players watch for, eliminate and avoid any form of regression!
- Encourage team players to be your advocate. Give them a 'safe harbor' to speak into your CEO life to assist you in staying on task.

To ensure steady, consistent, effective levels of achievement and to prevent falling back and any form of regression, each waking day you must:

- Regain your ministry
- Reposition yourself as the CEO
- Reenergize your team

Seize every moment... be relentless.

[Depth Charge Questions re: Jacking it up]

Q. How effectively do you prepare for your team meetings? (pressure application)

Q. How have you creatively designed and implemented ministry fail safe evaluation methods? (regression prevention)

REVIEW

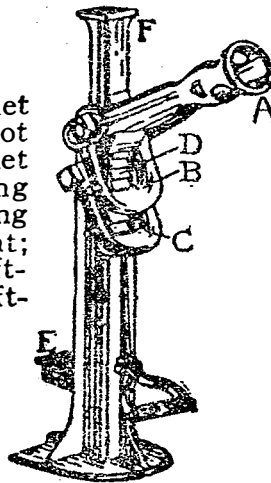
- Restudy "Ratchet Up" coaching lesson from last month.

MAXIMUM CEO COACHING

WHITEBOARD

jack

Jack, 11 (Ratchet Jack with Foot Lift). A Socket for Elevating Lever; B Lifting Pawl; C Detent; D Rack; E Lifting Foot; F Lifting Head.

Tool Utilization:

This tool will keep your ministry moving forward, advancing to higher levels and prevent your ministry from going backwards. It's principal components are a lever for applying reciprocating upward pressure and a pawl for preventing reversal.

Tool Operation:

A ratchet is a tool or portable machine for exerting great pressure, or lifting a heavy body through a distance.

It consists of a notched bar with an elevating lever and a lifting pawl as well as a pawl, detent, rack for holding and preventing reversal of lift motion.

Product Endorsement:

"If I'm not jacked up, my people and ministry won't be either. I'm jacked up about it and highly recommend this tool! Don't go without it - it's like running on a flat tire!"
(Pastor, Anywhere)

Warranty:

Guaranteed to work only if used.

Not responsible if not used.

WARNING

Caution: This tool will not work if not used.

EXECUTIVE BRIEF**ORGANIZE FOR SUCCESS**

Your ministry must be designed in accordance with the mandates God directs. Not the skeleton crew of warm bodies you manage to keep and train.

Every function and sub function under every mandate must be constructed organizationally under, and driven by great talent.

The principle driver of ministry performance is great talent operating within a properly architected organization of functional elements.

Outstanding talent development, placed within the best structure, yields outstanding results.

We all know people are your ministries most valuable and important asset, but how you steward the people process is what will solidify peak performance. Leading is relationship based.

Making the behavior of talent a strategic challenge and responsibility and evaluating the behavior and results of human capital is critical. High levels of performance take place when the leader invests the time and emotional energy to engage those around him in dialogue that faces reality, produces constructive conflict that produces results.

Talent drives performance. Undeveloped and insufficient talent is the single greatest constraint to growth. Talent is the gating factor. Talent in a poorly designed organization is wasted. Extremely wasteful. Talent properly organized is productive. Extremely productive.

When we perform, by successfully doing what we plan.....then new and ever increasing performance levels are required and an ever changing and expanding organization chart is required.

Work the people strategy with the optimum structure.

FOCUS

WHITEBOARD

Organize Your Ministry For Success

The ministry organization chart should be designed according to the steps illustrated on the white board to the right.

Most ministries chart their organization improperly, by the limited number of people they retain and train....rather than by God's directives.

When you architect your people placement chart according to the mandates God has uniquely required of you and your ministry, you will initially have empty position boxes all over the place.

Design a Human Resources Strategic Organization Plan

With the HR chart properly designed you will have a clear picture of where you are deficient and what your manning priorities are. Then, by facing reality you will be inclined to focus on fixing the voids.

Make staffing the empty boxes a priority with your team. Force the discipline by monitoring staffing progress frequently.

Begin by staffing the highest empty boxes first, as they are the higher priority leadership positions in your ministry.

I. [A BOX FOR EVERY FUNCTION]

Break down every God given mandate into its subcomponent responsibilities or areas (i.e. evangelism: outreach evangelism; event evangelism; one on one evangelism; evangelism training, etc. etc.) as God has directed.

II. [A NAME IN EVERY BOX]

One leader should be placed in only one box eventually. Work your way out of having a person in multiple boxes. Every person will have two team meetings. One meeting with the supervisor and one with those entrusted to him/her. A leader in multiple boxes requires an inordinate amount of meetings.

III. [A TEAM UNDER EVERY NAME]

Leaders cannot lead unless they have teams under them. The team leader directs and oversees all of the functions. The team leader leads multiple functions.

Team members are individually accountable to lead their assigned sub functions. (See i.e. children's ministry example to the right.)

The organization chart is a living entity - prone to changing frequently as the ministry grows and God's mandates are added.

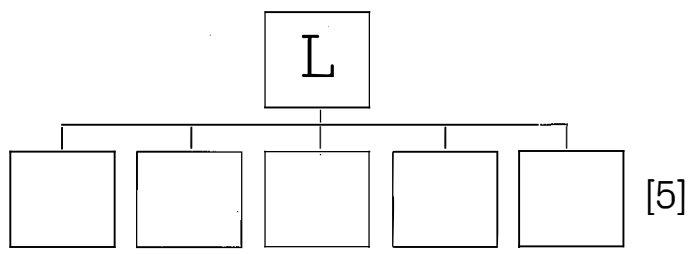
[Depth Charge Questions re: Organization]

- Q. Are all of your mandates now being charted, God directed or just good ideas?
- Q. Are you modeling and teaching your leaders how to be effective team leaders? (i.e. meeting design, the art of facilitation, etc.)
- Q. Have you and your key leaders planned clear directives and stretch assignments to make teamwork a meaningful and productive experience for the players?

Next Coaching Session:

- I. How to staff the voids (empty boxes) in your organization chart
- II. Designing for depth and consistent growth
- III. When to ensure your organization chart will remain intact for the next season

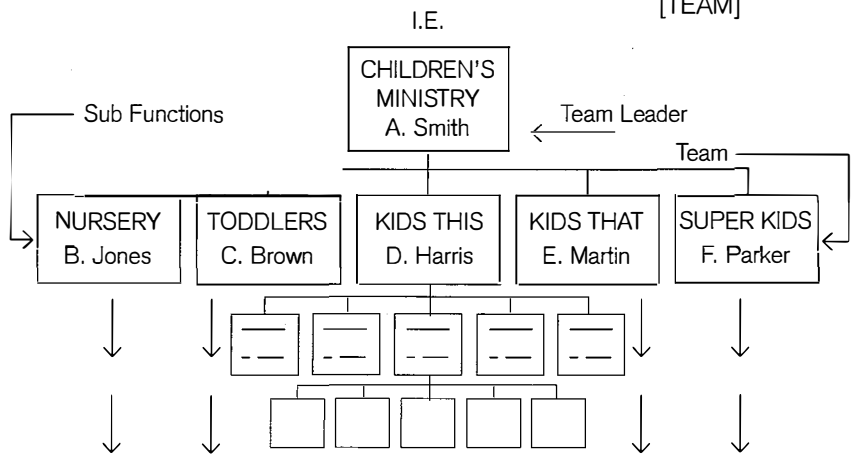
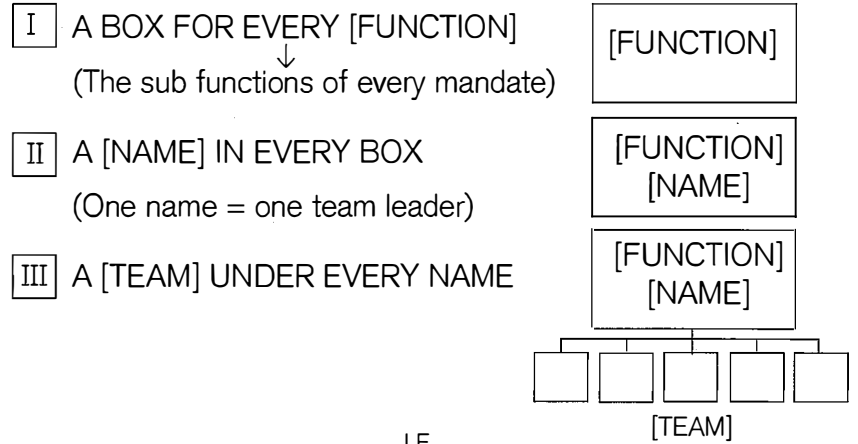
ORGANIZATION CHART



[EVERY LEADER IN THE MINISTRY HAS A TEAM OF NO MORE THAN FIVE]

ORGANIZE YOUR MINISTRY BY GOD'S MANDATES

(not by the skeleton crew of warm bodies you manage to keep and train)



**MAXIMUM
CEO
COACHING****EXECUTIVE BRIEF****STAFF FOR SUCCESS**

Once your organization chart is properly designed you will find an acute shortage of talent. There is not a ministry anywhere that has too much talent, too many leaders. As you accomplish more He adds more to accomplish.

Your challenge of attracting and upgrading talent to fill the empty boxes never ends. Get started by keeping more through assimilation. Get entry level leaders by developing and refining your leadership pipeline. Get depth of leaders by developing a leadership engine, where more leaders are developing more leaders to fill more boxes. Get more leaders to become generalists capable of leading multiple boxes.

In your meeting you now stare at the correct organization chart of so many holes on the table before you and your team. Insufficient leaders. Not enough names for the boxes. Empty boxes are everywhere. So many holes in the chart. Every time you meet you have reality staring your team in the face. That's good. Now they can make a change and start filling the holes on their teams and down line. Staffing for success every meeting at a time.

Leaders drive the action, force the discipline, ride herd, make it happen! Fill the holes!



FOCUS

WHITEBOARD

COACHING

Staff for Success

Upon designing your Human Resources Strategic Organization Chart properly in accordance with God's mandates, you will encounter the problem of insufficient manpower to staff the chart. This is the result of years of dysfunction.

The pre-requisite to staffing your Organization Chart and filling the boxes that have no names (holes), is to correspondingly have in place an assimilation plan to keep more of the people God sends and to have in place a leadership pipeline to train more of the ones you keep.

Ensure that you have built an effective assimilation, discipleship and restoration process to significantly increase your assimilation rate and have it increase every year.

Architect a leadership pipeline to train and develop leadership ministers, making them more valuable for God for His work and ensuring you are achieving God's mandates, building a leadership engine and leaving a lasting legacy.

STEP:

1. Place top leaders on your highest priorities

Effective CEO's understand the importance of continually seeking to have their top personnel assigned to the highest priorities.

Priorities are those areas requiring the greatest amount of change.

Establish and direct priorities in rank order by the ministry performance facts you obtain in conjunction with what God directs. These will be areas where performance results and/or expected behavior needs the most significant improvement.

As God increases your mandates with new directives and responsibilities, you do not go wider in organization by adding more than five direct reports. You must go deeper, and your top team must take on more areas of leadership responsibility.

That is why it is imperative that you groom 'generalists' in your leadership — individuals who can lead a multitude of mandates. For example: If God gives you twenty mandates, your five direct reports would be required to lead on average four mandates each. To go the distance with God, you cannot afford to have 'specialists' on your team that are only capable of leading one area of responsibility. Build Generalists.

Generalists:
Leaders who impact all—the whole or the entire ministry. Leaders who have been broadened in scope and therefore capable of influencing multiple aspects of the organization; not limited to one area of leadership.

Training, stretching and stewarding your human resources effectively is a critical, on-going, never ending CEO responsibility.

[Depth charge questions re: Staffing]

Q. Have you determined God's priorities for your ministry and your leaders?

Q. Have you clearly articulated and directed those mandates to your leadership teams?

Q. Will you develop 'Generalists'?

REVIEW
I. Organization Chart Coaching (last month's lesson)
II. Teamwork III Coaching Lesson: Core Competency for Staffing

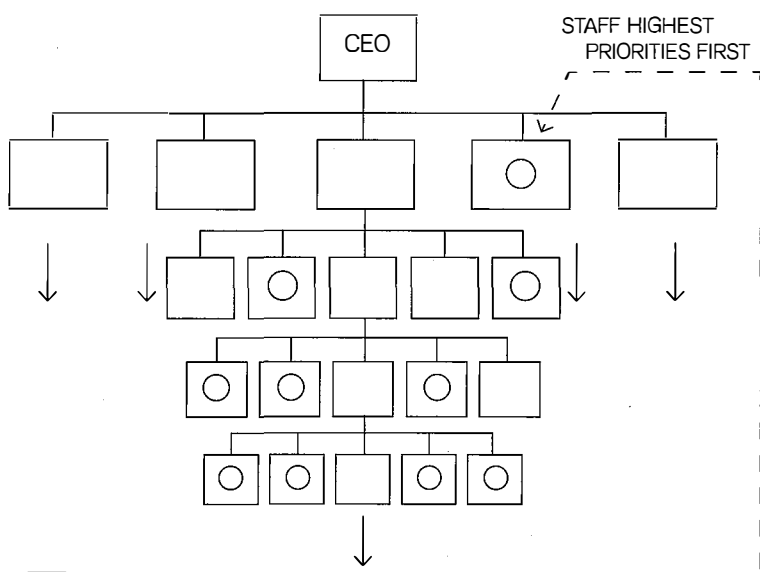
Next Coaching Sessions:
Staff for Success (continued):
Steps to filling boxes #2, #3 and #4.

ORGANIZATION STAFFING

(HOW TO FILL THE BOXES)

Requisites

KEEP MORE OF THE ONES GOD SENDS.
TRAIN MORE OF THE ONES YOU KEEP.



1. **TOP LEADERS ON HIGHEST PRIORITIES** - - - - -
Fill those areas needing the greatest amount of impact / change. Develop generalists.
2. **UTILIZATION**
Evaluate and steward your best resources for maximum ministry effectiveness and growth.
3. **HIGH POTENTIALS**
Ask. Seek. Fast Track. Assign to short term special projects, task forces to obtain research, plans; and to evaluate their effectiveness.
4. **RE-RECRUIT & RE-ENLIST**
Get the facts. How many are doing the work of the ministry? Turn the (20%) problem into an (80%) opportunity.



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

UTILIZE FOR SUCCESS

Leadership is the stewardship of those entrusted to our care.

All people were created to want to contribute to something significant. It's in everyone's DNA. God put it into everyone saved or unsaved.

They did a survey in the world's system, in secular corporations. They wanted to know what was the second most important thing to people in the workplace next to money. The survey results: money came in second, number one was please give me something of value to contribute to. How much more valuable is serving the Lord, but placed and utilized in a valuable way.

Our job as leaders is to help everyone find a place in the organization chart, either leading or on a team in the system, working the Proverbs process, where their value is maximized. Thereby the joy of contribution is maximized and their progress toward their destiny is happening.

The leaders job is to help God's people understand the above and help them make the big 'crossover'. On average 80% of God's people, your congregants, do not want to 'crossover' to serve, then lead, then lead more. Why? There is fear in crossing over, fear of the giants on the other side of the Jordan. Like what? What are the giants?: Fear of failure, mistakes, having to learn new things, build new relationships, and on and on.

Leading is about development and refining the ability to lead people where they don't want to go, do what they don't want to do. Helping them 'crossover'. Then maximize their utilization. It's called discipleship.



FOCUS

WHITEBOARD

Staff for Success II

Leadership is the stewardship of those resources entrusted to you.

One form of stewardship is coaching, teaching, training, and mentoring those God provides, to make them more valuable for His Kingdom work.

Another form of stewardship, which goes hand in hand with the first, is the effective utilization of those entrusted to you.

Proper utilization of people resources means continually seeking to place people in positions of responsibility commensurate with their improving capabilities.

Leadership is about the art of moving people out of their comfort zone, stretching them for maximum contributions to God's work and personal growth, value and enrichment.

Effective CEOs constantly seek to advance the responsibilities of their personnel as they advance their personnel in learning (expertise, spiritual maturity, ability to lead).

[Case Study: Under-utilization]

Typically in ministry these scenarios are prevalent.

A young businessman or a young lady professional complete membership and begin in service. He served as an usher, she as a nursery worker. The young businessman runs a \$300,000 company and the young lady just passed her bar exam.

Eight years later the businessman is running a \$3,000,000 company and the lady attorney just became a partner in her law firm.

Problem: these two individuals obviously know how to build an organization and lead and relate to people. The church is suffering from being understaffed in expertise and in dire need of help in building ministry effectiveness and handling growth. Yet these two are still ushering and rocking babies. Many others can do what they are doing and they are way under-utilized.

STEP:

- 1. Steward your people resources to maximize their contributions

Obtain a list of all people serving in your ministry.

Have your team evaluate the list to determine which individuals are under-utilized. Many of your people have grown in competence, spiritual maturity and skill levels over time and are under-utilized in their current positions.

Reposition your people as appropriate for maximum utilization. Effective CEOs steward their resources to maximize their effectiveness and growth.

- Organize to put your top people on "turn around" assignments.
- Organizations change frequently as growth occurs and God's mandates are added.
- Set your Organization Chart prior to your Strategic Planning Advance so your leaders and teams will implement and stay with (3 - 6 mos.) the plan they developed.

[Depth charge questions re: Staffing]

Q. How aggressively are ministry personnel being groomed for increased utilization?

Q. Do you provide stretch enrichment opportunities for them to learn?

Q. Do you challenge your team to release their personnel for greater overall ministry utilization?

REVIEW

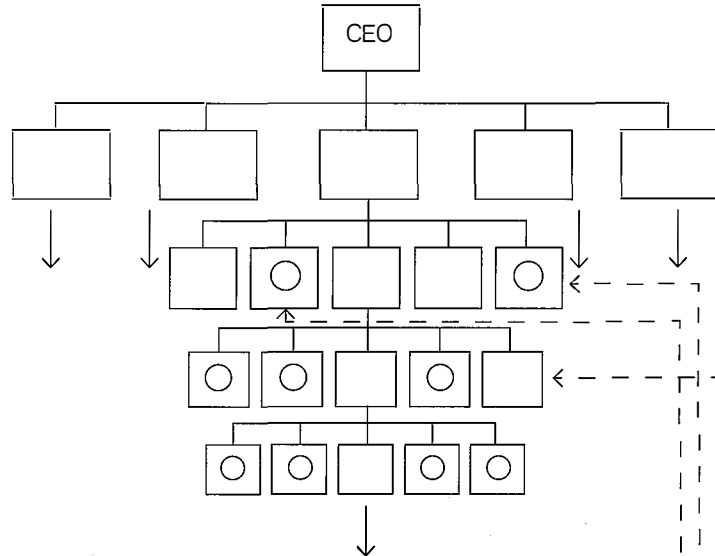
I. Staff for Success I (first in this series--last month)

Next Coaching Session:

Staff for Success (continued): Steps to filling boxes #3 and #4.

ORGANIZATION STAFFING

(HOW TO FILL THE BOXES)



- 1. TOP LEADERS ON HIGHEST PRIORITIES
Fill those areas needing the greatest amount of impact / change. Develop generalists.

- 2. UTILIZATION
Evaluate and steward your best resources for maximum ministry effectiveness and growth.

List of all personnel with any level of responsibility



Evaluate capabilities and place in positions of increased responsibility (Fill the holes)

- 3. HIGH POTENTIALS
Ask. Seek. Fast Track. Assign to short term special projects, task forces to obtain research, plans; and to evaluate their effectiveness.

- 4. RE-RECRUIT & RE-ENLIST
Get the facts. How many are doing the work of the ministry? Turn the (20%) problem into an (80%) opportunity.



EXECUTIVE BRIEF**HIGH POTENTIALS**

Your ministry will take a giant leap forward when you obtain a 'superstar' on your team. They will set an example for what you are trying to achieve and will attract other excellent players.

When the Chicago Bulls basketball team regularly won championships, the coach, Phil Jackson, was asked, "What was the key?" "Michael Jordan, right?" they stated.

"Yes, but not for the reason you may think." he replied.

"Not for his scoring?"

"No." Jackson replied.

"Not for his playmaking?"

"No again."

"Must be his defense then?" they inquired.

"No yet again."

Jackson responded to the confused reporters, "He was my coach on the floor. He executed my direction, the game plan, the way I wanted us to play. He was the role model, the prototype player and he ensured that the rest of the team modeled what I expected. He also worked relentlessly to learn and elevate his play. He set an example for the team being the last out on the floor in practice shooting free throws and the first and last in and out of the weight room." "He did whatever it took to win!" Jackson closed.

Get a 'superstar' on your team and others will follow.

FOCUS

WHITEBOARD

Staff for Success III

This lesson in the staffing series, strongly encourages the CEO to utilize the high potential people God sends to address specific needs in 'building' ministry effectiveness by placing them on assignment teams to fast track evaluation and responsibility positioning.

Diligently, constantly and aggressively seek to capitalize on the high potential people God sends.

STEP:

3] Ask, seek, position high potentials

You have not because you ask not, seek not. Fast track high potentials. Effective CEO's place individuals with education, experience, skill levels and proven success in positions of value. Value to you, the CEO, value to them in serving the Lord and to evaluate their capabilities and effectiveness.

Place them on short term, meaningful assignments (special projects/ task forces) and watch most flourish. Watch them want more responsibility to help you more. Position them accordingly, clarify the assignment with the stipulation that God and you make the final decisions. Ask them, "Can you live with that?" Get an agreement up front.

Have a mindset to grow your ministry with a 'builder' mentality vs. maintaining and micro managing. You must have 'builders' on your team.

A few of the impediments that keep you from including high potentials to help you build are:

- Fear they will see that you are not perfect or don't have the business acumen they have. You have exactly the right qualities and capabilities to lead, that is why God chose you and not them!
- You are concerned they may run 'rough shod' over you or the sheep. Don't put them with the sheep on their first assignments and tell them the rules as stated above. God approves everything!

What is a high potential?

Individuals God sends who have a proven track record in the world's system or in other ministries of displaying the core competencies of: sharp strategic mind, humble and teachable spirit, integrity/emotional maturity, interpersonal communication skills, entrepreneurial instincts, focus on results, ability to work with and inspire other top talent.

How can they help?

Place them on a specific assignment in which their gifts and experiences can solve macro-ministry issues and problems and turn them into opportunities.

These assignments can be called a special project or a task force. The assignment is for a short duration (3-6 months) and they report and interact only with you and/or your team.

What could they do?

Identify real ministry short-term priority assignments in areas needing the greatest change for improvement (i.e. assimilation, discipleship rate). Put them on a short-term team with four other high potentials.

Have them take and address the following steps:

- 1) Research the issue (get the facts)
- 2) Analyze the facts (apply common sense as to why the facts exist)
- 3) Plan the opportunity (develop wise plans to build effectiveness)

What will this accomplish?

- Quickly turn major issues and problems into effective solutions.
- Quickly evaluate attributes, compatibility, spiritual maturity, etc. of apparent high potentials.
- Quickly develop a cadre of individuals who see value in their contributions, feel the rewards of service, and wish to continue contributing in some future capacity

[Depth charge questions re: Staffing]

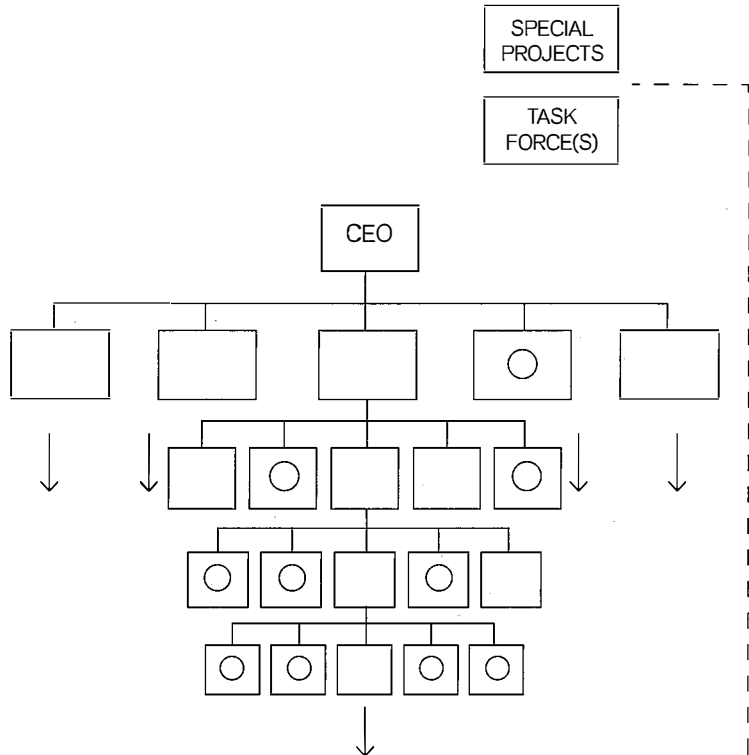
- Q. Will you overcome the reluctance to allow core competence to help hold up your hands?
- Q. Will you obtain the facts, identify the key ministry building opportunities and creatively select, provide direction and establish special project/task force teams?
- Q. Will you provide direction, expectations and rules for the conduct of same upfront and gain their commitment to same?

REVIEW

- I. Staff for Success I and II.
- Next Coaching Sessions:
Staff for success (continued). Step to filling boxes #4.

ORGANIZATION STAFFING

(HOW TO FILL THE BOXES)



1. **TOP LEADERS ON HIGHEST PRIORITIES**
Fill those areas needing the greatest amount of impact / change. Develop generalists.
2. **UTILIZATION**
Evaluate and steward your best resources for maximum ministry effectiveness and growth.
3. **HIGH POTENTIALS**
Ask. Seek. Fast Track. Assign to short term special projects, task forces to obtain research, plans; and to evaluate their effectiveness.
4. **RE-RECRUIT & RE-ENLIST**
Get the facts. How many are doing the work of the ministry? Turn the (20%) problem into an (80%) opportunity.

EXECUTIVE BRIEF**THE PARETO PRINCIPLE**

When leaders are out of position major mistakes are made and major opportunities are missed.

A major mistake is that conceivably 80% of your congregants are not serving God at all. Consequently 20% of your people are doing most all the work, are over worked, many serving in numerous areas, many frustrated, proper time with God and family are sacrificed and in some cases we may be bordering on abuse.

What is your Pareto principle? Most leaders do not have this fact. It is a key indicator of failure. Make it an opportunity for success.

We are to perfect the saints for the work of service. Ephesians 4 does not give a percentage. It does not say 20% of everyone should be perfected. Everyone disciplined to be of value for God.

The 80% are the 'birds in the hand'. Some never took the opportunity to be disciplined to qualify for service; some qualified but never stepped into service or were 'on boarded' so poorly that they quit. Some qualified, served, became quite valuable but had to drop out for a season and were never invited back.

A huge opportunity exists in directing the development of a plan to re-recruit, re-enlist and re-assign. You have not because you know not, ask not, seek not and involve not.

FOCUS

WHITEBOARD

Staff for Success IV

The Human Resources Strategic Organization Chart provides you with an HR staffing plan and target upon which to place priority emphasis to staff for depth.

With the HR Organization Chart properly designed and in place, the staffing requirements begin, but they never end.

Effective CEO's know that staffing for your initial progress and continued growth requires relentless focus and driving. Growing organizations never arrive.

You have learned to work steps I, II and III. You now have the opportunity to capitalize on the massive resources in your midst that go untapped year after year.

Step:

4. Direct the development of plans to recruit, re-recruit and re-enlist those doing nothing.

You have so few people carrying the weight of the entire ministry. Hence, you have a lot of people doing nothing for God - an untapped, undeveloped resource sitting in most services year in and year out.

What is your Pareto Principle? How many of your people are doing virtually all of the work? (20% doing 80%). What are your facts?

Obtain the facts. Have your team evaluate the leadership pipeline to determine all the areas of weakness - all the areas where people 'fall out' and become lost sheep.

Effective CEOs do not try something once and then forget about it. You must get the facts, find out why past activities were unproductive, and direct the development of initiatives that work and will favorably impact past failures.

What is the plan to get more to serve?

- Direct your team to find out the facts.
- Cause your team to face the factual reality.
- Direct the development of plans to address issues.
- Approve the measurable goals (quantity and time) developed by your team.
- Approve and monitor consistently.

Turn a 20% issue into an 80% opportunity

- Recruit and enroll more newcomers into membership (qualification to serve)
- Recruit and enroll more existing congregants into membership (qualification to serve)
- Ensure everyone qualified is properly placed into service
- Ensure they are still serving down the road
- Re-enlist those that served previously

To whom much is given, much more is required. A growing organization is constantly changing to accommodate new mandates and greater challenges.

Work the four steps taught in the four part series with diligence.

The staffing process never ends. Effective CEOs make staffing changes for success a consistent focus and priority. They study the need for change on a regular basis.

[Depth charge questions re: Staffing]

Q. Will you direct your team to diligently and expediently address and plan staffing Step 4?

Q. Will you relentlessly, in every leadership team meeting, review plans, monitor progress, direct improved results?

Q. Will you continue to do so until all the holes are filled and the depth for your continued success, leadership engine and legacy are obtained?

REVIEW

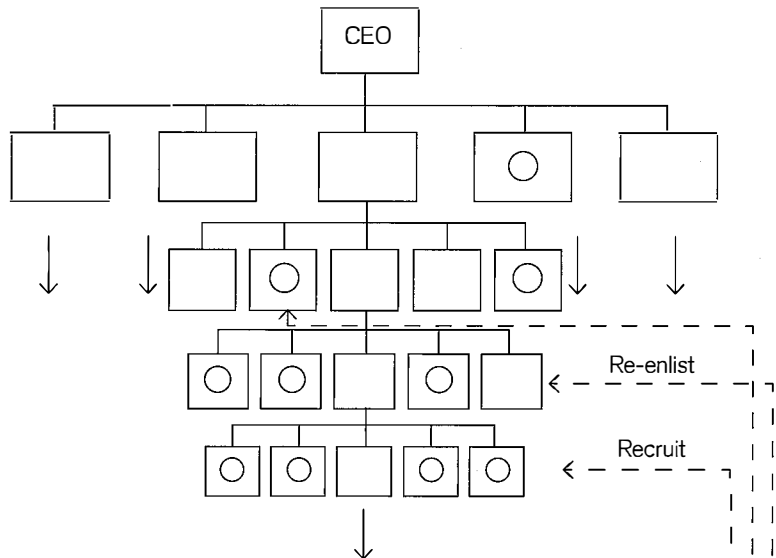
Staff for Success I, II and III.

ORGANIZATION STAFFING

(HOW TO FILL THE BOXES)

Pre-requisites:

KEEP MORE OF THE ONES GOD SENDS.
TRAIN MORE OF THE ONES YOU KEEP.



- 1. TOP LEADERS ON HIGHEST PRIORITIES**
Fill those areas needing the greatest amount of impact / change. Develop generalists.
- 2. UTILIZATION**
Evaluate and steward your best resources for maximum ministry effectiveness and growth.
- 3. HIGH POTENTIALS**
Ask. Seek. Fast Track. Assign to short term special projects, task forces to obtain research, plans; and to evaluate their effectiveness.
- 4. RE-RECRUIT & RE-ENLIST**
Get the facts. How many are doing the work of the ministry? Turn the (20%) problem into an (80%) opportunity.

MAXIMUM CEO COACHING

EXECUTIVE BRIEF

GENERATE GENERALISTS

Great people are the result of a strategic process of continual improvement.

Every activity is conducted for maximum talent development and performance, to give people general discipleship, varied and unspecialized.

Have A Value Standard for Continuous Improvement.

Create a culture in your ministry where the criteria for successful performance are continually applied learning and improvement. Excellent performance carries with it increased responsibility to keep pace with ministry growth, demands, volume, sophistication and complexity. It gets worse. We must keep getting better.

Establish ministry criteria and a plan for high performance in which people are prepared to become more valuable to God and to be sent to continually greater responsibility for Him within the ministry or six time zones overseas.

Have Constant Assessment & Coaching

Lead performance in a learning culture. Change comes when one is caused to face reality through relentless and incessant assessment and coaching.

Have the mindset that everything you do is coaching. Teaching is at the heart of development. Have a disciplined development process. Always seek those teachable moments.

Never let a real time coaching opportunity slip by. Take advantage of every teachable moment by being straightforward, eyeball to eyeball honest at all times. Honesty, relentless honesty in feedback.

The coaching, teaching, training and mentoring focuses on exploiting outstanding performance by implementing:

Stretch Enrichment Assignments (Placing 'A' players on the toughest, highest priority responsibilities)
(Giving all the players you can more responsibility)

Perspective Broadening Experiences (Allow 'A' players to face higher level realities and be involved in more macro issues)

Example Setting Exposure (Let 'A' players exhibit the standard you establish and take others to higher levels of performance) (Put 'A' players in positions to replicate their example in others.)

Generate Generalists.

Generalists can lead anything and any number of things.



MINISTRY
INSTITUTE

FOCUS

Generalists

Generalists, not specialists, are key to sustained growth and a lasting legacy.

[Generalists are those who become increasingly capable of handling all that the future will bring.]

God is always seeking to expand and enlarge our reach and effectiveness with His people. To whom much is given in ministry, much more will be required. Hence, the CEO's leaders must continually and broadly increase in capability and competence to shoulder more of the added weight to lead increasing areas of responsibility. Their learning, therefore, must accelerate in becoming more widespread and universal.

Specialists on the other hand, are those that remain in only one area of responsibility and are developed one dimensionally—generally because they are unwilling to be stretched for greater impact for God.

[Specialists must eventually, as you grow, report to a generalist.]

Specialists cannot broadly develop others. Specialists debilitate the leadership pipeline & succession plans and hinder organizational flexibility.

Generalists provide a **wider base of leadership** in which to handle accelerated growth in numbers of people, ministry and programmatic development and increasing sub functions and sophistication requirements.

Generalists provide a **stronger base of training** to accelerate the learning curve and institute a learning culture and extend the leadership pipeline.

Generalists provide **significant structuring flexibility** to accommodate increasing mandates and newly acquired priorities as a result of achievement and growth.

Develop generalists by providing more macro, wide-spread exposure, accelerated learning and development by planned:

- Stretch Enrichment Assignments
- Inclusion in higher level projects and decision making opportunities
- Fast track reassignment and promotion with increasing responsibilities
- Exposure to varied people problems and oppositions
- Exposure to leadership challenges and as many areas of focus as possible

[Depth charge questions re: Generalists]

Q. Do you coach your team on the critical value of their becoming a generalist for God?

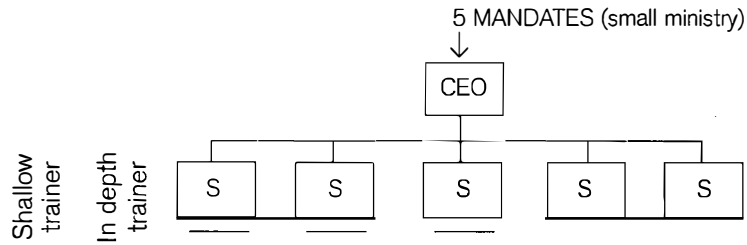
Q. Will you make the commitment to build the necessary development relationship and partnering for success by CTTM?

COACHING

WHITEBOARD

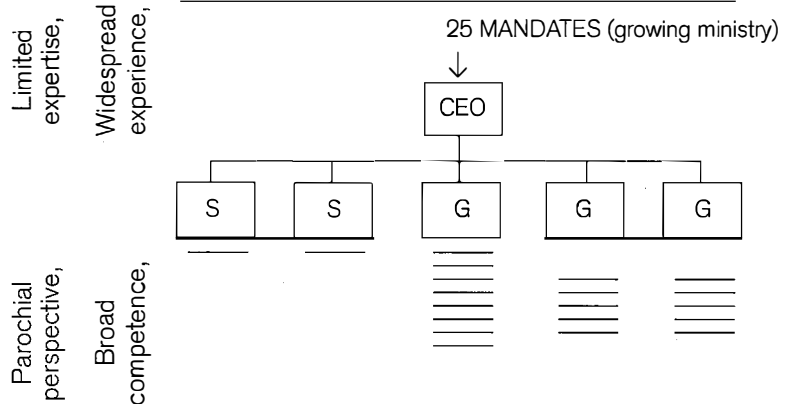
DEVELOP GENERALISTS

Minimize specialists



[SPECIALIZATION]

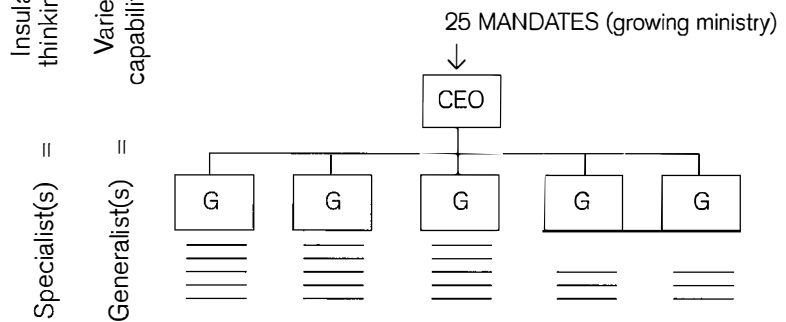
Handle one mandate each



[SPECIALIZATION]

DEBILITATES

as ministry grows



[GENERALISTS]

Capable of leading all the future holds



MAXIMUM CEO COACHING

EXECUTIVE BRIEF

PROCESS

The process God used to turn chaos to order.

The process CEOs use to obtain orderly growth and eliminate chaos and crisis.

Leadership development is a process.

It is the Proverbs Process. Discipleship is not a lecture!

I coach and counsel with individual ministry CEOs and their executive team. One of the most important aspects of leading is effective communication. When I meet with the pastor I ask, "On a scale of one to ten where is your leadership development process and what do you do?"

Many times it's rated quite high like a nine and they tell me things like they give the leadership lecture on the ten points of leadership regularly every month. "We take attendance, it's mandatory, we even have a clipboard. We pound the points into them every month and believe me they get it."

When I ask, "What ten points do you use?" They look at me concerned that they are paying me the big bucks and I don't even know the ten points of leadership. Again, I asked, "What ten points do you use?" Generally, it goes something like this:

- | | |
|---------------|---------------|
| 1. Look Sharp | 3. Act Sharp |
| 2. Be Sharp | 4. Sharpen Up |
- (And six other sharp things)

"What else do you do?" I ask. "No, this thing is really good," they exclaim and then they send someone to get the training manual. I respond, "I don't need to see the manual sir, it sounds really sharp. But, what else do you do?" "Well what else is there?" they retort abruptly. To which I can then respond and teach that communication is done in real time, capitalizing on every opportunity to dialogue, to build a relationship. You build the ministry by building people one effective dialogue at a time.

Becoming committed to developing skill in executing the key components of outstanding communication is critical.

Work the Process.



FOCUS

The 'Building' Process

[Introduction to multiple Coachings in a series on process]

Methods, systems and processes (MSPs) are key to laying the foundation for all God wants to build. Successful CEOs are practiced at directing and evaluating the effective implementation of these MSPs.

The key to executional effectiveness and efficiencies lies in the manner in which the CEO leads and applies ever improving skills in the art of facilitating (facile: to make easy) these critical methods, systems and processes.

One such process will be the subject of the next series of coaching lessons.

The process by which any organization must build will ensure that what is built remains strong and continues to grow, and by which the rich achievement of God's mandates are obtained.

Various names can be assigned to this most critical process:

The Total Involvement Process: because it requires the total involvement of your executive leadership team (ELT) and the involvement of the ministry teams in total.

[the process develops teams which are the primary / fundamental building unit in effective ministries]

The Empowerment Process: because it empowers the team players to take ownership of the vision and run with God's mandates.

[the process provides transforming discipleship, ability to send, a leadership engine and a lasting legacy]

The Proverbs Process: because it is scriptural leadership. The process by which we obtain knowledge, understanding, wise counsel and Godly wisdom through leading with others.

[the process establishes a learning culture which ensures learning at every level of the ministry]

The process works if you work it.

Give it a chance to take hold. Do not judge and do not 'cave in' at the first challenge you face. This process requires emotional maturity on the part of the CEO. It also requires emotional fortitude to be persistent, resolved and unrelenting in approach.

The softer you are in commitment, the less effective you will become. You will be fighting battles that do nothing but wear you down. Save your energy for bigger things and begin the process by moving out steadfast resisters and enlisting people who accept the process and resulting changes that you and your core of supporters deem necessary.

This is not a quick fix. It will not fail to produce tremendous results. It can only fail if you fail to work the process.

[Depth charge question re: The Process]

Q. Have you determined and are you willing to work for and fight for the year in and year out increasingly effective and deepening implementation of this process in your ministry?

Q. Will you lead through opposition?

Study the Process Chart and get it in your spirit.
Read the following scriptures to confirm in your spirit –
Proverbs 1:5; 11:14; 12:15; 15:22-23; 18:13; 18:15;
23:23; 24:3-4

MAXIMUM CEO COACHING

WHITEBOARD

THE PROCESS

2	SPIRITS	1	GOD	3	THE MINISTRY	4	THE PROCESS	5	THE CEO RESPONSIBILITIES	6	THE CEO FUNCTIONING	7	THE TEAM WORK	
Isalah 11:2 (KJV)	Proverbs 3:19 (KJV)	Proverbs 24:3-4 (KJV)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	Proverbs 24:3-4 (TLB)	
Spirit WISDOM	Spirit UNDERSTANDING & COUNSEL	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	Spirit KNOWLEDGE	
The spirits prophesied and exhibited by Jesus and made thereby available to everyone – to be cultivated in the leader and mined in the team	Established the heavens	Deepes broken- up and the skies drip with dew	The spirits by which God built heaven and earth and the fruit thereof	Ministry built	Ministry established & remaining strong	Ministry, pleasant and precious niches	The same spirits and process used by God by which we build ministries	Common Sense	Wise Planning	Prioritize (problem on table. Team faces and discusses reality)	Recognize (Identify issues, key indicators, ask depth change questions)	The CEO leads through the facilitation and direction of these steps	Facing reality (strongest way to effect change)	Team (No one works alone)
[1]	[2]	[1]	[1]	[3]	[2]	[1]	[1]	[2]	[3]	[1]	[2]	[1]	[3]	
The process and sequence stated in contemporary translation. The fruit (opportunity) is in the facts	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	The process works if you work it.	
The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	The functions by which a CEO builds and survives	
Issues (surfaced)	Problems (discussed)	Issues (surfaced)	Problems (discussed)	Issues (surfaced)	Problems (discussed)	Issues (surfaced)	Problems (discussed)	Issues (surfaced)	Problems (discussed)	Issues (surfaced)	Problems (discussed)	Issues (surfaced)	Problems (discussed)	
Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	Teams are the primary & fundamental building unit in effective ministries	

The process God used to turn chaos to order.
The process CEOs use to obtain orderly growth and eliminate chaos and crisis.



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

WORKING THE PROCESS

There exists a dearth of leadership in the world today. Ministries are not the only ones hurting, but they are hurting the most.

More that nano-second change the lack of leadership will have the greatest impact on the future of organizations.

Obviously then, those organizations that are slow to realize this, will place minimal importance on the development of people and thereby minimal investment in their lives (discipleship) and they will stagnate and/or fail.....no matter their size.

The Limited, the nation's largest specialty retailer, hit a five billion dollar ceiling a while back because they hired and developed merchant specialists but failed to develop leaders.

IBM spent 100 million dollars several years ago to train and develop 30,000 employees to become leaders so they could regain the pre-eminent position they once held.

Developing leaders who can lead and grow any mandate God directs your way is the key to your survival, freedom, continual achievement and lasting legacy. Disciple generalists.

Having your 'Aarons and Hurs' at maximum core competency and capacity will accelerate your ministry growth exponentially.

Proverbs 23:23 (NAS) "...buy wisdom and instruction and understanding." Where do you get it?....by working the process. Investment spend in their development and yours.



Working the Process II

The process incorporates three essential steps. The process is scriptural. The process is simplistic and understandable. The process works.

The process requires emotional maturity, artful facilitation and focused discipline on the part of the leader.

Some of the major benefits of the process:

- Team faces the reality of the challenge and lifts the weight off the leader
- Leader does not work alone, allowing intimacy with God and family and has a protected anointing
- Team is held accountable through self discovery of effectiveness
- A multitude of wisdom and safety is applied to a myriad of issues and problems, turned into opportunities
- Performance dysfunction and debilitators to goals set, are discovered and dispensed with immediacy
- A culture of learning and change is cultivated
- Calculated risk and diligent attention to results achieve consistent/sustainable growth
- Team becomes mature, rapidly developing in competence; generalists are developed and a lasting legacy is in place

[Depth charge questions re: The Process]

Q. Will you judge yourself rightly as a leader so as to function with emotional maturity? (key)

- Asking questions, thereby admitting you do not know it all
- Listening with your heart so as to disciple
- Open to new ideas, approaches and even constructive challenge and critique

Q. Will you perfect your facilitation skills?

Next Coaching Issue:
In Depth Breakdown of Process Step 1

WORKING THE PROCESS

[The process entails three basic steps...
The CEO facilitates]

1

IDENTIFYING ISSUES

Issues are actively pursued and put on table

FACT FINDING

Analyze what **key indicators** reveal
Ascertain what team sees, thinks and feels

RECOGNIZE

Frequent/consistent evaluation and analysis of bottom line results & behavior

2

DISCUSSING PROBLEMS

(I.E. Q. Why does issue exist?
Q. What can we do to change it?)

FACING REALITY

Team shoulders weight of issues
Team dissects and applies **common sense** dialogue

PRIORITIZE

Problems are surfaced immediately and entertained aggressively

3

BUILDING OPPORTUNITIES

Directing the creation of opportunity from issues

TEAM SOLVES

Team directed to develop **wise planning** for constructive change

MOBILIZE

Human resources, structure and assignments directed to capitalize on vulnerabilities

* The next three coaching lessons will unpack each step individually *

Watch for special bonus supplement on **key indicators**

**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

FACILITATING OPPORTUNITY

Never do anything for someone else that God has given them the ability to do for themselves like: Think, solve, ideate on issues, problems, opportunities respectively.

Never let someone bring you a problem without a solution. A problem without a solution is nothing more than a complaint. Problems you direct downline, solutions they bring back up.

Never let a discipleship opportunity go by without adding value to an individual/team for God by coaching, teaching, training or mentoring.

Performance facilitation tools will facilitate increased opportunity for your leaders which in turn will facilitate increased opportunity for your ministry:

- Performance Analysis (How effectively have they met standards established?)
- Targeting Analysis (Where do they need to be aimed for continued growth?)
- Value Maximization Analysis (Are we utilizing them most resourcefully?)
- Replication Analysis (Who is their successor?)
- Retention Analysis (Who needs to be replaced?)

The level of performance is proportionate to the emphasis the CEO places on establishing and reinforcing a standard; creating a learning culture; and frequently utilizing the tools for continual performance improvement.

Some standards you could select from based on observed 'gaps' in performance: character, commitment, intimacy with God, humility, teachable, integrity, self discipline, passion, vision, wisdom, accountability, innovation, change agent, communication, decision making, strategic planning, problem solving, excellence, team building, time management, direction, coaching, encouragement, exhortation, relationships, influence, servanthood, delegation, leadership, facilitation, productivity, team player, judgment, consistent delivery, focus, creativity, priorities, results orientated, relentless, honesty, self initiative, execution, replication, builder, motivator, etc.



FOCUS

Facilitating Opportunity III

The CEO leads by facilitation – to make facile or easy and effective for the team to turn issues into opportunities, thereby building the ministry one issue at a time

1 ISSUES

CEO must first direct the obtaining of appropriate and accurate quantitative facts (key indicators), then design and facilitate meetings to ascertain qualitative facts (what team players see, think, feel).

CEO facilitates the identification of issues which are results underachieved or behavior other than that directed and expected.

CEO facilitates the team seeking out issues which are gaps in performance that are debilitating God's directed work.

2 PROBLEMS

CEO facilitates the facing of reality (issues) by the team by discussing the cause, resultant debilitation and directional change required to turn issues which represent problems into opportunities.

CEO facilitates the surfacing of the problems by asking probing and challenging questions: (i.e.)

- Q. how does this issue would impact the ministry?
- Q. what is causing this issue?
- Q. what are some immediate thoughts on opportunities it presents?

CEO facilitates the creation of a team culture of constructive cohesive conflict and 'depth charge' interrogation of what the issues mean to the ministry and how to capitalize on them.

3 OPPORTUNITIES

CEO facilitates the development of strategic plans that will turn the issues into opportunities by assigning responsibility and directing change.

CEO facilitates responsibility and accountability to an individual on his team to develop plans with their team(s).
(or)

CEO assigns as an entire team project as he determines appropriate.

CEO facilitates an attitude of entrepreneurial ownership, self initiative and self evaluation in those assigned so as to achieve the maximum level of opportunity by the due date agreed upon.

The CEO facilitates the approval process by commissioning plans, redirecting plans if not commissionable and coaches, teaches, trains and/or mentors for continual future success.

[Depth charge questions re: The Process]

Q. Have you directed the obtaining of all the necessary key indicators for you and your team from which to direct the future? [knowledge]

Q. Do you dispose of problems before fully understanding their potential significance? [common sense]

Q. Do you coach, teach, trained and mentor effectively so as to maximize learning and improve responsiveness on every planning effort undertaken? [wise planning]

Review

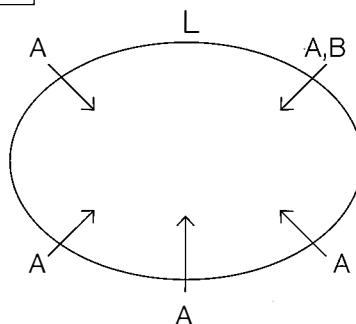
Process I – The Building Process
Process II – Working The Process

WHITEBOARD

FACILITATING OPPORTUNITY

[How to make it happen]

1. IDENTIFY ISSUES

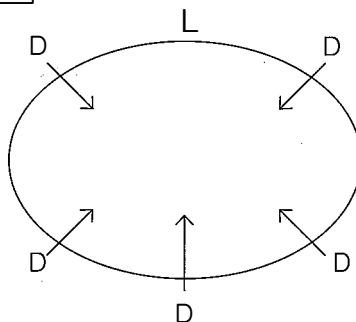


[FACT FINDING]

Knowledge

- A. Meeting executive summary (all)
- B. Report on agenda priorities (point person)
- C. Presentation as directed

2. DISCUSS PROBLEMS

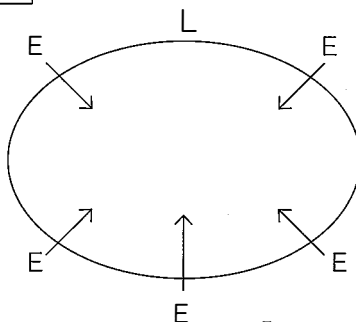


[COMMON SENSE]

Understanding

- D. (everyone)
Faces reality
Offers counsel
Totally honest
Response to questions

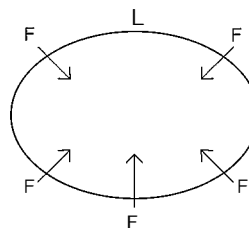
3. DIRECT PLANS



[WISE PLANNING]

Wisdom

- E. Assign to team at large (or)
- F. Assign to an individual on your team to work with their team



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

WORKLOAD COVENANT

Place individuals in positions / areas of responsibility and obtain a clear commitment that you cannot talk them out of (sell them off).

Explain that when a mandate (additional assignment) comes to you from God that belongs in their area of responsibility, you will assign it directly to them without any thought given to their ability to handle the additional task. Relate that you are not into abuse, so we must have a covenant between us.

Covenant:

If you feel you are unable to handle any assignment, your responsibility is to tell me immediately. I give you a safe harbor to do that so we can sit down and reason together what to do about it.

Ask them questions to facilitate their recommendations for the proper solution.

Q. What would have to happen to get this accomplished?

Q. Who have you delegated your assignments to?

FOCUS

WHITEBOARD

Failure to Delegate

To whatever extent the CEO fails to delegate God's work to those that God entrusted to him – the CEO is cheating and stealing from God's people from being able to learn and grow more valuable for Him – and cheating and stealing from God and His plan for your ministry from the beginning of time.

The benchmark of a strong leader is how reliant he is on a number of other people to perform his job effectively.

Funnel the work.

Your first question should not be "How can I do this?" (You were ordained to lead not to do).
Your first question must be "Who can I give this to?"

The most prevalent commentary regarding why CEOs don't delegate to others:

"It's easier just to do it myself."
(short term it may seem easier, long term it will destroy you)

"They don't know how to do it right."
(they never will if you don't give them a chance to learn)

"It's too big a risk. It won't be perfect."
(the bigger risk is not taking one on those God entrusted to you)

[Depth charge questions re: Delegation]

Q. Are you deliberately transitioning into dealing with more macro and less micro?

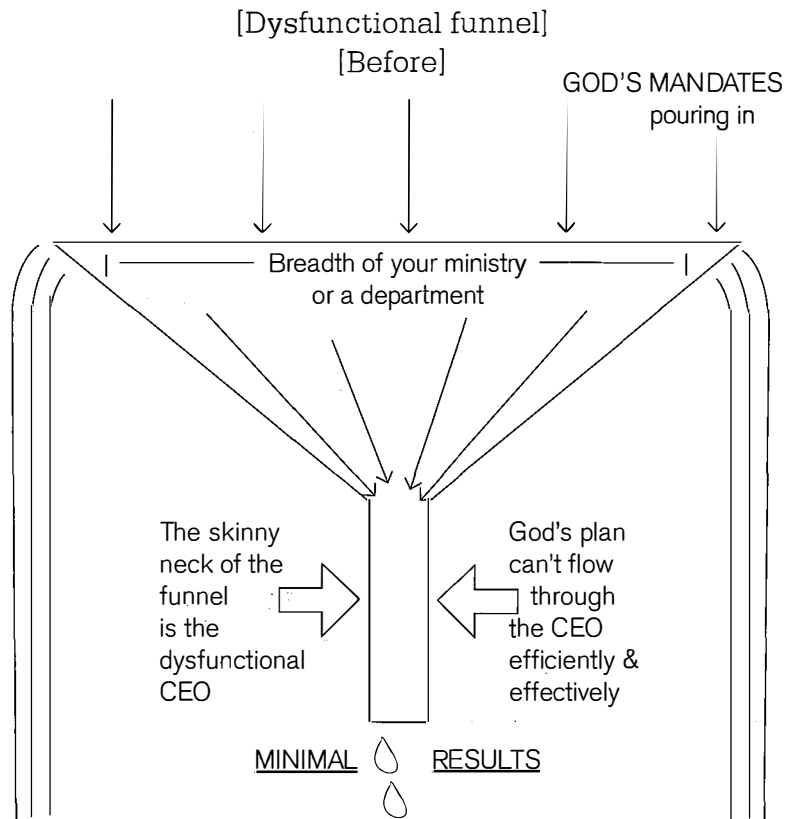
Q. Do you continually challenge yourself and ask yourself what can I delegate more?

Q. Are you the broker of God's mandates?

Review:

The Art of Direction Setting (Delegation)
Perfect your ability in the ten steps
(5 offensive / 5 defensive)

The FUNNEL of UNSUCCESS



OVERFLOW
Creates enormous waste of time, energy, resources underachievement stress and stagnation
= **DEBILITATION** of God's work

OVERFLOW
Creates destructive negative emotions disappointment discouragement demoralization Depression
= **DEPARTURE** of CEO
(22,000 every year uncall themselves)

[MANIFESTATIONS of DYSFUNCTION]

CEO
No delegation =
No intimacy with God
No results
No vision achieved
No life

OTHERS
No empowerment =
No involvement
No experience
No commitment
No legacy

= NO CEO

= NO LEADERS



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

ACCOUNTABILITY COVENANT

Upon providing direction (delegating assignments) to individuals, obtain an understanding. Then have the understanding confirmed by having the individual relate back to you in detail what you have directed them to do. Gain a commitment that you cannot sell them off--- thereby eliminating all excuses.

Convey your recognition and appreciation that they clearly understand and that they have convinced you that they are totally committed to its completion as directed.

However, explain the seriousness of their commitment and the manner in which you expect any hindering circumstances to be handled as prescribed in the following covenant.

Covenant:

If anything should occur that would in any way jeopardize the successful completion of this assignment as I have directed it and you have agreed to do it by the date we both agreed it would be done, then your responsibility is to tell me about it immediately and tell me what you plan to do to fix it.

Coach, re-direct, commission as appropriate--- only after they have presented their plan.

FOCUS

WHITEBOARD

COACHING

Funnel The Work

A ministry CEO is the broker of God's work: funnel the work down. Direct a downward flow of God's mandates – "Flowing vs. Dripping."

God pours in the mandates so that they will pour down to your ministry teams so that maximum results are pouring out to your congregation.

You were ordained to be the leader: direct a downward flow. Assign responsibility and authority to every mandate. Entrust to others and their teams.

Protect your anointing. Let others run with the vision. Work the methods, systems and processes. Position yourself to take the pulse of results achieved and behaviors expected.

You will feel free. You will be able to regain the appropriate intimacy with God and family and simultaneously lead and build a great work.

Delegation involves an element of risk. Take it! Excellent delegation minimizes the risk.

The CEO must allow for risk taking with the people God has entrusted to him. God is in the transformation business and experience is the currency of leadership . . . which leads to individual and corporate growth and the ability to keep face with the ever increasing growth.

Develop a tolerance for mistakes. Create real-time coaching opportunities and teachable moments. Reward noble failure and discipline chronic failure. Establish an ever learning and innovative culture.

[Depth charge questions re: Delegation]

Q. Are you overcoming the feeling of guilt when you must delegate to others?

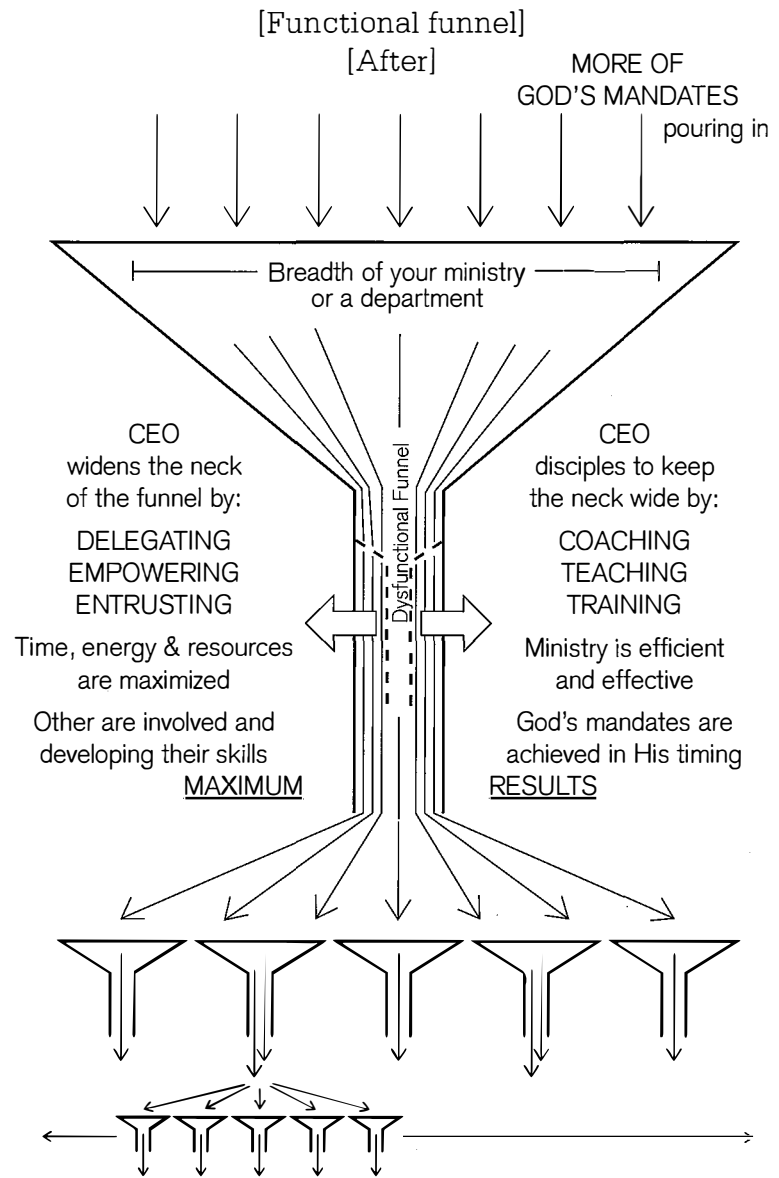
Q. Are you reminding yourself that you were ordained by God to lead? Be a leader not a doer.

Q. Are you reminding yourself that the greater risk it's not taking one? (In that you are cheating and stealing from God's people).

Q. Are you modeling how to funnel the work down so others will learn to implement the process down through the ministry?

Review:
The Art of Direction Setting (Delegation)
The Workload Covenant
Risk Taking (Celebrate Noble Failure)

The FUNNEL of SUCCESS



CEO MODELS PROCESS of DELEGATION and DISCIPLESHIP

and directs and expects replication of same as teams all across and down in the ministry are added, developed and required to work the process.

**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

ART FORMS

The skill sets of successful CEO's are acquired over time. The art forms of effectiveness and the applicable techniques required for optimum performance are refined and perfected over time.

The ability to apply the art forms of leadership is what really makes a difference in expedient, effective and optimum results.

One never arrives. One must practice skills over and over to refine and perfect capability.

Sent to leadership school 1962 as a young naval officer, I officially started God's leadership training to fulfill my purpose.

Five decades later, although having worked for, and counseled with, Fortune billion dollar companies and mega ministries, the challenge of growing The Institute of Ministry Management and Leadership and the Partnership for Pastors still taxes my ability to effectively utilize skills learned decades ago.

With every private client counseling session I do and every Ministry Institute challenge I face, I learn new skills.

The art forms of performance are not learned and perfected in a few months or in a few years. It is a lifelong process of decades of continual practice, learning, refinement and improvement.

Challenge yourself.



FOCUS

WHITEBOARD

The Art of A CEO

One of the key areas of development in basic CEO leading is performance in addition to positioning, process and planning.

The ability to perform (apply with great skill) The art forms as in the art of direction setting, the art of evaluation, the art of confrontation / conflict resolution.

[Skill sets coupled with the foundational methods, systems and processes make ministry efficient, effective and enjoyable.]

These skills are not learned and perfected in a few weeks or even years. Their application takes years and years of practice and improvement. It is a lifelong process and we never arrive.

Because so much of leadership is modeling behavior, our ability to coach, teach, train and mentor others is proportionate to our ability and willingness to refine our skill sets.

Excellence in the art forms of a CEO requires the core component of emotional maturity exhibiting humility, transparency, trust, empathy, etc.

Since effective leadership is not taught in conjunction with spiritual training, most ministry CEOs are ill equipped when they begin to lead. They develop improper habits and coping skills which correspond to dysfunctional behavior. The only way out is to change-- to begin to develop the correct skills and never stop practicing them for improvement.

CEOs must develop a quiet confidence and resolve that they will and must lead with skill.

Leading Constructive Conflict

One such skill is the ability to lead constructive conflict or stated another way to cultivate divergent wisdom.

Ministry teams must operate in such a manner as to disagree, debate and put forth divergent and conflicting wisdom in the team meetings and leave the meeting in unity under a common mission.

The next several coachings will continue with lessons on how the CEO develops the art form and skill sets to lead constructive conflict, cultivating divergent wisdom that leads to unity in mission and optimum success.

[Depth charge questions re: Skill Development]

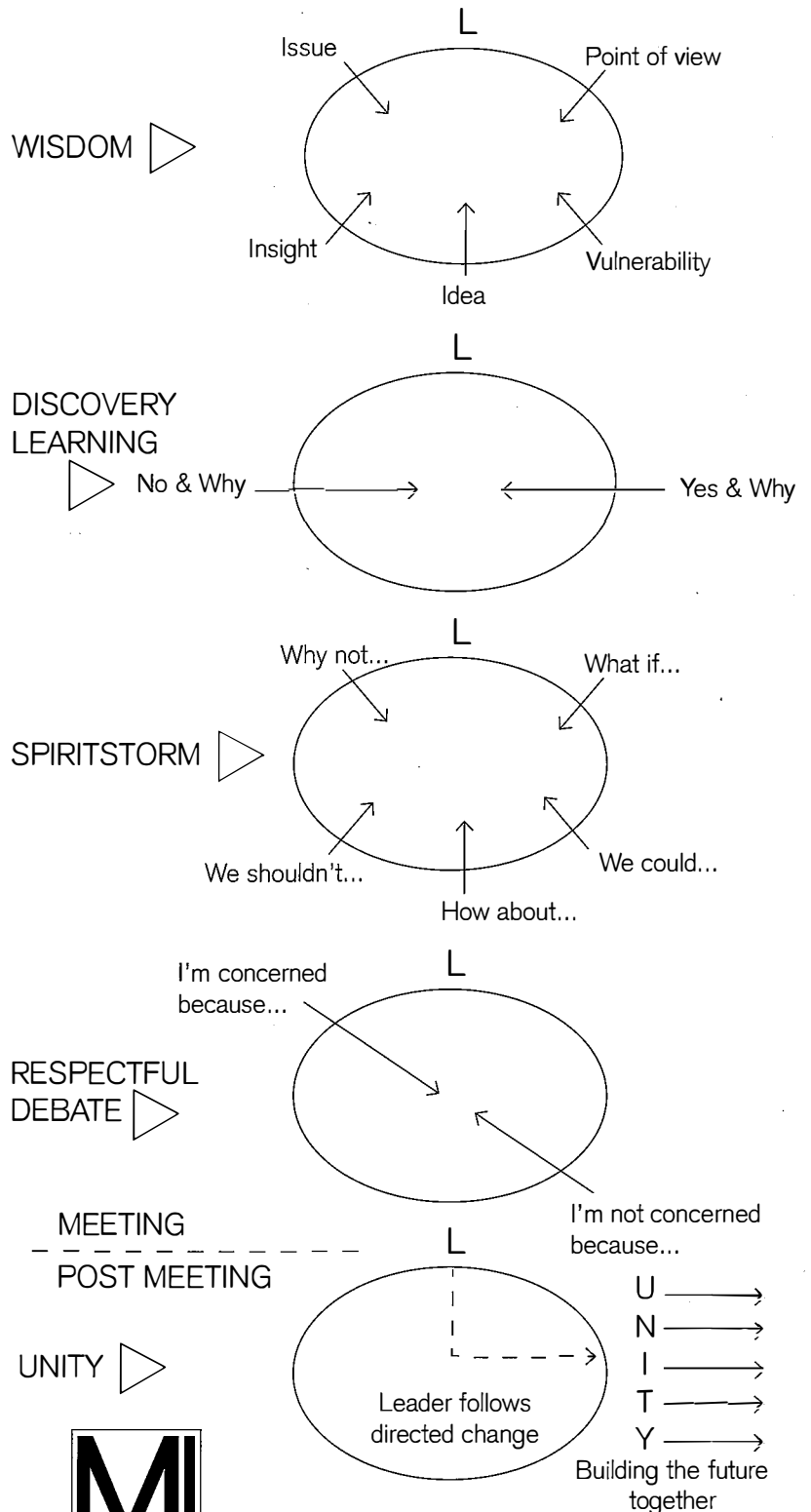
Q. Do you understand how critical it is that you stay with the training and work yourself through the changes necessary?

Q. Are you willing to overcome resistance to change, failure and the propensity not to practice your skills?

Q. Do you realize that your ministry will not be optimally successful until you become optimally skilled?

CEO SKILL:

Leading Constructive Conflict
[cultivating divergent wisdom]



EXECUTIVE BRIEF**CONSTRUCTIVE CONFLICT**

One might say we can't have constructive conflict, particularly in ministry; we are all to be in unity. Conflict.....that's the wrong side of the ledger in Galatians 5. Conflict, contention, strife etc.

There are two kinds of facts: Quantitative and qualitative. Both are critical to working the system.

In the meeting, Proverbs tells us we need all the facts we can get. Get them at any price. The price is this case allowing and actually requiring everyone on the team to offer their God directed insights, thoughts and feelings.....Qualitative facts. What everyone sees, and thinks and feels are facts. They are not right or wrong. They just are. They will differ. They most often will be in conflict with one another. They are the facts we need to make the proper decision. Get the facts out on the table so we are facing everyone's reality. Proverbs says that's safety.

In the meeting everyone must offer their conflicting input. With all the facts God can direct our steps. Once a decision has been made and the directive given we leave the meeting in unity.



FOCUS

WHITEBOARD

The Art of A CEO

Leading Constructive Conflict II

[Second in a series on the importance and application of directing and facilitating constructive team conflict.]

Many ministries are over managed and under lead; over dictated and under empowered. Attempting to build ministry effectiveness with one person's (the CEO's) good ideas instead of a multitude of counsel generated and obtained from a variety of Godly wisdom.

CEOs must learn the art of mining the rich deposits (wisdom, understanding, knowledge) that God has placed in those He has entrusted to them.

CEOs must cultivate those deposits and give them opportunity to be exhibited and to be exercised and thereby increased in strength through experience and learning. That is a skill.

CEOs must become effective in the skill of preparing to obtain divergent and conflicting wisdom. Then the subsequent challenge is to become effective in facilitating constructive conflict. The key word is constructive.

Conflict that is constructive provides innovation and the continual reinvention of your ministry's ability to minister more effectively. CEOs must tap into what the team thinks, sees and feels.

Conflict – meaning conflicting points of view wherein the team develops and produces the ability to:

- = Learn Together through synergistic and compounding wisdom.
- = Solve Together by turning today's issues into tomorrow's opportunities.
- = Create Together by spirit-storming and building the future.

A multitude of divergent wisdom from a team of many counselors is not contention and not strife, but rather respectful disagreement which is safe, strong and produces victories.

The facts (what people know, think and feel) must get out on the table. Cross roughing wisdom creates innovation and breakthrough solutions which reinvent areas of your ministry.

Your leaders must learn the skills of respectful debate, critique and disagreement.

All agree to disagree; thereby, developing their emotional maturity – forsaking pride and fleshly emotions and attitudes. Disagree in the meeting, then leave the meeting in unity of purpose and vision, behaving as though each team member thought of the decision made, the direction taken, the wisdom followed.

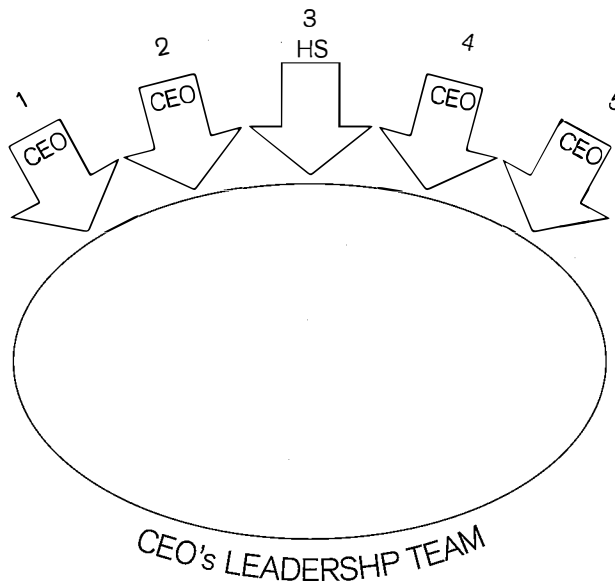
CEOs prepare and facilitate their leadership team to increase their emotional intelligence (E.Q.).

[Depth charge questions re: Leading Constructive Conflict]

- Q. How effective for God was that last meeting?
- Q. What worked well and what didn't?
- Q. What kind of 'modeling' leader am I?

CEO SKILL:

Leading Constructive Conflict
[obtaining conflicting wisdom]



1. PROVIDE DIRECTION
Share scriptures: Proverbs 1:5; 11:14; 15:22-23; 12:15; 18:13; 18:15; 23:23; 24:3-4
Teams are the primary and fundamental building unit in effective ministries
2. ESTABLISH EXPECTATIONS
Why doing this. A paradigm shift.
What behaviors are required = emotional maturity
We will function this way.
3. SPIRIT
Ensure every dialogue, every communication be only God directed. All input from Him.
No leaven or unrighteous behavior.
4. SET RULES
Respect and dignity in disagreeing
Total and absolute honesty
All must share what God puts in their spirit = what is seen, thought, felt.
5. MODEL
Demonstrate how to obtain wise counsel, apt answers, timely words. Replicate. 2 Timothy 2:2

**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

FACILITATE WISDOM

Many of the CEO's attending the CEO and Leaders Workshop do not make a commitment to stay with the material learned. They did not or could not close the gap between mental assent and application so as to model discipleship for others. They were unable to grasp or act upon the understanding that one must apply through practice what one learns in instruction. They were unwilling to work themselves through change to develop the required skills. It takes commitment to change behavior and then steady practice to refine performance skills to be optimally successful.

A number of CEO's who do not make the commitment to continue may already be quite successful, but they are not optimally successful. They could accomplish so much more. They have not learned the skills that would allow them and their ministry to be all they were designed to be they are not optimized.

It takes commitment to change behavior and then a willingness to practice and refine performance skills to achieve 'optimum success'.

It takes application, repetition and emotional maturity to change and be optimally successful as a CEO. I respect you greatly.

The same will be true for your team of leaders and their teams. Respect them enough to exhort them, challenge them, push them, model for them and help them to change.

Facilitate wisdom to change to learn and apply the new system paradigm.

FOCUS

The Art of A CEO

Leading Constructive Conflict III

In addition to cultivating wisdom and obtaining wisdom, the CEO must develop the work habits and skills to facilitate wisdom to build ministry effectiveness.

Design the Meeting:

The CEO must take the necessary time to think what must be the bottom line for the meetings. What the objective must be. What we must end up with. The CEO must ask himself -- How can I facilitate the meeting so my team is better prepared and more eager to obtain the directives I have given?

Model Facilitation:

The implementation of the methods, systems and processes required for significant ministry effectiveness and corresponding growth requires skilled facilitation. Lasting compounding growth requires setting the example of effective meeting facilitation and the replication of same down through the ministry starting with your team.

Mine the Rich Deposits:

Build effectiveness by gathering all the knowledge, common sense and wise thinking you can. Ask depth charge questions. Listen with your heart. Provide a safe harbor for risk and spirit-storming. Require everyone to participate with their honest God-directed observations, thoughts and feelings.

Ensure Spirit-Led Dialogue:

Facilitate the building of your ministry one dialogue at a time. All communication/spirit-storming, commentary, disagreement, etc. must be God directed.

Create Constructive Conflict:

The meeting is the time to get all the facts (qualitative and quantitative) out on the table. Facilitate the facing of reality. The response to reality will vary by team member and must be facilitated to be offered. Conflicting view-points and reactions to causes, effects and opportunities are healthy.

Facilitate Emotional Maturity:

Set an example, teach and hold all team members accountable for emotional intelligence. Develop an understanding of the extreme value of constructive conflict in the team meetings and the critical requirement of all leaving the meetings in unity.

[Depth charge questions re: Facilitating Building]

Q. Do you take plenty of time to close the door and think how you will direct the ministry performance?

Q. Are you listening with openness to change your mind/perspective or are you manipulating and 'railroading'?

Q. Are you facilitating better each meeting or are your skills stagnated as your ministry will become?

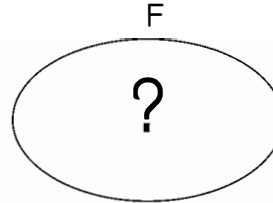
MAXIMUM CEO COACHING

WHITEBOARD

CEO SKILL:

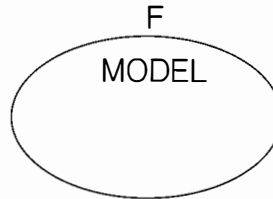
Leading Constructive Conflict
[facilitating wisdom to build
F= facilitator

Pre meeting
planning
Take time to
think it
through



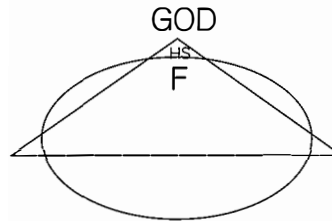
Design the
meeting

The Timothy
Process
for functional
change
starts here



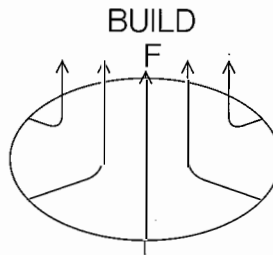
Set the
example of
how you want
meetings
facilitated

Let all
dialogue be
God directed;
spirit led



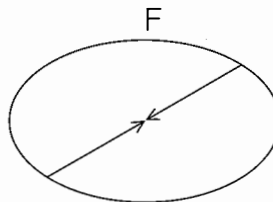
Facilitate
Godly
wisdom

Dig out the
rich deposits
God has
placed in the
team



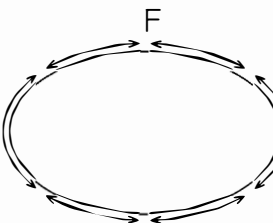
Mine the
spirits

Get all
the facts
out on the
table



Facilitate
conflicting
wisdom

Obtain the
fruit of your labor.
Pleasant
and precious
riches



Facilitate
unity = the
commanded
blessing



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

TALENT STRATEGY

Let me highlight two serious dysfunctions or malfunctions that I have found to be prevalent in and debilitating to ministries in personally working with clients as a coach over the decades.

The first is the length of time it takes the CEO to establish his team. Mainly, the reasons being uncertainty in selection and/or uncertainty in the CEO's ability to lead the team. Principally fear. After getting this scriptural system etched in your spirit for several months, get started with whomever seems right with who you have at that point in time. Tell them we're going to be learning together, changes may happen and do not give out titles or promises. Just get to work. Always attempt to let people earn the position by giving them responsibility first.

The second is the increasing or widening gap that exists several years into the team structure between the CEO's team and their team. Between the 'A' team and the 'B' team. Mainly, for the reasons being that the CEO has not put a strong enough expectation on his team to disciple their teams and hold them accountable. They are now the ones in fear. Secondly, the CEO has not creatively evaluated the level of second tier discipleship and the teams are now doing what you used to do.....'hang on' to everything due to undeveloped competence and capacity. Have the 'B' team make presentations to you and the 'A' team. Creatively direct them to do your due diligence and surface what you need to know to correct. The more you pour onto, or delegate to the 'A' team the faster they will have to develop their people and let go.

Force the discipleship.

FOCUS

Ensuring Depth Of Team Talent

Whether your strategy centers on starting a team, or whether the team is in place and becoming stronger, every CEO has the ultimate responsibility to ensure that the teams down line are not just being established, but are becoming more capable and increasingly effective.

Weak teams, those that are not optimally successful, must be the challenge, the focus and the strategic responsibility of every CEO.

To start to build any team, the leader must secure and work with one or two individuals who believe in the leader and are excited about the new paradigm of functioning.

Work only with those who are motivated to change and eager to implement the new-methods, systems and processes. Move out steadfast resisters and enlist people who accept the process or you will be fighting battles that do nothing but wear you down.

After building the CEO team, your strategic focus must be on establishing depth with many teams and ensuring their effectiveness as rapidly as possible.

CEOs must work the application steps for success in making team talent strong down throughout the ministry.

Value standard: Establish a continuous improvement culture (requirement for everyone to keep pace with ministry growth)

Assessment coaching: Lead performance in a learning culture (relentless and incessant coaching)

Targeting: Aim them for future growth (identify gaps between current abilities and demands that the future holds)

Value maximization: Utilize talent most resourcefully (push responsibility down hard)

Replication: Initiate succession plan (someone is eighty percent of them in one year)

Replacement: Upgrade and set an example (remove those who have proven themselves unteachable and unwilling to change and grow)

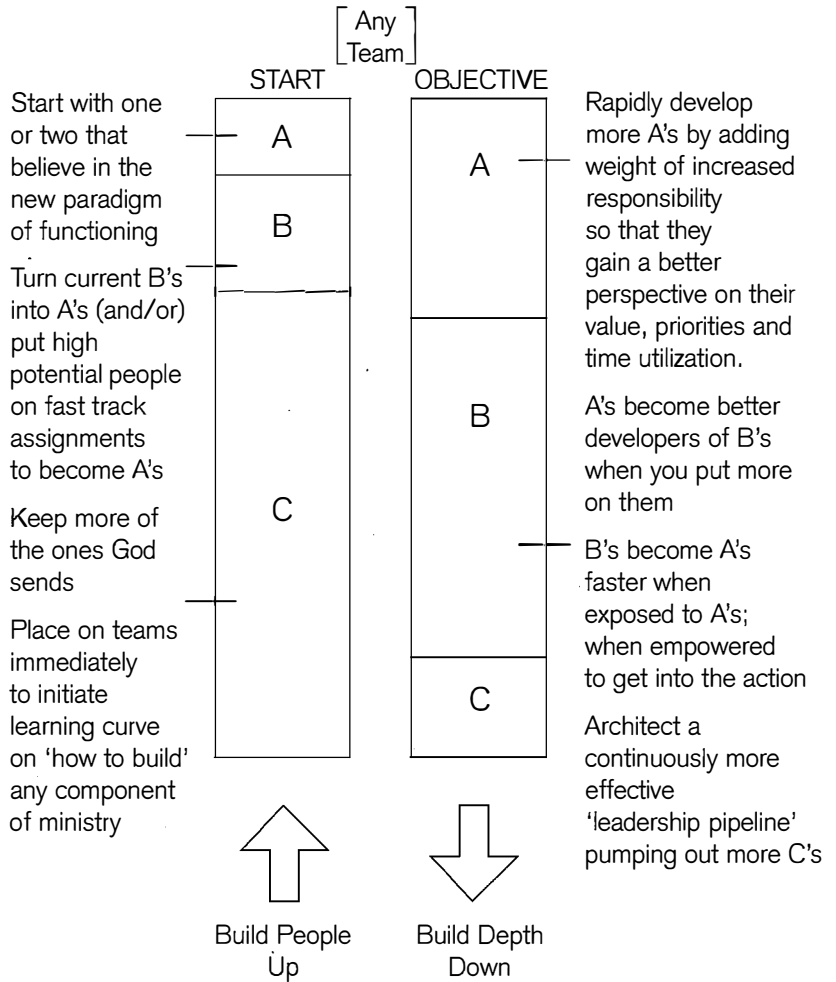
MAXIMUM CEO

COACHING

WHITEBOARD

MAKING TALENT A STRATEGIC RESPONSIBILITY

Application Steps



A HUGE MISTAKE MADE BY CEOs IS THEIR INABILITY TO FOCUS AND ENSURE THE BUILDING OF TEAM TALENT THROUGHOUT THE MINISTRY. (not just on the CEO team)



EXECUTIVE BRIEF**EXPLOITING PERFORMANCE**

According to Fortune Magazine, the single greatest reason for the failure of CEO's is their inability to deal with their own poorly performing subordinates. The use of that word subordinates, as much as I dislike it, I submit indicates the principal reason for the statistical failure—a lack of genuine caring and respect for others. A lack of caring enough to be honest and respectfully direct in disciplining through discipleship.

Webster gives my point further meaning: subordinate—to make subject to or subservient to; to treat as of less value; to be placed in a lower class or rank; controlled by authority. That is the antithesis of this system.

God has a chain of command of authority but.....we are in relationship and partnership, leading and building God's people so as to build His kingdom work together.

The level of each of the following results are dependent on the high or low levels of intensity and consistency of time and compassionate energy dedicated to your people reports;

- Depth of learning
- Understanding and commitment
- Performance productivity and required behaviors
- Continual Improvement
- Future generations of leaders

The objectives of the leaders' efforts and dedication is to prepare individuals to be:

- Sent to higher levels of responsibility in the organization
- Sent into greater works for God
- Sent out to the nation or world to benefit others

To maximize those objectives it is critical that you spend increased time with responsive, promotable, high impact reports. Beyond initial efforts, you must as the Holy Spirit directs, upgrade reports who are unresponsive, debilitate you and others, provide little impact for God and cause others to question your judgment. When you get a confirmation to make a change do it!

Until then, pour everything you can into them.

FOCUS

Exploiting Outstanding Performance

The CEO must ensure that he models and then directs the other leaders to maximize their investment of time on high performers to achieve the maximum level of ministry efficiency and effectiveness.

The focus must always be on incremental competency – continually developing and refining the performance of your top performers and expanding their influence.

Minimize time allocated to unresponsive underachievers. This continual poor return on the investment of time robs highly productive leaders of their full potential and debilitates the expansion of your ministry (i.e. A 25% allocation of time on your best performers could yield a 25%+ return to the ministry. A 25% allocation of time on your poorest performers could yield a 5%- return to the ministry).

In building teams down through the ministry, start with those with the highest level of core competencies. Then focus time and energy on developing those competencies rapidly.

A team is most successful when everyone on the team makes the others better.

Competence leads to success and both are contagious.

Do all you can to help all people grow. However, when unresponsive to coaching, having done all you can, remove them quickly when the Holy Spirit gives a release.

It is insidious, and if you and your people are not careful, they can spend most of their time on unresponsive, unproductive people at great cost.

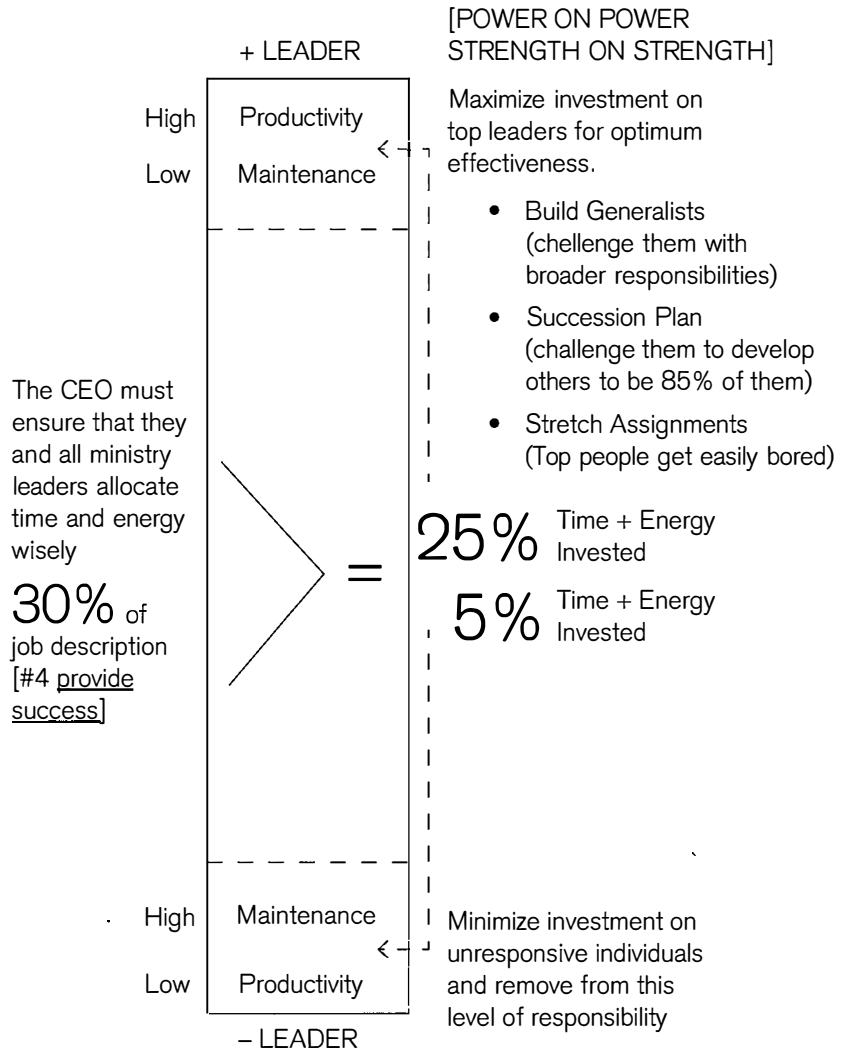
Consistently focus on and spend time thinking and creating ways to challenge and exploit top performer contributions.

Invest most of your time building generalist leaders, ensuring the development of their successors and stretching them for increased impact and motivation.

WHITEBOARD

**MAKING TALENT
A STRATEGIC RESPONSIBILITY**

Investing time & energy



**MAXIMUM
CEO****COACHING****EXECUTIVE BRIEF****THINKING**

The God-given responsibilities of a CEO are not rocket science as the Word of God is not. God made it simple for everyone to comprehend, but it takes discipline to apply and improve effectiveness

God made the use of His Word doable by everyone. Since leadership principles come from the Word of God then everyone with application, practice, learning and refinement can learn to lead.

Consistent focus and diligence by the CEO to maximize performance effectiveness is what it takes. It takes thinking. Formal time to think.

One of the greatest areas of underachievement on the part of the CEO is the failure to see their role as the leader of macro responsibilities for God. The dysfunctional focus on minutiae, crisis, chaos and other micro matters debilitates the achievement of God's plan and purposes.

Thinking about who you are, where you are and what you are doing is critical.

Macro matters!

Think about it!



FOCUS

WHITEBOARD

The Art Of Thinking

As Jethro instructed Moses "Take the macro matters to God."

Q. How does the CEO ensure what matters most to God gets done and done well?

A. By spending adequate time in prayer, but also spending adequate time to think.

I often ask clients, "With all due respect, when was the last time you thought?"

Have you blocked out time on your schedule just to think? You must carve out sufficient time to evaluate, ponder, reflect and process progress.

We have all heard the phrase - Don't just sit there...do something!

I highly recommend another one which goes like this - Don't just do something... sit there! (and think)

We are often deceived into thinking we are effective when we are always on the move.

Business is not the criteria success.

Success comes only when the CEO provides the on-target direction that will propel the ministry into the future. It is not what we accomplished today, but what we set in motion

One must think about as examples:

Thinking about how you as the chief change officer and your team and all ministry teams (as your change agents) are continually changing your ability to more effectively meet the needs of God's people. (change culture)

Thinking about how effectively your people are applying the methods, systems and processes so as to instill greater individual ownership of the vision. (commitment culture)

Thinking as the head coach about what your team and their teams will need to accomplish things three to five years from now and planning today to leave a lasting legacy. (learning culture)

Close your door and think! Have an open door policy, but tell everyone right now it is shut.

Evaluate yourself, your teams, the progress, the gaps, the future. See the big picture...the forest for the trees.

Think about thinking!

SCHEDULED THINKING

Thinking about what needs to change

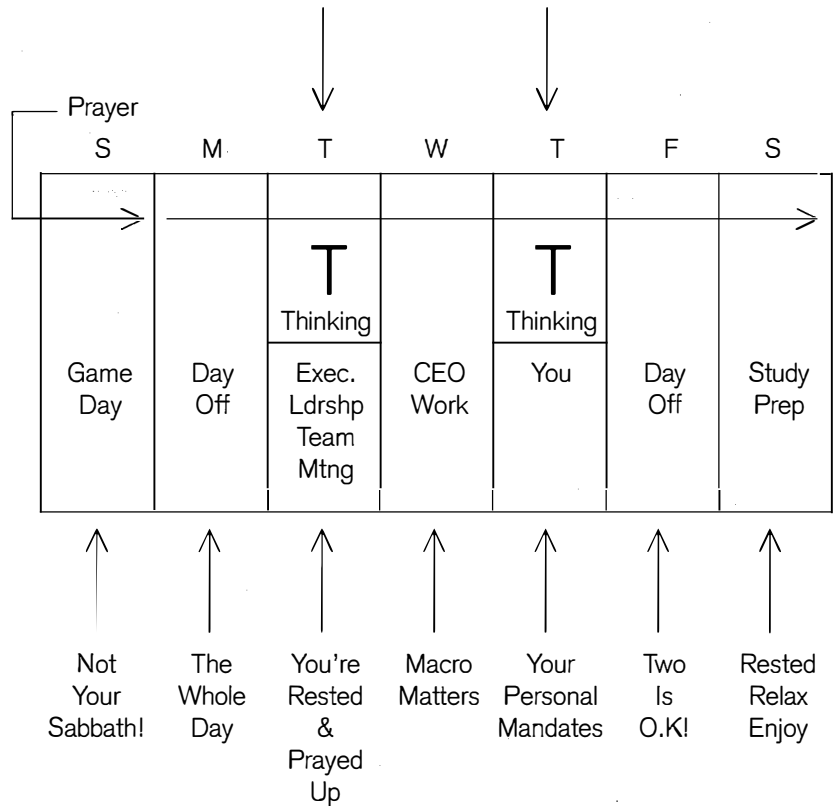
How are you functioning as a CEO?

How are your teams functioning?

What are the gaps?
(results & behavior)

What progress are you making
toward the future? (3-5 years)

What coaching do your people need
to get there? Etc.



CAUTION: Following the prototype schedule above without thinking may be harmful. Design your own God directed schedule.



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

RELENTLESS FOCUS AND PRIORITIZATION

The larger your ministry becomes, the harder it will be to become who you were meant to be.

Priorities and focus; the lack thereof.

If yesterday's macro does not become tomorrow's micro.....you are in trouble.

What are some of the contributors to underachievement again and losing what you gained?:

- Innovation gives way to maintenance. Trying to hold on to the volume and increasingly more complex programs and projects replaces ability to gain new ground.
- Circling the drain with quantitative leaps in more threatening and consuming crisis and insufficient competence to delegate.
- The 'A' team, your team, becomes overwhelmed and frustrated while 'B' and 'C' teams are under utilized because discipleship broke down.
- Not working simultaneously but sequentially. The additional responsibilities that come with increase bog down due to lack of depth of competence and capacity.
- Lack of attentiveness or focus on God's priorities has insidiously pulled the leadership off the mark and huge gaps in performance exists.
- Lack of discipleship and or reinforced discipleship on the basics of your standards, values, righteousness creates leaven and cancers creep back in.

"Gentlemen, this is a football. We need to learn how to block and tackle again."

Vince Lombardi, Hall of Fame Football Coach



FOCUS

The priority of focusing on priorities

Issues, problems, crisis, chaos, obstacles, and resistance will always be around so the objectives must be twofold:

- 1) Get them off of you and onto your team(s) and keep them off of you.
- 2) Work the process with your team(s) to continually take issues and use them to build, strengthen, transform, and reinvent your ministry.

Issues and problems are actually good when handled effectively. They must be delegated and directed to be turned into an opportunity.
[I.P. = O.]

Given that they are actually good, then the CEO should create the conditions and work to let them hit the light of day by requiring key indicators to be reported and presented (facts) by asking 'depth charge' questions to surface those things that will hurt you if not properly addressed (facts) by requiring your people to be honest about what they see, think and feel (facts).

The key is the relentless focus and prioritization required of the CEO.

Case Study:
[The insidious process of losing focus]

1. The CEO uncovers the fact that the ministry is not really discipling and building the abilities of its people and teams down line. God has added more responsibilities to the ministry but they find that they do not have the capability to handle it or handle it well because it must fall on the shoulders of the few capable people they have. [Issue]
2. The CEO causes the team(s) to face reality by directing them to discuss the causes and effects of this fact. [Problem]
3. The CEO directs the development of an effective plan to address the issue and the problems it creates then commissions the plan and makes it a priority. [Opportunity]
4. Over time, the CEO fails to relentlessly focus on this priority. Insidiously, failing to regularly obtain feedback, evaluate, redirect midcourse corrections and ensure the issue does not exist and will not surface again – it does. [Stagnation] God adds more mandates and only at this point do they realize the issue and problems still exist. Now the issue and problems it presents are even greater because time, productivity and potential have been lost.

Be certain that the things you commit to do for God get done because you worked the process and stayed centered on your priority responsibility of giving a priority plan priority focus and attention.

CEO NOTE:
Stay focused by attending the Partner Forums, Workshops and Interim Trainings.
Make them a priority.

You will not survive or grow if you do not stay focused.

MAXIMUM CEO COACHING

WHITEBOARD

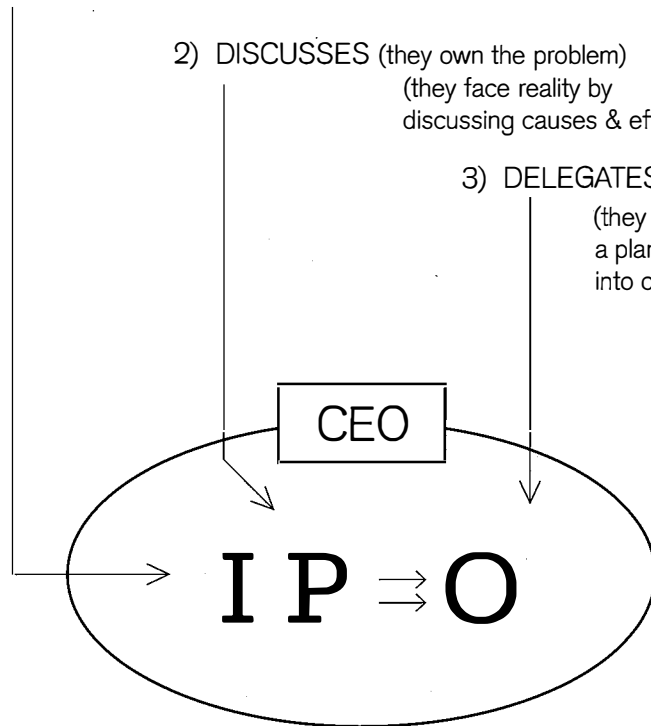
THE PROCESS @ WORK I

The **CEO** facilitates:
(thru others)

1) SURFACES (get the facts at any price)
Proverbs 23:23

2) DISCUSSES (they own the problem)
(they face reality by discussing causes & effects)

3) DELEGATES
(they develop a plan to turn into opportunity)



The **CEO** prioritizes:
(personally)

- 4) commissions the implementation of the plan and establishes priority
- 5) maintains relentless focus on priority matter
- 6) consistently conducts post-implementation evaluation
- 7) directs mid-course corrections to ensure issue does not re-surface

THE PROCESS NEVER ENDS

[I=ISSUES P=PROBLEMS O=OPPORTUNITIES]



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

EMOTIONAL INTELLIGENCE

Emotional intelligence; emotional maturity; emotional stability; emotional self awareness; emotional strength; and emotional discipline all mean the same thing and all lead to self preservation, the preservation of others and ultimately the preservation of God's plan for your ministry.

These behavioral qualities with multi-dimensional use of emotional attributes leads to continually mastered survival and increasing success.

A study was conducted by a Harvard Professor with prisoner of war survivors from the Korean War.

Only one in ten survived from the isolation and brutal torment and torture. The professor purposed to discover the key attributes of those who survived.

He studied to learn of the applied emotional qualities that enabled them to overcome the worst of circumstances.

The findings included three key survivor characteristics of the surviving P.O.W's.

- They were extremely flexible and versatile in their ability to adapt to the extreme difficulties inflicted and encountered. They were so emotionally multidimensional that they had trouble answering many of the personality questions on the research tests.
- They were team players who survived by putting others first. They drew personal strength from helping others cope and survive.
- They took complete responsibility for their own welfare, refusing to blame the enemy, their superiors in command and their government and anyone else.

How are you surviving? Do you have survivors around you?



FOCUS

E.Q.-The skill sets & art forms of a CEO require emotional intelligence for optimum effectiveness.

How smart are you emotionally?

How well you maximize your effectiveness in your job description; how well you work the Proverbs/Empowerment Process will be proportionate to how well you develop and maximize your emotional intelligent quotient. [E.Q.]

The emotional attributes & behaviors require more than just pure intelligence. [I.Q.] - Emotional intelligence outweighs the individual attribute of intellect. Wise Up.

Great CEO's work for consistent, compounding growth in effectiveness for God. A return on his investment (ROI). They constantly re-invent their ministries. However, the former is not possible without reinventing themselves, reinventing themselves for consistent, compounding emotional skill development. God will not get a return on His investment with just [I.Q.]

The emotional maturity to change requires, practice, learning, refining, and reapplying over and over again. We never arrive because it is a life long process. This emotional intelligence displayed consistently increases maturity. Emotional maturity vs. emotionless and or emotional immaturity.

Emotional maturity [EQ] is a critical requirement that is modeled by the CEO and expected to be modeled over time by every leader to build an emotionally intelligent culture in your ministry.

[IQ]- Intelligence by itself works well only in autocratic, dictatorial, command and control leadership styles. An insecure person most often chooses to make others uncomfortable. You don't have to 'know it all'. You have to develop the emotional intelligence attributes to 'get it all'.

The CEO must be multi-dimensional, becoming expert in the practice of effectively utilizing the appropriate emotions at the appropriate time.

Emotional Intelligence Practices: (Some)

- Less about promoting your intelligence and more about gathering the intelligence around you.
- Concern for other persons thinking, feelings, growth and welfare. •Recognize reality of not knowing it all. Seeks apt answers, timely words, and new ideas.
- Compassion to listen so as to disciple and direct.
- Secure in making it easy for the team to offer what they see and think and feel. •Strong enough to speak the truth in love. •Stimulates productive dialogue by asking questions, listening intently, providing a safe harbor, modeling and requiring total and absolute honesty.
- Forming a partnership and relationship thru interpersonal skills for team success. •Taking calculated risks with focus on the goal yet recognizing limitations.
- Serving to put others first. •Surrounds self with smarter people and mines the rich deposits in them. •Affective aspect of consciousness, a state of mature feeling.
- Secure, constant, positive reaction to any situation, event or happening. •Exercises deliberate, attentive consideration for a positive development and outcome.
- Displays consistent self motivation, self regulation and self awareness. •Influences with empathy and presence.

**MAXIMUM
CEO
COACHING**

WHITEBOARD

E.I.Q.

**E.Q. SUPERCEDES I.Q.
I.Q. IS OVERRATED**

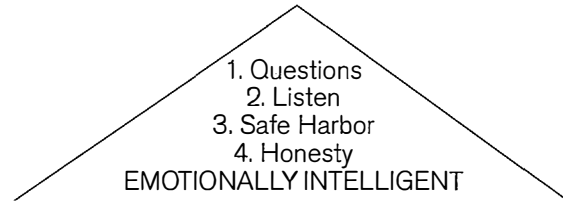
What is your emotional quotient?

If it is not higher than your intelligence quotient you will not achieve optimum success. You may not achieve much success at all!

I.Q. + E.Q. = R.O.I.

God will not get a return on His investment with just I.Q.

PROCESS



DIALOGUE

I.Q. + PROCESS = LESS

I.Q. + E.Q. + PROCESS = MORE

Utilization of multi dimensional emotions leads to powerful relationships and partnering for optimum success.

EMOTIONAL INTELLIGENCE ATTRIBUTES:

[CATALOGUED] (SOME)

Balance
Magnanimity
Kindness
Timeliness
Fortitude
Nobility
Acceptance
Reflection
Thoughtfulness
Creativity
Modesty

Wisdom
Humility
Aplomb
Courage
Curiosity
Charisma
Candour
Gratitude
Inspiration
Tranquility
Confidence
Empathy

Honour
Patience
Optimism
Tenacity
Passion
Forgiveness
Calmness
Bravery
Idealism
Anticipation
Excitedness
Presence



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

MODEL THE PROCESS

The first and paramount level of discipleship is modeling. Illustrated by example as Jesus did.....How it is to be done. Then we can expect others to follow our example.

What we do is more important than what we say. Ralph Waldo Emerson said it well: "What you do shouts so loudly into my ears, I can't hear what you are saying".

However, some leaders make the mistake of waiting until they have it all down pat and too much time and opportunity is lost. There's a balance. The leader must exercise emotional maturity and ingratiate himself by admitting he too is changing and learning and developing ability in the new system. That's good. That's healthy. Nobody likes working with a 'know it all'.

Practice the practices. Learn together. Remember you are in partnership and relationship. You are still the leader.

Modeling change and modeling learning yourself is the best way to start. Reinvent the way you work and it will reinvent the way you do God's business.



FOCUS

Make the process work for you

The real work of leaders is to create the conditions (CEO and everyone else working the process) that enable the entire work force to adapt to change and participate in solving the problems growing organizations face.

Success is not the ability to endure issues and problems (obstacles, resistance, poor performance, underachievement, crisis, chaos) but to turn them into opportunities.

As leaders, we are charged with triumphing over circumstance and leading through opposition -- make the process work for you.

The larger you become, the more that is required and needs to change and the harder it becomes to be who you were meant to be – work the process.

If you are not properly positioned as a CEO you do not want to hear or deal with issues. Effective CEOs have learned that the more issues you surface, the more opportunities you have to capitalize on building ministry effectiveness if you work the process with your ministry teams.

Teams, not individuals, are the fundamental building unit in effective organizations – work the process with your team.

The process entails your team identifying issues, discussing the problems and solutions and planning the resultant opportunity.

ISSUE: Quantitative. Facts are derived from Obtained reviewing data, key indicators and from team quarterly reviews.

Qualitative. Facts derived from dialog, effective communication, depth charge questions, quarterly forums.

Both types of facts can pertain to goal achievement or behavioral functionality.

PROBLEM: Cause. Why does this fact exist? Faced by team Effect. What are the ramifications to the ministry?

Direction. What actions do we need to take to correct this issue?

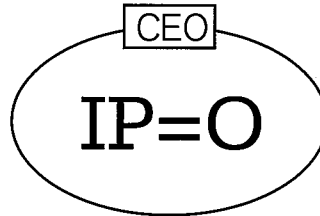
OPPORTUNITY: A plan that fixes this issue quickly Developed and permanently. by team

**MAXIMUM
CEO
COACHING**

WHITEBOARD

THE PROCESS @ WORK II

CEO teaches team first by facilitation example and second thru practice, coaching & refinement



ISSUE	PROBLEMS	PRIORITIZE CAUSES	IDEAS	PRIORITIZE IDEAS	DEVELOP PLAN
=====	Effects =====	(Team votes for top 1, 2, 3)	(Team spiritstorms ideas to address cause)	Short & long term ST LT	Goals (measurable) + Strategies (actions to ensure goal is met)
	Causes (I.D. + list reasons why issues exists) =====	#2		#2 LT	Goals
		#1		#1 ST	Strategies
		#3		#2 ST	
				#1 LT	



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

STEADY COMPOUNDING SUCCESS

To whom much is given---much more is required.

There is not a ministry anywhere that has too many leaders. Every ministry is short on leaders to be able to handle the growing requirements of expansion and meeting the ministry needs of God's people.

Successful secular corporations understand that the rule for success is to find a need and meet it. In ministry, because we keep so few of the people God sends and we train so few of the ones we keep we cannot meet all of the needs that we are currently acutely aware of, let alone what the future holds. We need more need meeters (leaders) capable of handling all of God's continually coming mandates.

Successful secular corporations that you or I would invest in have a record of steady compounding success.

Not maintaining, not stagnating. They know that to do so they must have a succession culture in which leaders replicate themselves by training their replacements who in turn train others.

God expects a steady, compounding return on His investment from His ministries. They ensure a favorable return on His investment by designing and enacting a succession plan, the successful implementation of which requires every leader to replicate himself into another. Then true discipleship exists, wherein leaders at every level of the ministry are training and developing future generations of leaders.



FOCUS

**Leaving A
Lasting Legacy**

It is not what you accomplish today....but what you set in motion for all the tomorrows.

It is not what you accomplish but what you lead them to accomplish.

Short term succession planning steps lead to long term success.

"The future ain't what it used to be"- Yogi Berra

The future will be what you make it now!

You can create a future that wouldn't exist without you today (so that) you can ensure a future that will exist without you tomorrow.

The succession plan you develop, implement, and monitor starting today will provide your ministry depth, flexibility, and lasting value tomorrow.

Futurists tell us that the greatest impact on the future will be the absence of sufficient leaders.

Nano second technology will be huge, but greater will be the dearth of leadership.

SUCCESSION

ION = (Webster: Suffix

Action, state, quality or process (of success)

Succession success requires quality actions:

- I. The development of a succession Plan
- II. The conveyance of Standards for succession performance.
- III. The direction of the plan and standards to develop a Succession Culture.
- IV. The development of a culture Evaluation Process.
- V. The frequent and studious review of the state of Progress and Depth obtained.

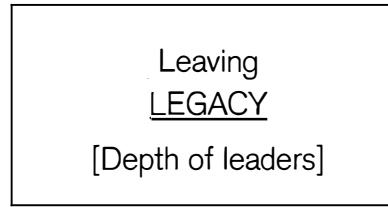
Jesus modeled and executed the greatest, longest lasting succession plan ever. (over 2000 years to date and building)
What were some of the core ingredients to His succession plan?

- A) Initiated Discipleship (coached, taught, trained, mentored)
- B) Instituted Core Values (set the expected standards)
- C) Replication of Himself (modeled practices and behaviors)
- D) Ensured Wisdom (provided opportunities for failure)
- E) Stretched them (increased competency levels)
- F) Developed Generalists (capable of handling any obstacles, resistance, threats)
- G) Left a Legacy (bequeathed lasting value for His existence)

WHITEBOARD

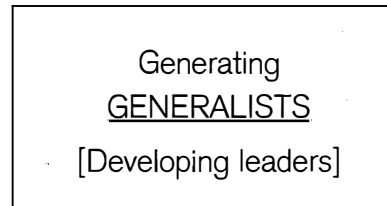
SUCCESSION PLANNING I

Ensuring long term ministry success



= never ending success

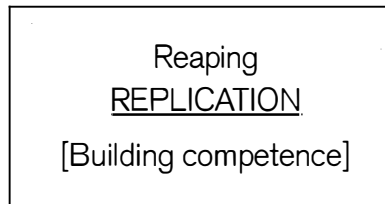
Staying
Power



= compounding success



Increasing
Power



= early success



Initial
Power



short term steps
= long term success



Future
Designed
Today



EXECUTIVE BRIEF**REPLICATE YOURSELF**

"I invested in them. It was the only way I would get promoted."

In my years of corporate experience I was promoted rapidly. Why? Not because I individually was so successful in what I produced, rather because I placed a premium on ensuring others were successful. As a result I provided much more value for my company.

More depth of competence, more expansion potential. More of me (or better).

I replicated myself in others. I invested in those entrusted to me my learnings, my experiences, my mistakes, my failures, my values, my teachable points of view, my skills, techniques and tools acquired.

Having modeled this type of behavioral performance, I also placed a premium on it by requiring those I promoted or hired to develop others to rapidly become close to an equal of them. If they failed to meet that expectation they chose to remove themselves from their position.

I learned the value of and the skills required to help people go where they were created to go and to do what they were designed to do. I developed methods, systems and processes to prepare individuals to lead in situations with greater complexity and challenge, and I taught them to invest in the next generation of leaders. Replication for succession.

The objective in any organization must be to build depth: To ensure continuity and expanding competency; to close the competency gaps between individuals; thereby providing the ability for sustained growth and a lasting legacy.

FOCUS

WHITEBOARD

**Replication. Duplication.
Discipleship.**

(Call it what you may. Do it you must!)

Initiate the plan of succession in which you replicate yourself in another and he in turn does the same so that indeed one person after another succeeds.

This process of duplication provides depth of competence to effectively handle increasing mandated demands upon the ministry.

Discipleship.

The world system follows this directive more consistently and effectively than we do in the kingdom.

REAPING REPLICATION [BUILDING COMPETENCE]

A. The CEO/Leader Job Description #4 places the requirement on the leader to provide success by coaching, teaching, training and mentoring.

Pour yourself into your direct reports and direct them to continue the same successively down through the ministry. Set the example. Model 'How to do it'.

Replicate the God in you: your learnings, your experiences, your mistakes, your methods of overcoming obstacles.

B. To kick start the 'Timothy Process'

[2 Tim. 2:2] you must: 1) Obtain and develop core competent leadership under you. 2) Establish the succession plan and ensure a culture in which everyone successively replicates into faithful men and others. 3) Build teams downline with team leaders who will assimilate in new leaders from the leadership pipeline and replicate the God in you in them.

C. Architect your leadership pipeline in which a 'step by step' system is established whereby:

- Every new individual is oriented to understand they are part of a succession plan culture and the comprehensive steps that are designed to prepare them for entry level leadership and placement on a ministry team.
- Every individual receives in depth coaching, teaching, training and mentoring and in depth assessment of competence progress.
- Every individual is encouraged to continue to learn and grow to allow themselves to be stretched to become more valuable to God.

A system then will be in place whereby your intellectual and emotional capital (people) are groomed, prepared and capable of accomplishing all that God has planned for the future and sustaining the ministry long after you.

Go out and train everyone....Instruct them in the practice of all I have commanded you. Matthew 28: 19-20 (MSG)

SUCCESSION PLANNING II

Reaping
REPLICATION
[Building competence]

(A) LEADER JOB DESCRIPTION

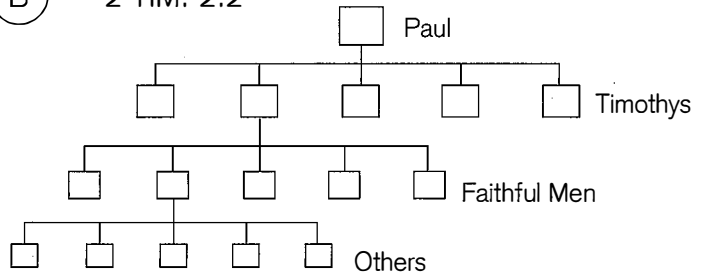
- 1
- 2
- 3

(4) PROVIDE SUCCESS

- 5

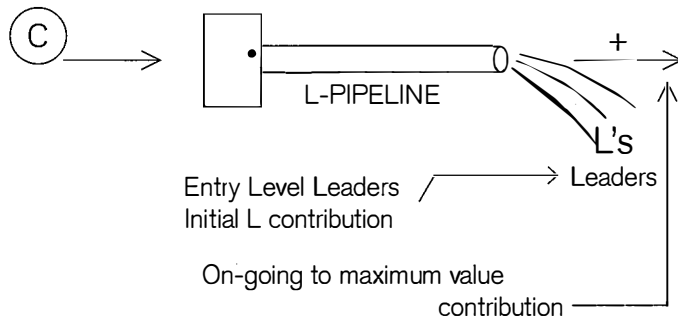
Coach, teach, train, mentor

(B) 2 TIM. 2:2



GENERATIONAL REPLICATION

The God in you, down through the ministry



EXECUTIVE BRIEF**STRETCH & FAST TRACK**

Decades ago I was contracted with the largest cosmetics and toiletries company in the world as a consultant.

Being quite pleased with my contributions they repeatedly tried to hire me full time to help them build the company.

They kept increasing the compensation package to the point it became an offer we chose to no longer refuse.

On a regular basis they rapidly moved me from one leadership assignment to the next. They placed me in new positions to lead where I had little or no experience where I had to build effective teams, relationships and partnerships for success.

Why?

To develop a valuable generalist. To develop my ability to lead and contribute with a much broader impact on key priorities to the company. To be able to lead more and more of the company.

They stretched me, fast tracked me, positioned me in diverse areas, different than my giftings, my experience, my interest, and my comfort zones.

This caused me to face continually new situations and challenges, learn to evaluate things in which I lacked experience and to learn the difficult task of leading people with various personalities, competencies, strengths and weaknesses.

I couldn't do what I do today if they didn't do what they did for me when I didn't really want to do it!

FOCUS

Cultivating Generalists

Ensuring continually expanding competency

Building succession with depth in the breadth of competence.

A strategic objective of any organization desiring to ensure successive compounding impact and growth is to move people from specialist competencies to generalist competencies as God directs.

A Generalist is a leader who can lead anything and everything because he is practiced and skilled in the art forms of leading.

He is adept in utilizing the methods, systems, processes and tools to lead in any situation with any individual, regarding any matter.

By contrast a Specialist is one who can be effective only in an area in which he has great familiarity and success often because he knows more than his followers and can easily and improperly lead by overpowering direct reports with their specialized expertise.

A Generalist provides a greater ability to accomplish God's ever increasing directives of responsibility, sophistication, complexity and timeliness. A Generalist is broad in the application of ability and therefore widespread in influence and impact to a ministry.

A Specialist by contrast again, is devoted to one line or one area of responsibility therefore having a restricted more minimal impact on the future successes of a ministry.

As a result, overtime Specialists must report to Generalists.

The CEO's responsibility in succession planning is to ensure that the breadth of each Generalist's competency is increasing and that the ministry is increasing in the depth of Generalists.

Jesus disciplined so as to develop Generalists who could provide for His succession by gaining experience and proficiency is leading through every diverse situation; every people group; every type of resistance, obstacle and threat; and even every torment and persecution.

Next month: Succession Planning III (B) Navigating the Generalist 'Cross Roads' (crossing the intersection of resistance)

MAXIMUM CEO COACHING

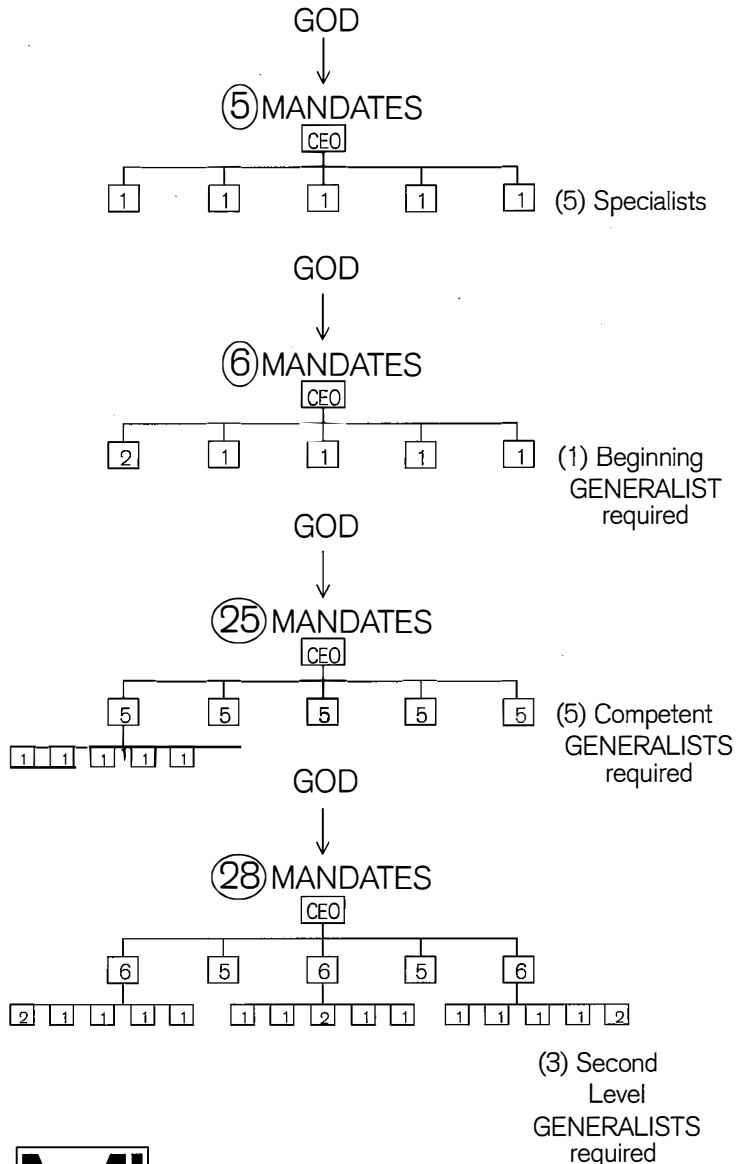
WHITEBOARD

SUCCESSION PLANNING III (A)



= compounding success

WHY GENERALISTS?



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

CROSSING OVER

Last month I wrote how the world's largest cosmetics and toiletries company groomed me to become a generalist so they could promote me into senior management and thereby gain a greater impact for the company through my experience and developed expertise.

Every time they moved me to a new and tougher responsibility it was a challenge I strongly contemplated and gave great thought to resisting. I didn't want to change; I didn't naturally just want to take on more responsibility.

I was comfortable where I was at. I had success there. I made all the mistakes. I worked hard to build relationships and partnership with my team. Now I would have to learn new things, make mistakes; be humbled, lead through new resistance and go where I really didn't want to go.

I reached many a 'cross roads' in my career. Had it not been for leaders who saw that their responsibility was to stretch me, I could not do what God has me doing today.

They believed in me, saw potential in me, provided success by coaching and mentoring me, and pushed me and pulled me out of my comfort zone.

One particular 'cross road' early in my career was right after I won the New York Advertising Society Award (i.e. Oscar) for a major international bank corporate campaign. The reward brought recognition, notoriety, and pride along with it. I then was faced with a major career path change. God was opening a door even before I knew Him personally. I had to move from being a successful, well recognized specialist to learn to become a generalist.

God didn't over ride my will, but He didn't give up on me and the destiny He planned for me.



FOCUS

WHITEBOARD

**Navigating The
Generalist "Crossroads"**

Crossing the intersection of resistance
(Taking people where they don't want to go)

On everyone's path to their God Ordained
destiny there are critical transition points
where a significant change is required.

The leaders job is to help them cross-over.

The job responsibility #4 of every leader is to provide
for success. Oftentimes that means leading through
opposition or resistance.

Leadership is getting people to go where they don't
want to go, to do what they don't want to do. Helping
them to overcome fears, take a risk, trust the leader,
experience and learn new things, reaching their pur-
pose in life and becoming more valuable to God.

Like the Holy Spirit we must at times, encourage,
push, pull and stretch those entrusted to us to
be all that God equipped and designed them
to be. Therein lies the fullness of joy, and all the
riches of fulfillment.

'Cross Over' Opportunity Examples:

The youth leader who resists more responsibility
because he loves 'hanging' and 'shooting hoops' with
the youth; the children's ministry leader who can do
all things through Christ, just with children; when you
need these top leaders to lead and help you build
a number of top ministry priorities.

How do you overcome resistance to opportunities to
develop and to take on additional impactful responsi-
bilities? (Try something like this)

"I believe in you. I see things in you perhaps you don't
see in yourself or are unwilling to trust. God has sup-
plied, equipped and will strengthen you to do all He
asks. I care about you, I have a responsibility for you
for God. I will partner with you for your success. I will
invest myself in you and if you are willing to learn, to
be teachable, I will not let you fail. I will not over ride
your will. I am not into abuse. I will allow you to opt
out at any time, but God is presenting an opportunity
to equip you for the fulfillment of your purpose and
destiny. Would you be willing to give it a try? Let me
help you 'cross over!'"

Courage is not the absence of fear... but rather
the judgment that something else is more
important than fear.

The brave may not live forever...but the cautious
do not live at all.

From now on you will be traveling the road
between who you think you are and who you can
be.

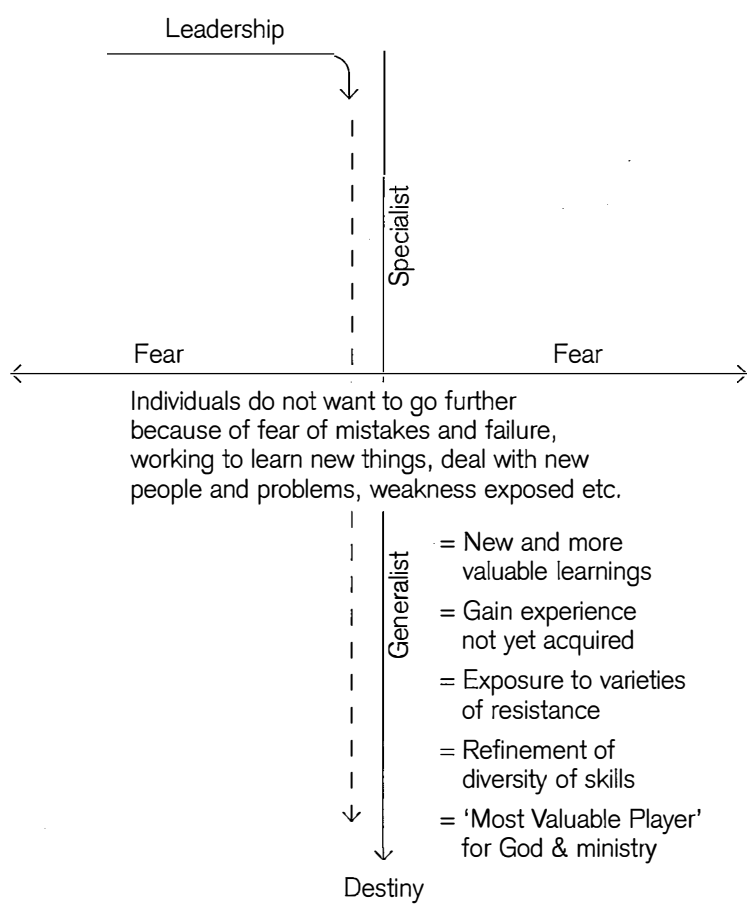
The key is to allow yourself to make the journey.

SUCCESSION PLANNING III (B)

Generating
GENERALISTS
[Developing leaders]

= compounding success

THE GREAT 'CROSSOVER'



EXECUTIVE BRIEF**ONGOING DISCIPLESHIP**

In the secular corporations I worked for I learned the value of and the skills required to help people go where they were equipped to go and to do what they were capable of doing.

I developed methods, systems and processes to prepare individuals to lead in situations with greater complexity and challenge. God was teaching and training me even before I had a relationship with Him.

In effective secular corporations you are not promoted if you do not do your part in the plan of succession. The world system uses 'discipleship' to their profit.

When I hired or promoted someone they understood that I expected them to train and develop at least one person to be 85% of them in one year or choose to remove themselves from that position.

I placed a premium on moving people from specialist competencies to generalist competencies, moving, stretching and exposing them to more widespread learnings, influence and capacity.

Successful corporations have Chief Learning Officers (CLOs) who are responsible for ensuring that learning is maximized at every level. Human Resources (HR) tracks the quantity and positioning of promotable individuals to ensure consistent growth capability.

God is interested in a significant profit. A return on His coming----The greatest investment of all time. He is expecting consistent, compounding, accelerating profitability growth. That is the Kingdom CEO's responsibility to facilitate.



MAXIMUM CEO COACHING

WHITEBOARD

FOCUS

(Upon successfully transitioning an individual from reluctance to change and growth to 'cross over' into the generalist opportunity we must then initiate action steps to perfect generalist performance, a never ending process).

Grooming and Refining Generalists

The CEO models and directs others to develop generalists.

How to Succeed with Succession

One individual at a time:

Perspective: Initiate a broader perspective by increasingly directing multi-task responsibilities and more complex, macro level assignments.

Successful individuals learn to work the systems and process more efficiently and can take on more responsibility thereby accelerating learning and increasing proficiency. Individuals must change their perspective on what really matters and how much they matter.

Key: They see themselves, their value, in a new light; not the same person in a new job working the same way!

Time: Initiate prioritization by 'pushing down' through more and more macro delegation and more challenging assignments. We call these 'stretch enrichment exercises. Successful individuals improve their work habits and what they spend their time on.

Key: They grow faster when you stretch them. God's people must be stretched. You even need to be creative about it. They are easily bored. Importantly they will 'push down' when you 'push down'.

Values

Initiate coaching and the conveyance of what the individual must learn going forward. Describe the future functional or behavioral requirements for steady compounding learning and greater impact performance.

Successful individuals hit the target improvements necessary for them to be successful 3-5 years down the road.

Key: They value the importance of their continual improvement, how they view themselves in the future and how they view their responsibility to those entrusted to them in the succession plan.

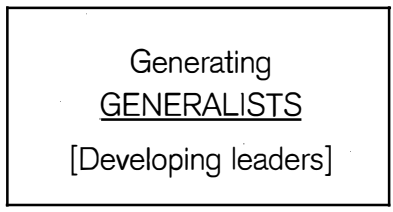
Multi-Dimensional

Initiate the necessary modeling, coaching, and mentoring to maximize Godly emotional intelligence, (E.Q.) to develop strength of maturity whereby the individual is more and more concerned about God, the ministry, and God's people rather than themselves.

Successful individuals expect of themselves the development of a multi-dimensional set of behaviors that fit a variety of situations to be encountered. (I.E.) Firmness, humor, compassion, confidence, grace, accountability, etc.

Key: They have the tools for survival so they can be a strong, steady and surviving member of the legacy team.

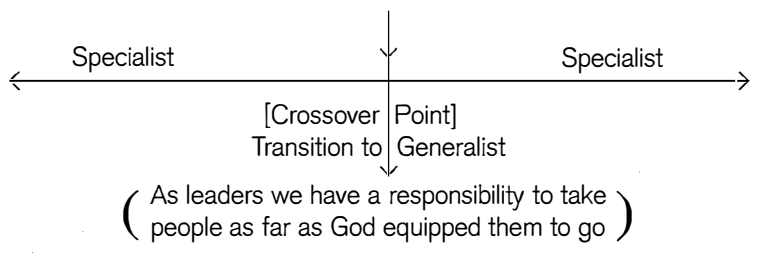
SUCCESSION PLANNING III (C)



= compounding success

PERFECTING GENERALIST PERFORMANCE

Reluctance to move
Fear of change
[their greatest fear is the gateway to their greatest victory]



ACTION STEPS TO FAST TRACKING GENERALISTS:

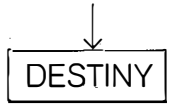
PERSPECTIVE
Multi-task; stretch
= see themselves differently

TIME
Push down; Add weight
= change what they spend time on

VALUES
Convey success
= newly perceived importance

MULTI-DIMENSIONAL
Coach, mentor
= emotional intelligence

SKILLS
Model; refine; perfect
= artfull facilitation



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

GENERATIONAL DISCIPLESHIP

One of the greatest testimonies to God's work with the Partnership for Pastors is that so many young leaders are being developed by their CEO/Pastor stemming from the training workshops we have been conducting around the world.

Twenty year olds are building teams and working the process. They will not have to say "What could I have done for God if I had this twenty years ago!"

Some of the strongest leaders in effective ministries today are the young men and women who have grasped the methods, systems and processes we teach and are running with them.

They are achieving God's mandates, meeting the needs of God's people and bearing great fruit.

They are reproducing themselves and all God has taught them into our teenagers and their peers for future generations of success for God.

They are so effective, efficient and operate in excellence that even older individuals will serve under them with excitement.

They take tremendous weight off the CEO/Pastor with their zeal for the vision, their implementation of mandates and their penchant for results.

They are drawing others into leadership because teamwork, excellence, effectiveness and productivity are contagious.

They are relevant to today's society and culture but do not compromise on God's Word and the gifts and power of the Holy Spirit.

This is generational. The next generations are your legacy.



FOCUS

**Generating a
Generational Culture**

The CEO must leave behind an entity that flourishes and accomplishes more than he could ever see, or think or dream.

What would happen if part of every plan, project or priority we worked on, entertained a reflection and response as to what impact it could produce in future generations?

What if we thought a lot more about what we will bequeath to future generations?

Elements in the process of legacy

1. Every entry level individual should be groomed to be willing to be on track to become a competent leader in their level of responsibility.
2. Every individual knows they are expected to be all they can be for God.
3. Every new individual is oriented to understand they are expected to be a part of a generational succession plan.
4. a) Design and implement a leadership pipeline and evaluate it regularly and don't let it run dry.
b) Design and implement a succession plan.
c) Architect and facilitate a process to grow individuals from the point of joining the ministry to ever increasing leadership responsibility; including eventually your own and successive replacements.
5. Develop individuals with emotional intelligence (E.O.) as well as intellectual intelligence. (I.Q.)
6. Every leader is required to have at least someone close to, equal or better than they are, rapidly over time.
7. Obtain an abundance of high performers to draw from and who can build without your constant involvement.
8. Build depth in the breadth of competence.
9. Obtain a plethora of developed individuals that can be sent out to start a work or sent up in the organization.
10. Ensure frequent meeting oversight and quarterly reviews to evaluate and re-direct succession plan progress and improvements.
11. Conduct in depth assessment of progress made in navigating 'crossover' reluctance and resistance to change in the progress of transitioning individuals from specialists to generalists.
12. Build an 'engine' that cannot be detained or derailed allowing you to be away for time on the mountain, vacation, rest, accomplishing your personal mandates and thinking about the future.
13. Generate a generational culture and leave a generational legacy.
14. Live and leave with peace in your heart.

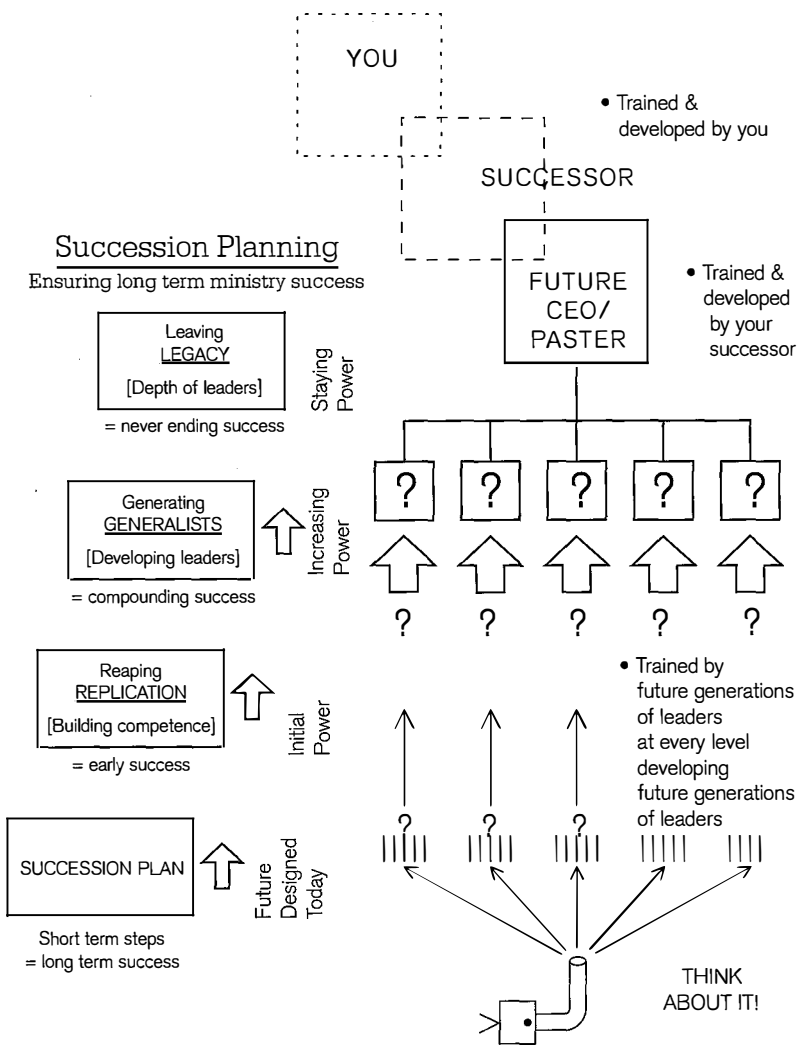
WHITEBOARD

SUCCESSION PLANNING IV

Generating
GENERALISTS
[Developing leaders]

= compounding success

SETTING IN MOTION GENERATIONAL LEGACY



EXECUTIVE BRIEF

SECURE THE FUTURE

Three partners are helping me write the last in a 6 part series on Succession Planning, as I extract material from their latest newsletter and or magazines.

An Apostle in Georgia admonishes us to build for the next generation. To instill the foundational processes which will enable us to shape the future with increased revelation, better technology and God presented opportunity (Succession Planning). That is our challenge, that is our responsibility He implores. Dan 4:3, His Dominion is from generation to generation.

A Massachusetts Pastor describes meditating on Joshua 1:9 and hearing these words rise up in his spirit "Lead the way". Lead the way into new beginnings. 'Crossing over', he wrote, represents 'New Beginnings'-- the transition between where we are and where God wants us to be. Whether personal or the entire ministry, 'crossing over' must be led to achieve God's prepared future. (Succession Planning)

A Pastor in England refers to the Oxford Dictionary defining 'transition' as the process of changing from one state to another. Growing and going...the character of God. Saved from something to do something. Transition benefits: secures our future; releases greater provision; purges our lack of courage; establishes faith; brings forth new opportunities; secures an inheritance for those who follow.

I planned to close out the six coaching lessons on succession planning with a summary lesson to emphasize its importance and to further encourage the study and application of all the principles. However, the Lord interrupted me and reminded me of some material he had previously shown me and some new material.

He is teaching me at this moment new material relating directly to building succession and leaving legacy. Therefore the subsequent coachings will center on:

Compounding Generalism
Succession Ingredients
Inheritance to Survivors

Creative Cultures
Facilitating Functional Expertise
Change for God's Sake



FOCUS

**Broadening the depth
of generalists**

Broadening individuals and creating more of them is critical for successive achievement.

Leaders must be disciplined, changed, developed, transitioned, stretched, and stretched more and more to develop generalist capability and capacity.

Capabilities that go beyond knowledge in one area, but exhibit application proficiency in many areas are essential. The excellent and continually refined expertise in performing the skill sets and art forms of leadership, thus increasing (capacity).

The quality of what an individual can effectively lead (capability) is proportionate to how much can be accomplished in a given amount of time (capacity).

Objective:

Accomplish significantly more, faster and better. (volume, speed, effectiveness)

By contrast, individuals operating in a 'specialist silo' where only one area of knowledge is vertical and deeper, but leadership applications are weak, creates limited capability and limited capacity.

Creating compounding generalists must be planned, deliberate, focused and evaluated.

Two key areas of focus must be:

Deliberate Practice. To create a learning culture in which we must repeatedly apply the process formula of sequential actions such as---

- 1) Risk Taking
- 2) Gaining Experience
- 3) Learning from mistakes
- 4) Self evaluation/Coaching
- 5) Correction/Change
- 6) Practice over and over/Refine

Repetition is the motor of learning.

Stretch Enrichment Exercises. To force the level of proficiency through increasing levels of exposure and experience into areas of greater sophistication, complexity, diversity and unfamiliarity. Each new challenge, exposure and experience expands the core of capability and capacity.

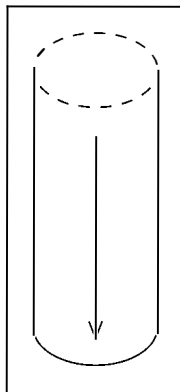
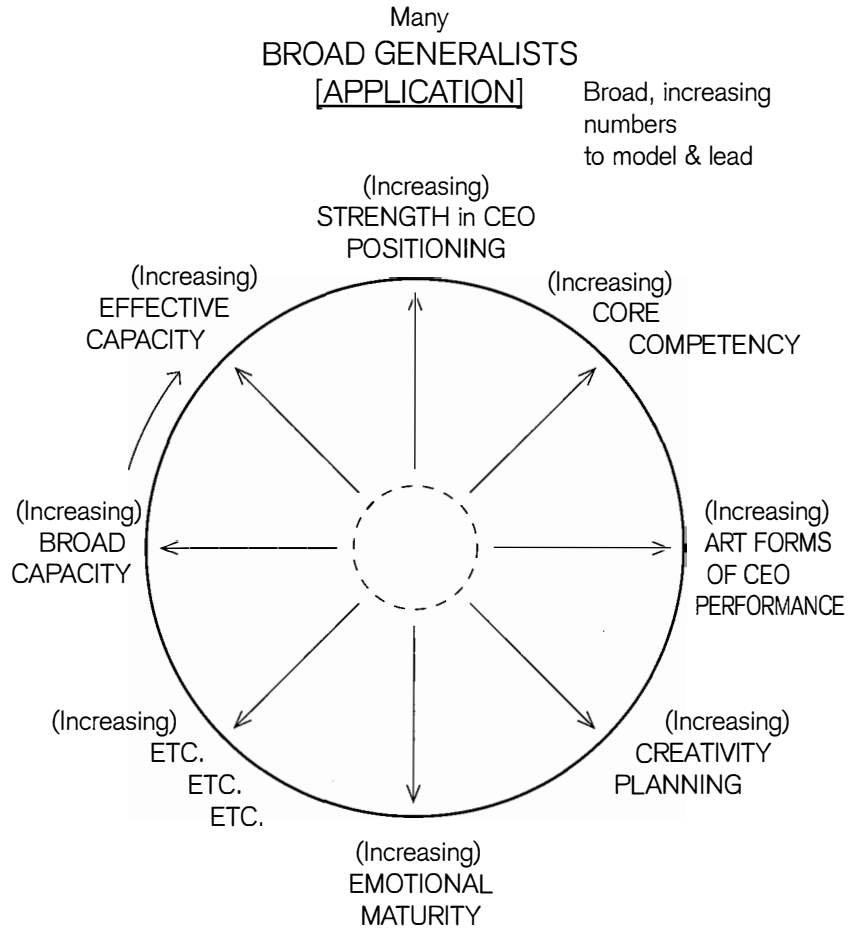
(I.E. The first violinist at Carnegie Hall did not get there by playing 'Mary had a little lamb' over and over again)

Stretching is the motor of application

WHITEBOARD

COMPOUNDING GENERALISM

The most successful path to growth, development and legacy



[VS]

Learning experience and capability/capacity is deeper in essentially one discipline

SPECIALIST SILO

[KNOWLEDGE] Vertical expertise Limited leadership

**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

FUNDAMENTALS

What are we trying to accomplish?

- * To build, establish and maintain the maximum profitability for God from the combined application of corporate time, energy and resources.
- * To sustain achievement with steady, compounding effectiveness for God.
- * To ensure increasingly significant results for God with decreasing involvement and taxation on the CEO.
- * To build an engine that cannot be derailed and continues to gain momentum without and beyond the current CEO.

This month's coaching defines the stages and step by step fundamental elements of lasting ministry effectiveness.

To accomplish the purpose for which God created you and your ministry we must:

- * Define what it is God planned
- * Design the organization and leader development pipeline to achieve it.
- * Institute the methods, systems and processes of discipleship.
- * Empower, stretch, refine and perfect ever increasing depth of leadership.



FOCUS

WHITEBOARD

Fundamental Elements

Define, design and disciple your ministry for future success now.

The key ingredients detailed on the white board are imperitives to succession planning and legacy building.

Significant attention, prioritization and follow through are required to define, design and refine the key stages and corresponding elements of ministry effectiveness.

These ingredients must be implemented in a chronological and seamless fashion. No one element can be left out~the synergism of which creates lasting momentum.

Stage I: Discipleship Orientation

- Requires prayerful spiritual direction (Gal 3:3)
- Accurately represents what God ordained your ministry and its objectives to be from the beginning of time.
- Clearly details what everyone in the ministry will be held accountable to.

Stage II: Discipleship Pipeline

- Entails the architecting of organizational and developmental structures to ensure the exact achievement of Stage I.
- Contains a living and continually changing organizational design corresponding to the God given mandates by function, sub functions, individual leaders and team.
- Rapidly moves individuals into entry level team placement and leadership learning.

Stage III: Discipleship Process

- Ensures every individual is developed and deployed for increasing contribution and effectiveness.
- Involves the development of teams and the progressively deeper establishment of teams and the perfecting of team contributions.
- Demands the discipleship transitioning of individuals to 'cross over' into greater levels of contribution and broader leadership impact by becoming generalists.

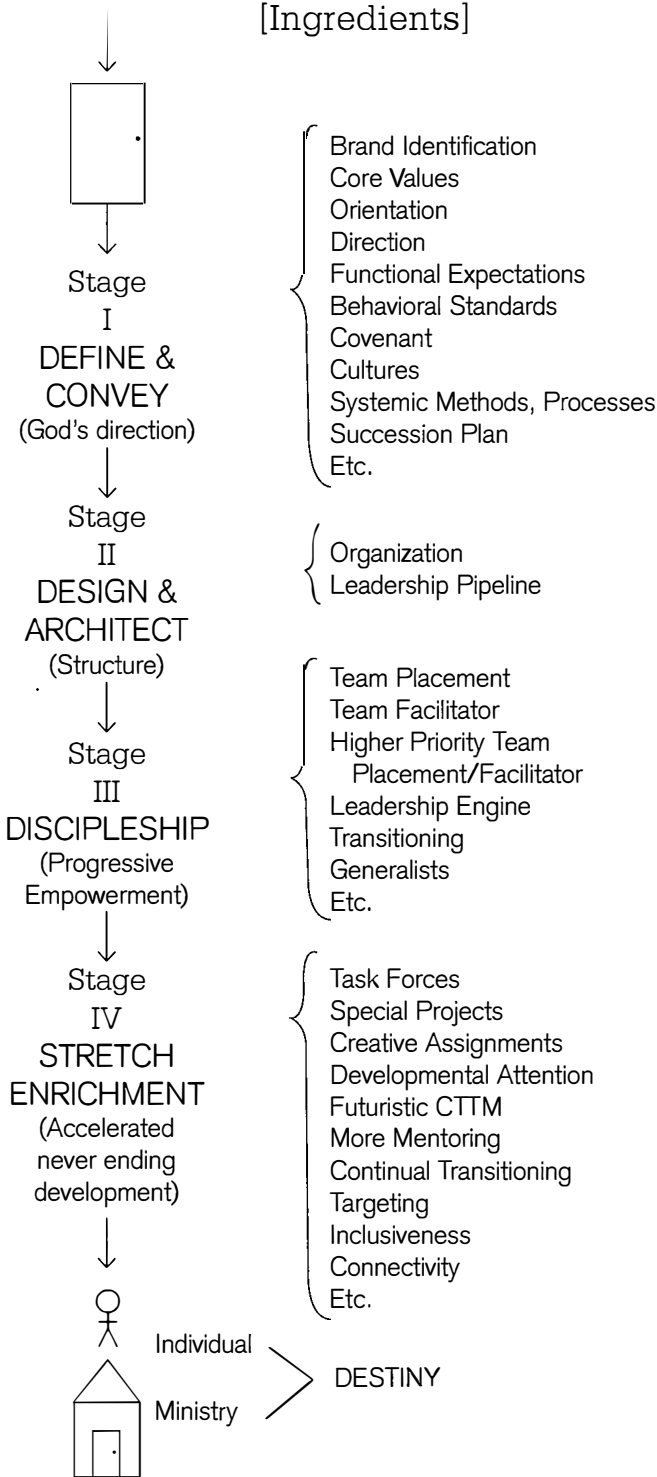
Stage IV: Discipleship Accelerated

- Requires accelerating development in which individuals are stretched, challenged, increasingly empowered for personal and corporate significance for God, wherein their destiny becomes clearer and is being realized.
- Requires focus, creativity and attentive evaluation.
- Requires escalating and never ending coaching, teaching, training and mentoring.

When every individual is on a fast track to their destiny, the ministry will be on a fast track to its destiny.

SUCCESS/SUCCESSION/LEGACY:

[Ingredients]



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

CULTIVATE CULTURE

Continuing with the series of coachings on Succession Planning. A most critical component of successful succession is the establishment of various cultures and the bread and depth in which they are exhibited.

Webster defines culture in one dimension as the act of cultivation and tillage.

CEO's intent on establishing functional cultures producing effectiveness and achievement must become skilled and artful in their ability to cultivate and till.

Cultivate: Prepare for use; to foster growth; to improve by work, care or study; to refine; to encourage.

Till: The act of plowing, sowing and raising.

1. Plowing (planned preparation of individuals to receive seeds of discipleship.
2. Sowing (discipleship seed. Sowing of leader's learning, experiences, mistakes, failures, values, teachable points of view, skills, techniques and tools acquired.
3. Raising (continual instructing, delegating, empowering, entrusting, stretching, promoting)

I will add one more.

Weed: The act of removing that (those) which inhibits the growth of others and the culture.

The ultimate responsibility of course lies with the CEO to select, prioritize, expect, model, coach, teach, train, mentor, evaluate and direct the necessary changes to build, broad, deep and lasting ministry cultures.

FOCUS

DEVELOPING CULTURES

What would an anthropologist say about your culture?

What behaviors are consistently enacted and to what degree is the entire organization enacting them?

Culture defined: Merriam Webster

1. The set of shared attitudes, values, goals and practices that characterize an organization. (CEO direction)
2. The act of developing (discipleship), the intellectual and moral faculties esp. by learning.
3. The integrated pattern of human knowledge, belief and behavior dependant upon man's capacity for learning (teachable spirit) and the transmitting of knowledge to succeeding generations. (succession plan).

The continual or successive success of an organization is dependent on the cultures they exude which define them. Succession Planning requires attention to cultures built, established and producing continual pleasant and precious riches.

What we 1) require; 2) convey; How we 3) operate and 4) function dictates the type of culture and or sub cultures we develop in an organization. To not focus ones attention on the development of certain cultures is to debilitate the plan of succession.

Identify the culture goals you desire. Keep your focus on those targets and capitalize on every single opportunity you can to expedite their achievement. Everyone must ascribe to functioning in the cultures you emphasize.

What you determine you want in the characteristics of your ministry, you must build one team meeting at a time in the Team Total Involvement Process.

Culture development is initiated in the Executive Leadership Team (ELT). There, beginning with the top team it is established, modeled and replicated down through the ministry with accountability.

One team or a few individuals functioning in a prescribed manner is not a culture (does not a culture make). Everyone must function or behave in the prescribed manner. Persons are deemed successful when they have learned and consistently display the characteristics of that particular culture.

The cultures are not an ultimate result, but the catalyst to bring results.

Cultures are non-negotiable. One who does not exhibit the required cultural attributes cannot remain in a position of responsibility.

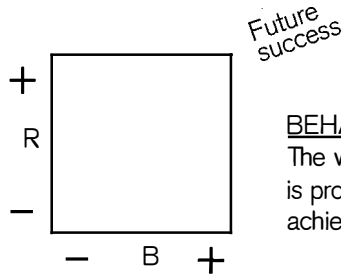
As anthropology is the study of human beings in relation to their culture (among other criteria)----The CEO must study their people in relation to the culture (s) desired and direct constructive change. *See Executive Brief

**MAXIMUM
CEO
COACHING**

WHITEBOARD

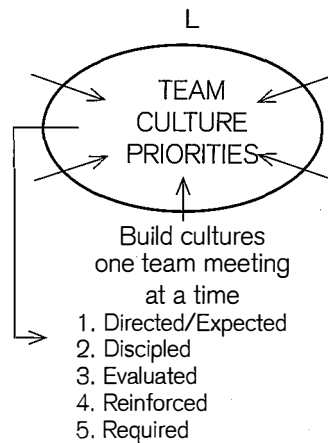
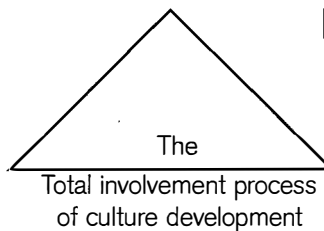
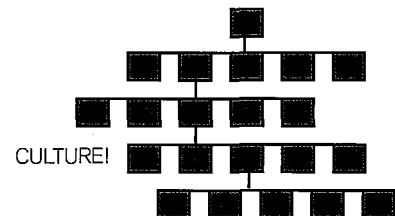
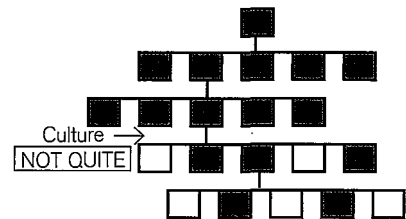
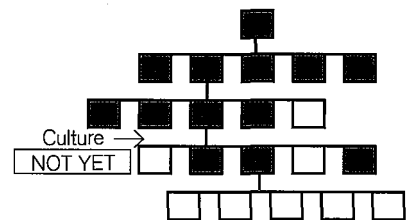
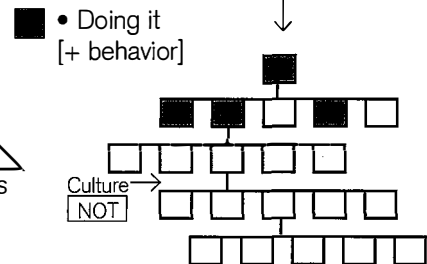
SUCCESSION CULTURE (S)

Cultures bring successive results



BEHAVIORAL PRIORITIES = CULTURE
The way a ministry functions/behaves (B) is proportionate to results (R) achievable.

DEPTH OF BEHAVIOR = CULTURE



CULTURES:

- LEARNING culture
- PERFORMANCE culture
- BUILDING culture
- COMMITMENT culture
- ACCOUNTABILITY culture
- HONESTY culture
- GENERATIONAL culture
- ETC.
- Generate your list by priorities
- (The greatest amount of change needed)

Start with learning (discipleship & teachable spirit) or all other cultures will not happen.



MINISTRY INSTITUTE

EXECUTIVE BRIEF**SUCCESSFUL FAILURE**

A successful Dallas business man was interviewed on a business TV program a number of years ago.

The interviewer was going on and on about how successful this businessman was; so well off and networked, a power broker in the DFW Metroplex, owning a conglomerate company and the Dallas Stars Hockey Team as if born with a silver spoon in his mouth.

The businessman became uncomfortable with her laudatory comments preferring that the audience understand something far more important about his life.

Therefore, he stated, "You don't understand, I've been bankrupt three times and I made some of the most amazing mistakes" and went on to describe a number of them.

The interviewer was shocked and said, "Wow, you had some pretty bad failures and you made some pretty bad mistakes before you got to this point." He responded with one of my most favorite lines. "Yes," he said, "I've spent my whole life becoming an overnight success."

Experience is the currency of leadership. Celebrate noble failure!

FOCUS

WHITEBOARD

CELEBRATE NOBLE FAILURE

Celebrate the innovativeness and risk taking of individuals motivated to protect your anointing and run with the vision. Celebrate their care, their zeal and highest of intentions.

Why the celebration? Because you now have before you experience, coupled with a tremendous opportunity to learn and become more valuable for God.

Recognizing the opportunity for value added, a real time coaching opportunity exists, the teachable moment is at hand.

The teaching is initiated with the question; What did you learn here? What can you take from this experience to perform at a higher level for God and for God's people?

As leaders we ask the question above and let them discover their own learnings. As leaders with experience, we share our learnings and let them discover how to learn to apply them.

Mark Twain said, "You might as well learn from the mistakes of others because you will never live long enough to make them all yourself."

Capitalize on every learning opportunity and every teachable moment.

Experience is the currency of leadership.

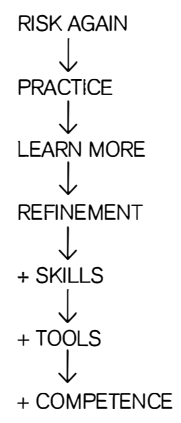
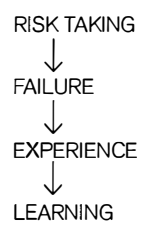
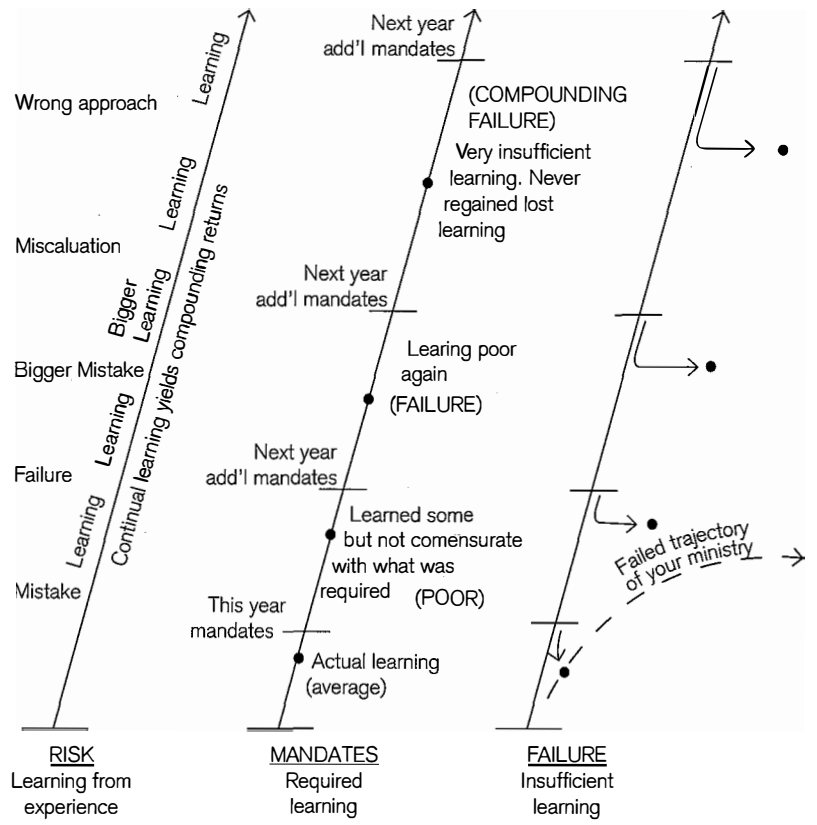
The greatest risk is not taking one.

"One hundred percent of the shots you don't take don't go in."---Wayne Gretzky (Hockey immortal)

Failed efforts and mistakes are the professors that stand in the midst of every opportunity to ask: What did you learn? What will you do differently?

Create a Learning Culture

BUILD A LEARNING CULTURE



Lost opportunity to learn = FAILURE

Capitalize on every teachable moment with 'real time' learning (CTTM)

Turn failed risks into learning opportunities for success



EXECUTIVE BRIEF**DUH HEADS TO GENIUSES**

When I started American Education Publishing several decades ago, I surrounded myself with two of the most competent individuals I knew.

We had a great concept and a marketing plan to exploit all the identified marketing channels.

However, we had to rush to market and exploit all those marketing channels before our educational concept and materials were copied by the big established publishing corporations. Although we had registered patents on our project we knew the 'big boys' with the 'deep pockets' would steal our concept and beat us down in a law suit---a game often played.

We had some funding of our own but in light of the above predicament we needed more. Even more than we ourselves could invest.

We went to the first venture capitalist with our business plan in hand, expecting to pick up the check for 1.5 million. The investor asked us a few tough questions to which our best answer was something close to 'duh!' No check.

This scenario essentially repeated itself three times over the next two months. More 'duh' answers to tough questions. However, each time we had a 'duh' head experience we went immediately across the street for a cup of coffee and met there until we completely answered the questions presented.

Now with a contingency plan of answers in hand we approached the fifth 'deep pocket' investor. The contingency business plan was almost half the size of the original business plan. Investor #5 was extremely impressed. We received the comment "you boys are geniuses" and quickly received the money.

We went from 'duh heads' to geniuses in two months!

Why. What happened here?

The investors were trying to identify--What could go wrong?

We, after each failure asked the question--What can we learn?

(The two key questions of leaders)



FOCUS

PROVIDING SUCCESS

At least 30% of every CEO's job description (component #4) must be spent coaching, teaching, training and mentoring (CTTM) those entrusted to them and to build that percentage from there.

A minimum of 30% of your time must be spent on CTTM your team on what they currently need to be successful as well as what they will need from the challenges to be encountered 3-5 years from now. It starts today.

A minimum of 30% of your time must be spent on modeling CTTM and directing and expecting them to CTTM their people effectively.

Following are some distinctions and attributes of the different components of outstanding discipleship. It is most important to recognize that the appropriate blending and timing for all four is essential.

COACHING

Coaches establish and ensure the conduct of a game plan, direct, encourage, correct.
Example: Football Coach
Practical: Commissions a plan for success and ensures the working of its components for the achievement of winning.

TEACHING

Teachers cause others to know something or to know how to do it. Instruct, impact, educate by precept, example or experience.
Example: School teacher/Professor
Practical: A strong desire to share learning through a spirit of helpfulness.

TRAINING

Trainers form and make habitual, orderly, developed execution of what has been taught. To make fit, qualified or proficient. Demonstrate, model, drill, practice, refine.
Example: Personal Trainer
Practical: Listens and observes so as to discipline/disciple for strength and effectiveness.

MENTORING

Mentors are a trusted counsel, guide, tutor. A side by side friendship and partnership providing sharing, edification and encouragement.
Example: In a classic book--a friend of Odysseus named Mentor was entrusted with the care and education of Odysseus' son Telemachus.
Practical: Takes sincere and heartfelt care in the personal relationship and development of an individual.

COACHING

WHITEBOARD

COACH, TEACH, TRAIN, MENTOR CTTM Discipleship

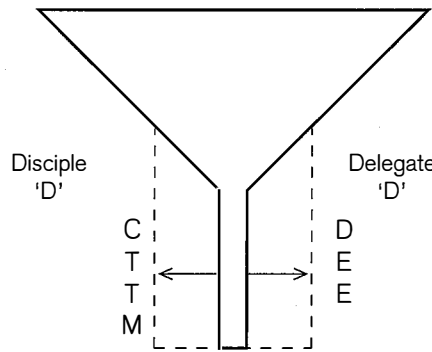
CEO JOB DESCRIPTION

- 1
- 2
- 3
- 4 Provide SUCCESS + 30% CTTM
- 5

DISCIPLESHIP

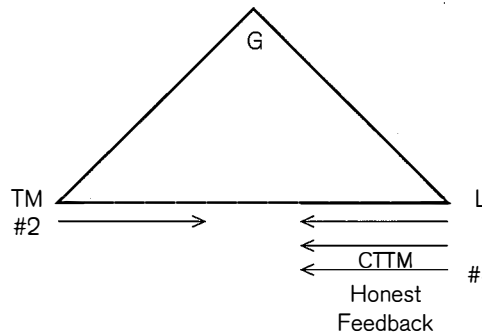
is the
APPROPRIATE
and
TIMELY BLEND
of
COACHING, TEACHING
TRAINING, MENTORING
(Develop the art)

FUNNEL OF SUCCESS



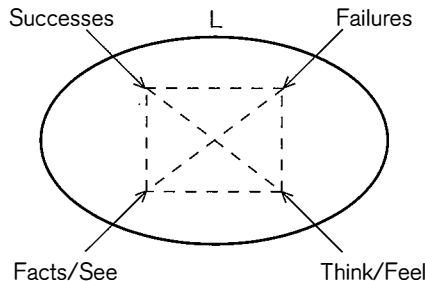
DISCIPLE MORE
(CTTM)
to
DELEGATE
MORE
(Never ending process)

EMPOWERMENT PROCESS



CAPITALIZE
on
EVERY
TEACHABLE
MOMENT
(Convey learning from every experience)

TEAM DISCIPLESHIP



TEAM
CTTM'S
EACH
OTHER
(Develop team teaching discipleship)



EXECUTIVE BRIEF**FIRST FIRING**

I still remember today, like it was yesterday, the very first firing I had to do forty-five years ago. I even remember his name. I've had hundreds go since then and I can only remember a handful of names, but I'll never forget this one.

My boss came to me upset that day and said "see that guy over there? I want him hit (fired) and I want him hit hard, (before any evaluative documentation was legally required) and I want him hit now!"

With no teaching or coaching on how to effectively "execute the hit", I did my best which was horrible and about as bad as it gets.

I went to his office (wrong) and rather than be honest and get right to the point, I started a conversation to ease into it which I thought would be more merciful. (which it wasn't for either of us.)

He saw it coming and proceeded to share with me their family's critical financial situation and how much he respected me as his boss and particularly for being honest with him. He then proceeded to name each of his eleven kids (honestly) and discussed the ones that were challenged physically and emotionally and the cost for their care. (while I sat there and listened.) He also mentioned the fragile nature of his wife's mental health.

Then it became time for me to fire him.

Hemming and hawing I mentioned a lot of things which were vague and made innuendo and still didn't get to the point of the meeting. I even entertained the thought of quitting my job so I wouldn't have to 'drop the hammer' on the poor guy.

I intimated he was sort of fired, kind of really. He then actually pulled out the huge bill he just received for the care of his crippled child and said he didn't think his wife could take one more blow.

He was a nice guy and we cried together. For some reason he never came back to work again.

I vowed I would never go through that again.



FOCUS

WHITEBOARD

How They Remove Themselves

(Read Executive Brief)

1. Establish at the time of placement (even the interview) the criteria for success:

Behavioral expectations, value system, productivity requirements, core competencies, etc.

2. Clear understanding in writing that we are in a probationary period in which we will CTM them for success but they must be teachable & responsive. Strengths and weaknesses are acknowledged here.

3. At the very first notice of a 'little gap' shortcoming for their success a real time coaching opportunity takes place. Total honesty in communication with a confirmation of an understanding and a commitment to change.

4. The real time coaching opportunity is succinctly documented with date and expectation for change they agreed to.

5. If problems continue to persist on a regular basis and the lack of effort and/or inability to change is becoming apparent then the seriousness of the 'chronic gaps' must be communicated and the corresponding consequences clearly conveyed.

6. Gaps continue and now the matter has reached the most serious consequences level and the last chance to change is given, acknowledged and committed to.

7. A final choice warning is given after a release from the Holy Spirit because an adequate job of coaching has taken place and the individual is choosing or incapable of responding at this time.

8. Continued under performance requires merely the reminder that they now have chosen to remove themselves from the position and team. The tough work was done in step #1 and in the coaching along the way.

9. It is critical that a formal exit interview take place with a second witness here and in step # 8. The obtainment and change of all tech access, equipment, keys, documents, access cards etc. that belong to the ministry.

10. Part of the exit interview is to agree on time and method of departure and very critically an agreement on how each party will communicate the 'why'. A brief general statement should be agreed to and adhered to in writing.

An understanding is reached that if the individual leaving were to violate the terms of that agreement a full disclosure on the part of ministry may be necessary, perhaps even from the pulpit.

(These basic steps are also conducted with volunteers with modifications as appropriate)

Next two coaching issues:

You're Hired
You're Positioned

~~YOU'RE FIRED!~~ You chose to fire yourself

[Action Steps]

1. CRITERIA FOR SUCCESS
2. PROBATIONARY PERIOD
3. 'LITTLE GAP' DISCUSSIONS
4. DOCUMENTATION
5. 'CHRONIC GAP' DISCUSSIONS
6. SERIOUSNESS / CONSEQUENCES
7. FINAL CHOICE WARNING
8. CONSEQUENCE CHOSEN
9. EXIT INTERVIEW
10. 'PARTY LINE' AGREEMENT



EXECUTIVE BRIEF**SELL THEM OFF THE JOB**

Many years ago in the corporate world when I was being evaluated in part by the quality of individuals I recruited I learned an important lesson.

Recognizing very quickly that it was better not to hire a sub-par performer than not to hire someone at all. The later was not good either but the former was more blatantly obvious that I was not a good judge of people.

So what was the important lesson?

First, I learned to stop 'selling' people on the job opening I had to fill, because I looked bad when they were incompetent and we couldn't use them. But also, I ended up doubling my workload because I still had to go through the process of hiring the right person along with the process (last month's coaching) of getting rid of the person who wasn't what was needed.

Secondly, I learned and developed the skill to interview prospective employees 'by selling them off' taking the job. I learned it was far more productive to represent the challenges and difficulties of the job today and inflate them for what would be required from that individual in the years to come.

Thirdly, I learned to 'sell them off' by conveying to them that I had considerable concerns that they could handle the job. ie. "I don't see anything in your resume and you haven't told me anything that would lead me to believe you could do this job."

At that point many interviewees agreed with me and excused themselves. Some tried to fake it. One I remember asked to use the men's room and I never saw him again.

Then there were the ones who leaned across my desk and told me emphatically exactly why they could and would do the job. I hired them!

FOCUS

WHITEBOARD

How To Hire With Confidence

(Read Executive Brief First)

1. Pray. Earnestly seek, make the opening(s) known--widespread.
 2. If you are in a position to do so~delegate initial interviews. Have others pre-screen if possible (HR and then your team and then you). Never interview anyone from another ministry without permission from their CEO.
 3. Obtain references down 2-3 levels from those the candidate provided. "Do you know someone that knows candidate X?" (Not just their best buddies.)
 4. Second interview now with you. Probe extensively. Clarify vague areas. Identify and discuss concerns openly. Let them 'sell you more'.
 5. Consult the Holy Spirit--it's His ministry. Talk to the others who interviewed. Arrange for the candidate to meet with your team.
 6. The most effective way to determine a person's qualifications for the job and their match to your ministry culture is to give them a specific assignment~pre-hire. Watch the results and their attitude about it.
 7. Finalize every detail. The first coaching starts right here. Convey: why you are choosing them for the position; what you are concerned about relative to their performance and what you want them to concentrate on from the start. (Target for success)
- (Place new hires on a probationary status of 90 days perhaps, where they get considerable coaching and evaluation and a limited time period to prove themselves worthy of the hire.)

YOU'RE HIRED!

[Action Steps]

1. ASK OR YOU WILL RECEIVE NOT
2. INITIAL INTERVIEW
'SELL THEM OFF'
3. DEEP REFERENCING
4. SECOND INTERVIEW
5. OBTAIN COUNSEL
6. ASSIGNMENT
7. FINAL INTERVIEW FOR HIRE

EXECUTIVE BRIEF**REJECTING THE SAINTS**

Our assignment for God in ministry is to equip or perfect His saints for the work of service.

My heart grieves for the saints who come forth to serve who are treated with such disrespect because so many ministries are dysfunctional in the obtaining, equipping and placing of those saints into service.

Some very typical dysfunctional scenarios: Scenario 1: The ministry leaders behave as though the pastor is the only one in the ministry who can get those saints into service. If he doesn't beg from the pulpit nothing happens. That's the only way it works, they say.

Scenario 2: When the pastor, out of desperation, does make the call to the saints and they do come forward crying out "here I am, use me," invariably the leadership did not realize we need to capture the names and contact information of the saints. There is not a pen, pencil, clipboard or paper in sight.

Scenario 3: Somehow the names of the saints were captured on a variety of laundry tickets, offering envelopes & gum wrappers. Several weeks later upon inquiry the pastor finds that no one has been contacted yet by the so called leaders because "we are so busy". The message to the saints is...we are desperate for people but not you! We then wonder why they leave the ministry for some other opportunity to obtain the value of contributing to something significant.

Scenario 4: If and when the saints do show up for service there is no plan of required action steps to position them for success. (introduction, orientation, job description, training, mentor assigned, schedule, recognition etc.). The saints are treated with disrespect: "Who are you? Oh, well listen we're really busy around here, make yourself useful and we'll try to get to you at some point."



FOCUS

WHITEBOARD

How To Position The Hire

(Read Executive Brief First)

These basic steps must be conducted with everyone placed into a position (staff and volunteers).

1. Have an 'onboarding' system or plan designed to ensure every individual's success. This is a specific plan of action for every individual deployed into service for God with a specific assignment. This should be conducted by a deployment entity in the ministry or person overseeing the placement of individuals.
2. Describe the job so as to be absolutely clear to the individual what they will be held accountable for, as well as reporting, criteria for success and evaluation.
3. Expectations for behavior, functioning and standards clearly conveyed.
4. An extensive orientation to the ministry overall, to appropriate leaders and to the specific department to which they are assigned. [i.e.] mission, vision, methods; systems, processes, rules, regulations etc.
5. The training (a) necessary to serve in any capacity within the ministry at large. The over arching information necessary to function effectively.
6. The training (b) necessary to serve in a specific department to which assigned. The training necessary to perform successfully in a particular area or function.
7. Introduce individual to the department and team assigned with excitement and appreciation. Credentialize and allow people to understand their background and perceived value.
8. Assign a mentor to every individual for the purpose of smooth assimilation, answering questions, providing counsel and 'greasing the skid' for success.
9. Everyone must receive and understand the schedule they must operate within. Days, hours, meetings, reports. etc.
10. Regular success 'check-ins' are imperative and cannot be overlooked. No excuses. Extensive monitoring, coaching, teaching and training initially. Then targeting, stretching, and enrichment opportunities enter in for their success.
11. Recognition. Conveying value and creatively seeking ways to acknowledge appreciation.
12. Effective coaching and then performance targeting, stretching and providing enrichment opportunities for promotion.

YOU'RE POSITIONED

[Action Steps]

1. SPECIFIC ASSIGNMENT
2. JOB DESCRIPTION
3. EXPECTATIONS
4. ORIENTATION
5. TRAINING (A)
6. TRAINING (B)
7. INTRODUCTION
8. MENTOR ASSIGNED
9. SCHEDULE
10. SUCCESS CHECK-INS
11. APPRECIATION
12. PROMOTION



EXECUTIVE BRIEF**GAPS HURT**

When I worked for the largest specialty retailer in the world we pounced on an opportunity to cut expenses. A manufacturer of dresses offered us 'cooperative advertising' by paying for magazine ads in women's magazines with the proviso that we purchase large quantities of their dresses wholesale for retail in our stores.

It seemed to make sense and they purchased the ads. When their line of dresses landed in our stores several serious gaps surfaced.

One was the gap between the style and quality of our established brand image and the style and quality of the 'rags' they produced.

Another was not only a gap in sales performance of dresses, but the damage we did to our reputation which impacted sales beyond dresses.

Gaps often have a negative synergistic effect throughout an organization.

These and other gaps caused by this one miscalculated decision were the result of allowing a gap in our core values; our established and proven successful methods of behavior; the missing facts we failed to secure before making this strategic decision.

Gaps hurt you.



FOCUS

DIRECTING CONSTRUCTIVE CHANGE

Eliminating The Gaps

Leadership is directing constructive changes toward God's desired future.

Anything that debilitates the efficient and effective progress of 'setting free' what God directed you to do must be changed immediately.

Failure to **Recognize** (surface vulnerabilities through reconisance); **Prioritize** (apply common sense of team to newly faced reality); **Mobilize** (assign a team point person to innovate and turn into an opportunity).

A yet undiscovered or un-dealt with debilitator represents a gap in performance. Performance regarding either measured and time prescribed goals (results) or prescribed and expected standards in functioning (behavior).

A gap is a break or divergence as in character, knowledge, results or behavior.

The shortest distance between where you are today and where God told you to go is a straight line or plumb line. Anything that deviates from that (causing inefficiency and ineffectiveness) is a gap that must be eliminated.

The key is for the CEO to be in a continual search and destroy mode. To identify gaps at the earliest possible point in time. To eliminate in the most expedient manner.

To continually do so is to continually reinvent your ministry. Command and knowledge is power. In knowledge are the pleasant and precious riches to be found and cultivated into steady compounding successes.

You find gaps when you have:

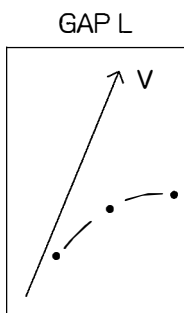
- Regularly scheduled team meetings and receive your 'dashboard' of key indicators and you and the team ask tough questions and/or the in depth honest evaluation members provide.
- Quarterly results reviews and quarterly behavior forums and receive presentations you request and ask 'depth charge' questions.
- Scheduled time to sit and think. Think about the vulnerabilities, the debilitators, the ability to keep pace and the needs of the future (see white board)
- The Holy Spirit speaking to you about the gaps that have not yet surfaced. The still small voice forewarning you about concerns in His ministry.

COACHING

WHITEBOARD

Various Categories WHERE GAPS EXIST

The mark of any orgnization is continual on-going improved performance. Gaps are hinderances to that objective that must be eliminated.



- Future Demands on Ministry vs **GAP** in Current Competence of Leadership
- Demands of Ministry Goals vs **GAP** in Ability to Keep Pace
- Performance Methods & Systems vs **GAP** in Everyone Actually Working Them
- Learning and Development Requirements vs **GAP** in Executing Comprehensive Plan of Discipleship
- Data Required for Growth Decisions vs **GAP** in Key Indicator 'Dashboard' of Facts
- Core Values and Righteousness vs **GAP** in Standards Compromised & Leaven Persisting
- God's Mandates vs **GAP** in Bottom Line Rturn on His Investment
- High Energy Collaborative Innovation vs **GAP** in 'Can't Be Done'; Surfact Thinking
- Ministry Depth of Desired Cultures vs **GAP** in Only a Few Exhibiting Culture Characteristics
- High Core Competency Levels Downline vs **GAP** in Competency Between A + B / B + C Teams

EXECUTIVE BRIEF**THE COMPETITION**

When I founded The Institute of Ministry Management and Leadership, I wrote a prospectus by the direction of the Holy Spirit to be given to pastors.

The prospectus was some thirty pages of what I could do to help pastors should they choose to be a client and avail themselves of all God taught me as a naval officer and as an executive in billion dollar corporations and a mega ministry.

After completing the writing of the prospectus I noticed there was nothing in the content about competition.

Competition was one of the most critical areas of focus in my corporate work. Executives in corporations are consumed with focus on the competition and consumed by the objective of defeating competitors.

Ministries are to support one another I thought. There is no competition. Then I realized the amazing error of my thinking. So obvious we can miss it. Satan is our competition. He is defeated and we have authority over him, but he is winning in our midst. I simply didn't think of it that way.

Are ministries consumed with focus and action on the competition Satan has achieved with his deception, confusion and debilitating work?

Are ministries thinking about their situation, their priorities to the congregants, their communication message in light of that perspective? That's an issue. What is the plan to turn it into an opportunity?



The Competition

Most American Christians do not believe that Satan or the Holy Spirit exist

A new nationwide survey of adults' spiritual beliefs conducted by The Barna Group indicates that Americans who consider themselves Christian have beliefs that contradict or are inconsistent with Biblical teaching.

The secular corporations of the world are focused, immersed and even obsessed with the competition.
(See Executive Brief)

They know that to defeat their adversarial corporations they must outperform and increase profitability by capturing more of the share of the consumer market. Beat the competition. ie. Pepsi vs Coke; Avis vs Hertz; AT&T vs Verizon.

Satan is eating our lunch and has a far greater share of the market.

Our competition, the enemy, Satan, is stealing, deceiving, confusing and messing with the minds of our congregations and their belief system today in a big way.

Competition is a rivalry, a contest, a trial, a challenge, a striving against.

What do your key indicators say about where you stand vs. the competition? What is your market share re: Beliefs vs. The enemy?

- Message
- Reach
- Salvations
- Retention
- Discipleship
- Service

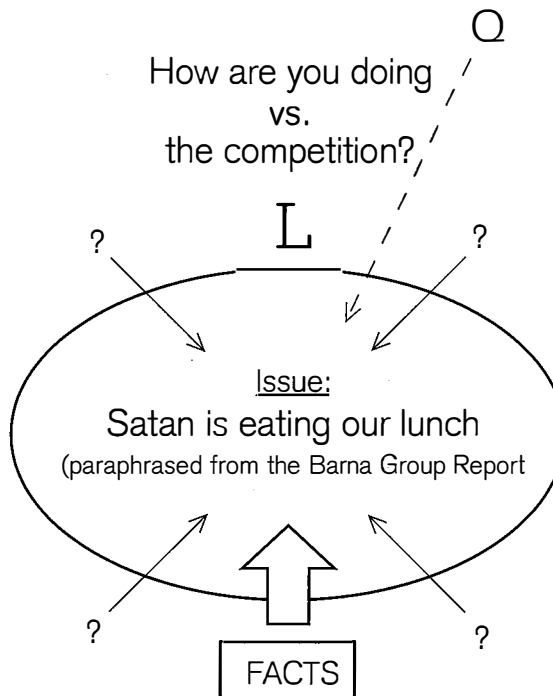
We have small groups and multiple sites. We have programs. We're relevant. We're busy, but the devil is still eating our ministry lunch!

Why?...That's the question on the table (issue)

What are we doing about it? (opportunity)

THE COMPETITION

(Read Executive Brief)



[Key indicators of success]
The Barna Group Report

Strongly agree Satan is not a living being but a symbol of evil	40%
Agree somewhat	19%
Not sure	8%
	<hr/>
	67%

Strongly agree that Jesus Christ sinned when He lived on earth	22%
Agree somewhat	17%
No opinion	6%
	<hr/>
	45%

Strongly agree that the Holy Spirit is not a living entity	38%
Agree somewhat	20%
Not sure	9%
	<hr/>
	67%



EXECUTIVE BRIEF**REPETITIVE FOCUS**

Practice Staying Focused.

One of my life's valuable lessons learned was as a young U.S. Naval Officer stationed in Virginia, when I wasn't aboard ship out to sea.

I wanted to learn how to play better tennis and in particular to gain strength and control over my backhand...getting it to top spin, slice off or reverse spin.

Behind where I lived, the Marine Corps had a concrete wall on a concrete slab that they scaled in training sessions. Many, many days I would go over and hit my backhand over and over and over again off that wall. (When the Marines weren't on it!) (I was the ship's Intelligence Officer you know!)

I would hit the same stroke for hours. I focused on the one that needed the greatest improvement. After relentlessly hitting multiplied thousands of backhands I could execute the stroke with perfection and became a very accomplished player in competition.

What I learned is that focusing and continual repetitive focused effort and refinement creates skilled perfection and pays great dividends.

Later, in my corporate career, I learned that priority focus on a few critical areas that needed change for improvement made me personally more effective as a leader.

Likewise focusing on a few key results ensured maximum achievement in building a company. That's what it took then. That's what it takes today.



FOCUS

WHITEBOARD

**Relentless
Priority Focus**

Want to know why so many organizations sink into chaos? Why it is so hard to become who they were meant to be?

They lose focus. They wander around in the wilderness of distraction, reaction, busyness, minutia, and never reach the 'promise land' of promises to God.

You've heard this so many times before, but I know right now there is room for improvement in your life and ministry...because it is a never ending process of honest evaluation and change. Judge yourself rightly.

You are going to understand what I'm writing here; it's perfectly logical. You are going to agree with me that you must do it. You will be willing to do it because you know I am right and it works...but many still won't do it!

Relentless Priority Focus leads to ministry mastery and greatness.

Relentless Priority Focus ensures achievement today, improvement tomorrow and powerfully impacts the future.

Relentless Priority Focus comes from relentless 'dogged' discipline and determination.

Relentlessly Focus on your top 4,5 or 6 (max) macro God given priorities. These are your impact areas. Do them well, get them done quickly and keep moving forward. Don't lose ground.

Focus is working smarter not harder. Eliminate those things that weaken your focus. Success often comes from what we say no to.

Jesus never lost focus on the primary reason for which He was sent. Jesus refused to be moved off His primary priority purpose no matter how compelling all the other needs were.

Leading constructive change toward God's desired future requires relentless focus. Repetition is the motor of learning. Practice focus. Practice staying focused.

If you desire maximum impact for God and at the same time maximum exhilaration in your work and in your life you have to focus on it.

Busy work and veering off leads to misery. Your choice.

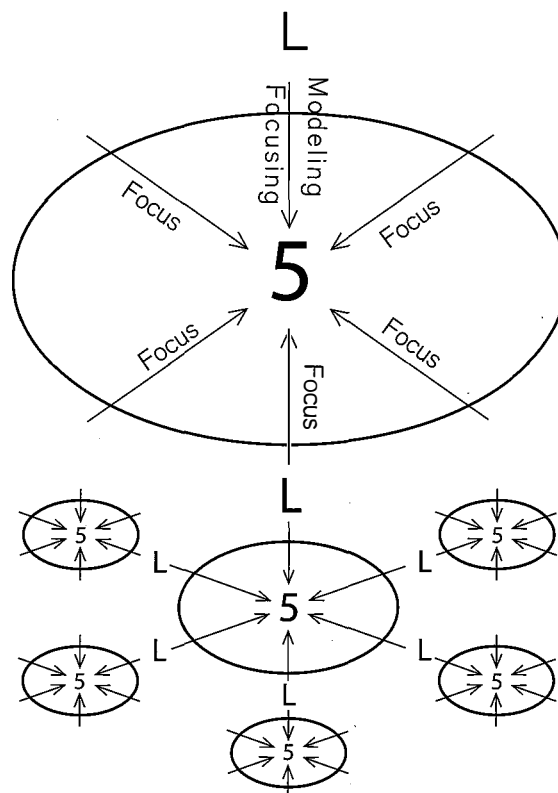
PRIORITY FOCUS

[One critical concept: Focus]

RELENTLESS
DISCIPLINE
and
DETERMINATION
on

5

IMPACT AREAS
for change



EVERY TEAM IS FOCUSED

EXECUTIVE BRIEF**THE GENERAL PARTNER****The Analogy:**

After leaving the world's largest specialty retailer over value conflicts; namely the direction for the exploitation of women, promiscuity, and nudity, I started American Education Publishing (AEP) with two of the smartest, most competent individuals I knew.

We had a very innovative and unique concept to bring to market. However, we had an issue. The issue being the fact that we had to penetrate all of the marketing channels for our product at once to capture an immediate high percentage market share before others could respond.

If we're slow in doing so the 'big boy' publishers would steal our concept and market it more aggressively. When litigation took place they would pummel us with depositions and with their deep pockets bury us in legal fees.

The problem was that we needed more money to execute our strategy than we could to put up ourselves. We needed an additional 1.5 million.

The opportunity was in our ability to present a business plan to attract a larger investor. Over time we secured the investor, but because he put more money in the game than we did the legal documents declared him to be the general partner and we the limited partner. The general partner calls the shots and the limited partner executes the approved direction on a daily basis.

The Reprimand:

Several decades later I was well under way with The Ministry Institute having founded it a number of years before. Upon founding The Institute I was most often in the carpet seeking God's direction. Now, as I was successfully expanding our reach and effectiveness I became reasonably comfortable with things and wasn't in the carpet as much anymore.

After a very strong intervention, God spoke to my spirit one day with one of His strongest reprimands. "Hey bud, do you remember the AEP Partnership Agreement you had?" (You know it's serious when He calls you bud and your name is Dr. Radtke!) I said "yes." He said, "remember how it worked: The guy who put up all the money was the general partner and called the shots. You put up less and became the limited partner. That's the way it's supposed to work with you and me bud. I am the general partner and I call the shots and you are the limited partner because I put up everything in our relationship and you actually contributed zilch, zip, nada. You are indeed limited without me." "What you are doing is coming up with the direction and asking me to bless it. The way it works bud, is that I come up with the direction and bless you to do it! That's the way our partnership works! Got it?"

The moral of this story: Do nothing without intimacy with, and direction from, God.



FOCUS

Godly Communication
The key to process

The one huge advantage we have over the world's system---God directed communication. Let's use it! It's His ministry.

1. The process only works when the leader and team communication, relationship and partnership is maximized in individual intimacy with God.
2. The process only works when God is the general partner and calls the shots in close, consistent communication with everyone involved.
3. The process only works when all communication is God inspired, directed and affirmed communication.
4. The process only works when the leader and the team have built and continue to build upon a relationship and partnership of Godly communication.

God is the ultimate authority at the apex in the chain of command, but He wants us to be in relationship and partnership through communication with Him.

In our ministry we still have a chain of command. The leader has authority over the team but in working the process together we work in relationship and partnership through Godly communication with each other.

It is critical that the leader establish the imperative expectation through direction that all communication be God directed or affirmed. It's God's ministry.

The team members must offer to the leader and team what God puts on their heart, done one time with respect and dignity.

The leader must provide a safe harbor for the team to speak on behalf of God to shine light on things not seen by the leader and the others.

Three ways to label and describe the process of Godly communication, modeled and replicated down through the ministry:

The Total Involvement Process- everyone spends time with God, hears from God, communicates only what God inspires, directs and affirms.

The Empowerment Process- everyone is encouraged, expected, enabled and empowered to actualize their God given abilities through communication.

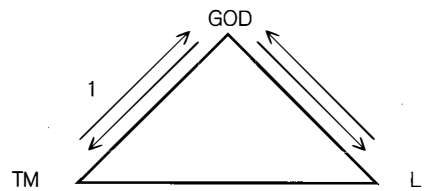
The Proverbs process- everyone communicates wise counsel, apt answers, new ideas, what they think and feel and the facts as they see them through God's eyes.

[The next several coachings will focus on the key components to effective Godly communication]

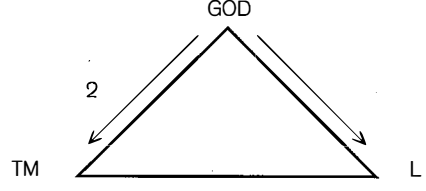
**MAXIMUM
CEO
COACHING**

WHITEBOARD

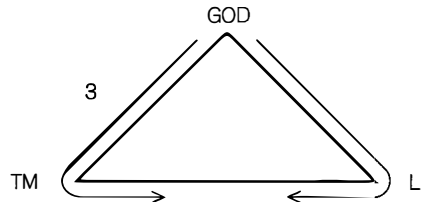
GODLY COMMUNICATION ONLY



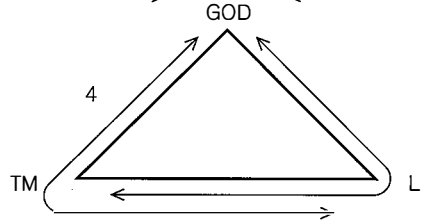
INTIMACY



GOD DIRECTED



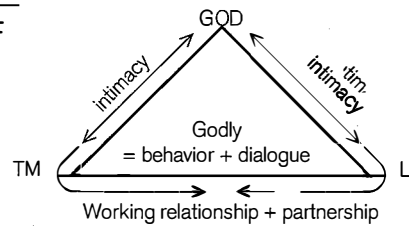
GODLY COMMUNICATION



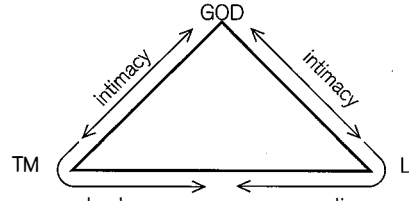
RELATIONSHIP PARTNERSHIP

PROCESS OF

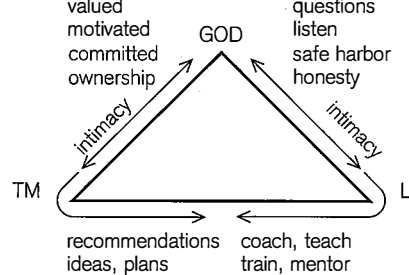
TOTAL INVOLVEMENT
Everyone intimate with God producing onstant Godly behavior & communication replicated in every team



EMPOWERMENT
God's giftings required, enabled, actuated and flourishing. Replicated down in the ministry



PROVERBS
Mining the rich deposits God placed in those entrusted to you. Wlsdom, understanding counsel & knowledge



EXECUTIVE BRIEF**THE DEVIL'S TARGET**

A friend of mine invited me to go to his fellowship and prayer meeting sometime when I was not traveling. The day came and about five minutes into the meeting with some sixty pastors in attendance, the Lord spoke to my spirit and said 'give them all a free training.'

I introduced myself and spoke to the leader about it. He announced it to the pastors. I rented a hotel conference room and they all came. That was the start of the tuition free trainings and eventually the Partnership for Pastors.

At one point in the same fellowship meeting a pastor got up to share the Word and began by stating that before he became a pastor he was an Army Ranger. He shared that in the Special Forces like the Rangers or the Navy Seals they most often penetrated behind the enemy lines. Then he stated that their primary function was to cut off, to the greatest degree, the communication between the leader and his top leaders so that they could no longer function and wage battle effectively.

At that moment the Lord spoke to my spirit profoundly again and said "that is exactly what the devil is doing in my ministries. He has cut off effective communication between my leaders and their people."

In my decades of coaching ministry CEO's from start up to mega ministries this indeed is one of the primary reasons for ministry ineffectiveness and underachievement. Most are not skilled at facilitating Godly communication done God's way. Most have not been taught "how to" apply what the word of God instructs and Jesus modeled.

The devil is having a field day in entering behind our lines with chaos, confusion, strife, minutiae and micro matters instead of what matters to God!

Too many of Gods leaders have not learned how to protect themselves from minutiae and facilitate, direct and lead constructive change toward God's desired future.

Hence this series on Godly communication, The art of communication and the perfecting of key communication components and the corresponding skills required.

Modeling Outstanding Communication

I ask pastors that I counsel, coach and help facilitate vision, this question; "on a scale of one to ten where are you with effective communication?" Most respond around a five on the ten point scale and most say something like "they don't seem to get it!" To which I respond "if they don't get it then you're not giving it!"

My next question asks, "how do you communicate? What do you do?" To which I increasingly receive the statement that "we do a lot of emails." Seeing my reaction they follow with "well we do have meetings some." "What do you do in the meeting?" I ask. "Well, essentially I ask if they have any needs."

You can't build a ministry through the communication of email and you can't communicate here and there in occasional meetings and lectures. If you ask if they have any needs then you're a masochist. Of course they have needs, but what about God's need's. You're the leader of God's needs. Disciple them how to solve their own needs, so we can make sure God's needs get done.

So what do you do?

Let's look at what Jesus modeled and why.

Jesus was the most outstanding leader who ever lived in great part because He was the most outstanding communicator who ever lived.

Key communication components Jesus had: Utmost character, emotional maturity, highest level of skills.

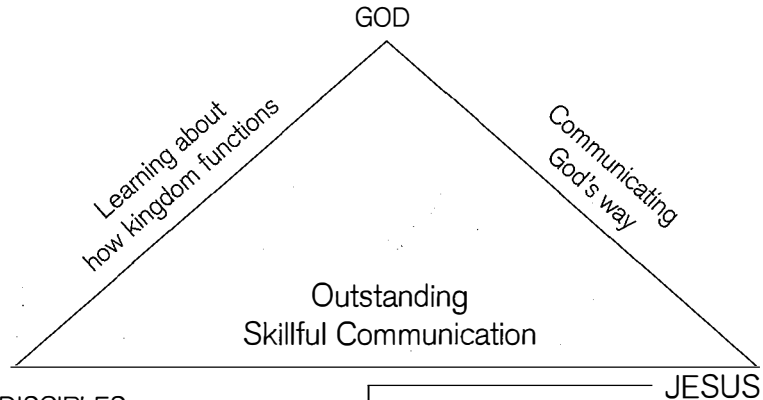
Key communication behaviors Jesus modeled: Relentless focus and pursuit, genuine interest in others, total honesty.

Key accomplishments of Jesus through communication(in 3 years):

- Accomplished His assignment.
- Established God's Word.
- Built a Succession Plan.
- Left a lasting legacy.
- Conveyed the ministry DNA; built culture.
- Modeled the character to be replicated.
- Focused on others.
- Built trusting relationships.
- Invested Himself in relationship and partnership.
- Modeled asking questions and listening so as to disciple.
- Showed future generations of leaders how to lead through communication.

How are you stacking up with communicating?

THE ART OF OUTSTANDING COMMUNICATION



DISCIPLES
The team He prepared that continued what He started (going strong 2000+ yrs later)

GREATEST LEADER EVER:

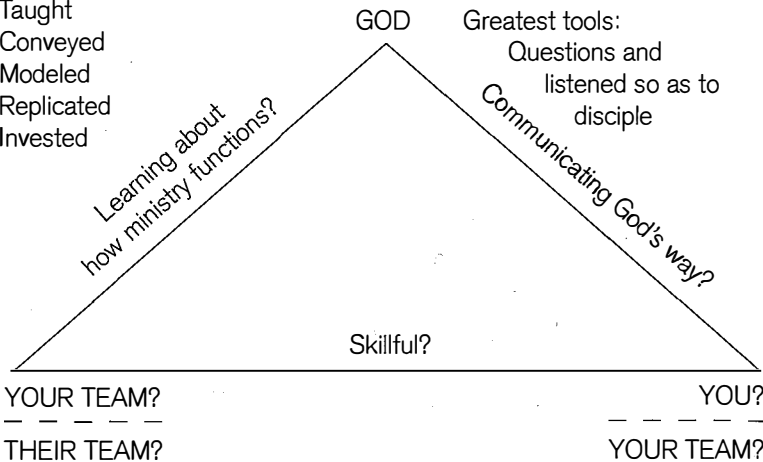
Qualities:
Character
Emotional maturity
Skillful

Displayed:
Relentless focus
Pursuit
Genuine interest in others
Total honesty

Greatest tools:
Questions and listened so as to disciple

RELATIONSHIP ACTIONS:

Accomplished
Established
Built
Taught
Conveyed
Modeled
Replicated
Invested



EXECUTIVE BRIEF**MASTERFUL COMMUNICATION**

Jesus was the master communicator. Jesus was our master mentor in how to effectively communicate. He accomplished the purpose for which He was sent and in just three years left a succession plan that is bequeathing His legacy on us today. Masterful communication.

Jesus asked questions to call attention to His words, to allow for others to discover their learning and to disciple from their answers.

Jesus listened so as to disciple.

It is incumbent upon all of us to judge ourselves rightly to ensure we are listening with our heart, with care, compassion and concern for their growth and incremental value for God.

Questions require answers which are facts. Everything starts with the facts. What people communicate they see and think and feel are facts. Every fact presents an opportunity to build the ministry or build people.

Being committed to developing skill in executing the key components of outstanding communication is critical.



FOCUS

**Performance Enhancing
Communication**

There are four key components to effective communication: questions, listen, safe harbor and honesty.

Of course there are other components, but these four, if practiced with developing skill, will provide outstanding communication.

The degree to which you commit to perfecting your communication skills in the four critical areas will be proportionate to the degree to which you will achieve performance enhancing communication. Thereby achieving your goals and ultimately your ministry purpose.

So far in this series on communication we have looked at the imperative component of all communication being God directed. We also studied the character, behavior, and accomplishments of Jesus' masterful communication which He modeled for us to emulate.

In the next several lessons lets break down the art of communicating by asking questions:

- Categories of Questions
- Performance enhancing Questions
- Facilitation through Questions
- Reading your people through Questions

QUESTIONS

Defining, Developing and Refining your skills.

Jesus was a skilled master at asking the right question, to the right person, on the right subject, at the right time. So must we as outstanding leaders.

If Jesus was the master leader and the master communicator and He is our master, why do so many pastors and leaders fall short in replicating what He modeled?

Some have never made the connection with the spiritual scriptures and the business application in doing God's work. Some have even said there should never be a connections between the two!

Some will not come out of the dictatorship posture of command and control mode and lecturing.

Some have convinced themselves they know it all and they themselves are the proverbial 'multitude of counsel'.

Some cannot or refuse to break out of old habits.

Some really do not believe that anything will work "with these people".

Some lack humility and emotional maturity (EQ) and must continually credentialize themselves. They believe asking questions is a sign of weakness so they exert their authority. And the list goes on.....

Jesus asked questions. "Who do you say that I am?" Of all leaders, Jesus could have declared, "Look Dude, let's get something straight, Number one right here, number uno. Get it right. Straight from the top. Mr. Big. The main man. Got it!!?"

Insecure leaders don't ask questions because they think it implies that they don't know everything. They think I'm the leader and I'm supposed to look like I know it all. Isn't it fun working for a know it all. Boy, that's exciting.

Effective leaders don't need to credentialize themselves. Their consistent proper performance does that for them and everyone sees it and respects it.

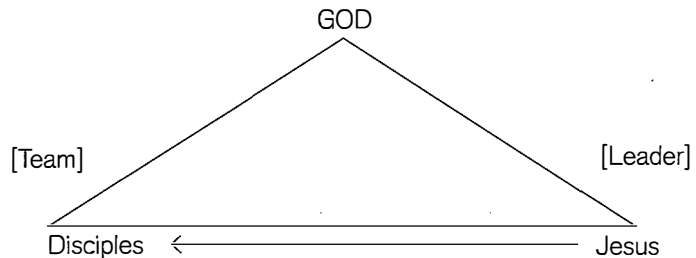
[See Exhibit Attached]

WHITEBOARD

OUTSTANDING COMMUNICATION

The Art of Asking Questions [Part I]

Subjects or categories of questions modeled by Jesus which leaders must be mindful of and develop skills in to acquire and refine communication performance and optimization in ministry effectiveness.



Ask questions when:

- | | |
|-------------|---------------|
| Teaching | Investigating |
| Evaluating | Inviting |
| Creating | Caring |
| Informing | Countering |
| Searching | Challenging |
| Clarifying | Surfacing |
| Assuring | Discovering |
| Eliminating | Pointing |

Refine your competence in spontaneously being capable of asking piercing, penetrating and thought provoking questions in all these situations.



EXECUTIVE BRIEF**QUESTIONS & LISTENING**

A number of years ago there was an article in the Wall Street Journal having to do with Wal-Mart and Sam Walton.

The article related the story of the lead truckers at Wal-Mart coming without invitation to Sam Walton's office and conveying first, that they loved Wal-Mart and the Walton's, for they were made very prosperous truckers having been given a share of ownership which they greatly appreciated. Second, they went on to convey that they were not going to be able to continue working for Wal-Mart if Mr. Walton didn't do something about that 'young punk' over them in the transportation division. "He's sending us on unsafe routes and"... "I'll take care of it boys," said Walton. "But, you don't understand were going to get hurt or sued if"...they said. "I said I would take care of it boys. Dismissed," responded Walton.

Sam Walton proceeded to invite the 'young punk' (the college educated know it all) to his office. "I have two pieces of advice for you young man and if you take my advice you can stay in your job. If you decide not to take my advice you can leave the company now. I want you to sit down with your lead truckers and number one....ask them questions; number two listen to their answers. Then based on what you hear and learn make the right decision. You have a good education and a good resume but you're making decisions in a vacuum."

The article concluded with its purpose. The 'young punk' over the transportation division was now many years later being promoted to CEO of Wal-Mart. He took the counsel and applied the valuable principle and learned outstanding communication tools. Sam Walton became his mentor as the pupil had a teachable spirit. They formed a relationship and a partnership in building Wal-Mart and as the late Paul Harvey would say: "now you know the rest of the story."

FOCUS

WHITEBOARD

Performance Enhancing Communication

Jesus modeled for us the importance of asking questions. Jesus asked multiplied hundreds of questions only some of which were documented in the scriptures.

Why?

Jesus disciplined by asking questions.

Jesus added value to people for God by asking questions.

Jesus built a succession plan and left a lasting legacy by asking questions.

Jesus was the master skillful facilitator.

Asking questions is an art form that must be refined and perfected with practice over time. It requires skill to ask the right question, at the right time, to the right person, about the right thing, for the right reason.

What are some of those reasons?

Respect

Asking questions naturally creates the involvement of others in building relationships and partnering to build God's kingdom work. Asking Q's is one of the highest forms of conveying respect, value and appreciation. You can pat someone on the back all the time and tell them they're so valuable to you; but, if you don't ask them what they think, and see and feel they really don't think they are valuable. It's not authentic.

CTTM

Asking questions is a most effective way to disciple. Coach, Teach, Train and Mentor. It presents and features a learning opportunity. It creates a teachable moment. It capitalizes on real time learning. It allows a person to reflect, discern, decide and reject or take ownership of a specific principle, concept or practice in learning.

Discover

Asking questions is the tool that allows others to discover their own learning. When someone discovers a learning for themselves, vs a lecture, they own it. It is an experience they produced. It is exciting, motivating, fulfilling and involving. They then own the depth of knowledge which was discovered, understood and felt.

Replicate

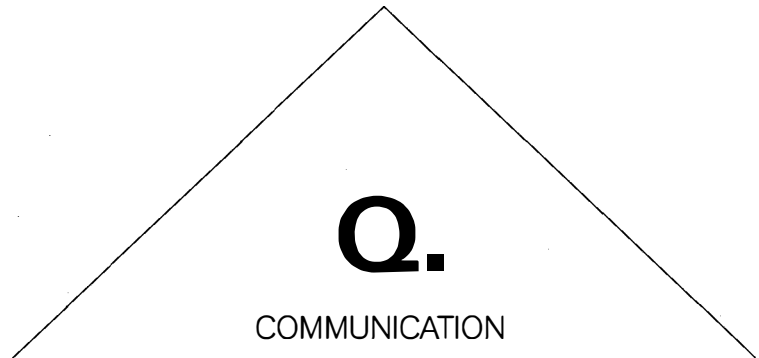
Asking questions sets the stage for the replication or duplication of discovered learning. Once discovered, understood and emotionally connected, they now see it, think and feel it. That provides the capability and begins the motivation to share their discovery with others. Replicating knowledge. Now we can continue the discipleship discovery process with others.

[To be continued]

OUTSTANDING COMMUNICATION

The Art of Asking Questions [Part II]

[For the right reasons]



Asking questions requires skill to ask the right question, at the right time, to the right person, about the right thing for THE RIGHT REASONS:

Q.= 1 RESPECT One of the highest forms of conveying value and appreciation for their knowledge + perspective

Q.= 2 CTTM Discipling by coaching, teaching, training + mentoring. Capitalize on real time teachable moments

Q.= 3 DISCOVER A motivating and fulfilling experience they produced by studying the question and owning their learning

Q.= 4 REPLICATE Duplicated knowledge once discovered continues the discovery discipleship process with others and never ends

[PRACTICE, REFINE, PERFECT OVER TIME]



EXECUTIVE BRIEF**MORE LISTENING**

Communication in the world system today is loaded with spin and hype. Much is negative, jaded, competitive and contentious. Attempts are frequent to control and manipulate as well as to persuade and sell you something, sell themselves to you, or sell you their point of view.

Communication is often self centered, self promoting and image promoting. Conversations are more dominantly talking than listening.

Speaking of image, self promotion and incessant talking reminds me when a friend of mine shared a tale about a man who loved talking about himself and did so incessantly. He would go on and on about him. Finally however, he interrupted himself and exclaimed, "well now, that is enough talking about me _____ now you talk about me".

Some people need to get a governor on their mouth and imbalance their talking with a far greater amount of listening.

With reference to a non-stop talker, somebody said, "they must have been vaccinated with a phonograph needle."

Listening With Our Heart to Others

Discipleship is about others. Coaching, teaching, training and mentoring is about others. Being on a team is about others.

Communication which is the catalyst for everything above must be about others.

Jesus was all about others. He came for others, He lived for others and He died for others and He is interceding in prayer right now for others. Jesus asked questions, listened with His heart and then disciplined.

Isaiah told us that God wakened his ear to listen, to obtain an instructed tongue, to speak a word in season.

How much of your leading and communication is about others? Listening to what others see and think, and feel so as to disciple. Listen and obtain all the facts. Proverbs tells us to get all the facts that we can. Get the facts at any price.

We must have patience and inner security (EQ) to ask questions and then listen and listen intently with our heart.

We must hear with God's ears. See with God's eyes, as over fifty percent of communication is body language.

What are they saying? What is it they want me to know within all the words? What does God want me to know and what is He directing me to do to help this person be all they can be for Him?

Listen. Listen with your heart. Listen so as to disciple.

Where is their heart? Where does their motivation stand? How much do they care? How committed do they sound? How sincere? What attitude lies beneath the words you are hearing? What are they not saying? Are they operating in the fear of the Lord? Is this total and absolute honesty? The total truth? Or do you detect marginal deception?

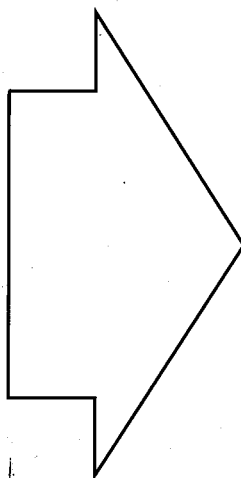
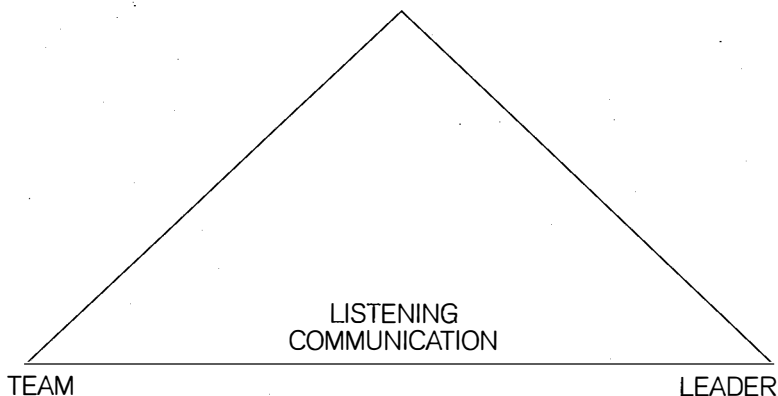
What questions are you asking to listen to further amplification on all the above?

Only questions and intentional focused listening with the heart can provide the answers to disciple.

OUTSTANDING COMMUNICATION

The Art of Listening [Part I]

[What's with the words!?!]



Listen so as to disciple

- Saying?
- Not saying?
- Body language?
- Sincerity?
- Caring?
- Attitude?
- Motivation?
- Understanding?
- Commitment?
- Heart?
- Righteousness?
- Honesty?

or put other ways...

- Are they with the program?
- Are you getting smoked?
- Are they duping you?
- Is this shuckin' & jivin'?
- Are they bobing & weaving?
- Is this a rope a dope?
- Am I getting a snow job?
- Is this thing half baked?
- Is it sugar coated placating?
- Marginal deception?



EXECUTIVE BRIEF**EXTREME PATIENCE**

A decade ago my wife Carol and I went on a mission's trip to Kenya to teach pastors in East Africa. The host pastor wanting to express his appreciation took us to the Serengeti on safari for several days. We had an opportunity to see and learn about the animals in their 'wildlife' of predator and prey.

The pastor was so knowledgeable about the animals and their strategic behavior. So many scriptures were enacted before us and analogous to the training I do.

On one safari day we passed within twenty feet of a cheetah sitting, but poised to attack a herd of Thompson Gazelle a distance away. I was struck by the fact that the cheetah was so extremely focused. He never moved one bit; never even blinked, not even when we came close was he distracted from his plan and purpose. Even more amazing was the patience he exhibited.

We became bored with his waiting and waiting. He might as well have been a large porcelain cheetah statue from the Horchow collection. We motored away, leaving him to his extreme patience, focus, listening, observing and discernment. We passed by again maybe an hour later after observing other animals. We were amazed to find the same cheetah in the same spot and the same posture of attentiveness and focus.

The lesson learned; outstanding communication more than talking, conveying, casting and directing, requires extreme patience to listen, observe, discern, analyze with undistracted focus.

FOCUS

The Art of Active Listening

Active listening means you really care, are genuinely interested and even seeking to know more, and it shows.

Talking seems to come more naturally, motivated by a desire to be known and understood, which is exactly what the other person also desires from us.

Active listening implies listening that involves a variety of actions. It does not mean having lots of unrelated mental or physical actions or activities going on while we also attempt to listen.

Active listening means we are actively engaged with what the person is communicating.

We are actively hanging on every word. We are searching for the meaning in what they are saying. We are observing emotion through their tearing up or clenched teeth, increased volume or cracking voice.

Since body language is over fifty percent of communication, theirs and yours; are you leaning forward to engage them? Are you nodding to convey understanding? Are you focused squarely in their eyes?

Active listening does not mean: actively looking around observing other activity; multi-tasking so there is no down time while they are speaking; planning your day, week or life or anything more important to you.

Active listening does mean para-phrasing, asking additional questions, expressing the proper emotion or response to what they are saying. It is so easy for the other person to know whether you are clearly engaged with them or disengaged and focused on other things, which in itself clearly communicates.

Actively listen so as to disciple

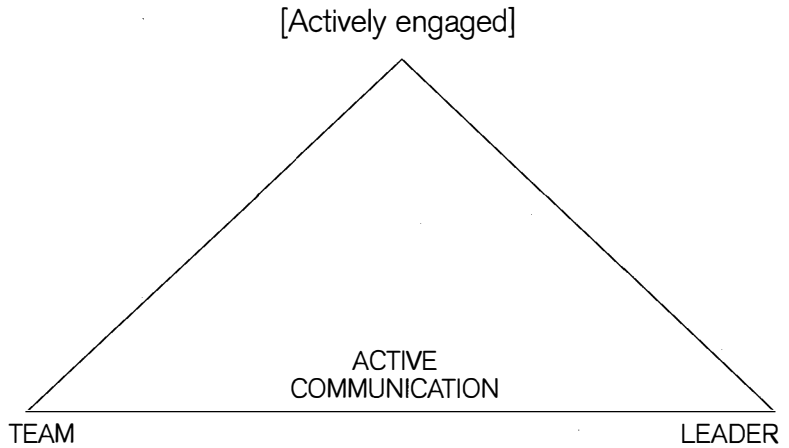
Communication that is outstanding comes from patience, focus, sensitivity, care, compassion, concern, and devotion for the purpose of others learning and growing to become more valuable for God.

COACHING

WHITEBOARD

OUTSTANDING COMMUNICATION

The Art of Active Listening [Part II]



Active Actions

- > Conveying care
- > Genuinely interested
- > Seeking to know more
- > Actively engaged
- > Hanging on the words
- > Searching for meaning
- > Observing emotions
- > Leaning forward
- > Nodding with understanding
- > Eyeball to eyeball
- > Paraphrasing
- > Additional probing questions
- > Proper response
- > Patience
- > Focus
- > Sensitivity
- > Compassion
- > Concern
- > Devotion



**MAXIMUM
CEO
COACHING**

EXECUTIVE BRIEF

SAFE HARBOR

Developing the art of asking questions requires emotional intelligence. (E.Q.)

Listening requires emotional intelligence by providing a safe harbor for each team member to share what they see and think and feel so that you will have something to listen to.

During my many years in corporate leadership I had to oversee the work and behavior of many individuals, perhaps thousands.

One particular type of individual was the most debilitating to our progress and difficult to develop. That being the individual with a high intelligence quotient (I.Q.), but very little emotional intelligence (E.Q.) or also called emotional maturity or Godly maturity.

Warren Buffet, currently the second richest man in the country, says you need three things in people....ability, energy and integrity and if you don't have the later, the first two will kill you. I would add emotional maturity to integrity or combine them and say Godly maturity.

I have had two individuals serve under me who were business school graduates with a 4.0 grade. Perfect. But, totally imperfect when it came to communicating productively with others. They were brilliant and their I.Q. was off the chart, but their E.Q. hardly made the chart and they refused or couldn't make the change. With these individuals it was anything but safe. They displayed arrogance; difficulty in trusting and railroaded plans through people.

I could not keep these individuals. They had to go. They could not relate and partner with others. They worked alone. They alienated and ran people off. They would not humble themselves to ask questions because they thought they knew it all or could figure it all out themselves.

Emotional insecurity most often causes individuals to overtly exert authority, demand their position on matters and consistently credentialize themselves as a leader.

Consequently, the critical art forms of asking questions and active listening are not gained and outstanding communication not achieved.



FOCUS

WHITEBOARD

Safety In Sharing What We See, Think and Feel

Safe harbor is a term we give to providing the assurance that the other person (s) or team has the freedom to share what they see and think and feel without judgment or repercussions, provided the communication is God directed and therefore conveyed with respect, treating others with dignity.

A safe harbor is a place where it is safe to share what God puts on your heart even if it runs counter to what the leader thinks, articulates or directs.

This is a critical component to effective communication if individuals and teams are going to create and spirit-storm together, solve problems together, learn together and build effectiveness and achieve high levels of productivity together for God.

Open honest dialogue is proportionate to proven trust displayed by the listener. It is earned by the manner in which emotional maturity is displayed and on a consistent basis.

It is not about being right or wrong, rather it is about getting all the facts out on the table. What people see and think and feel is a fact. Facts start the process of reinventing the ministry by the way we function....turning facts into opportunities. To do so effectively we need all the wisdom, counsel and knowledge we can obtain. As leaders we must become skillful at mining the rich deposits within those entrusted to us.

Safe harbors are activated by asking questions in a manner that communicates value, respect and partnership. i.e. Help me understand how you see this? What do you think? Questions are not to be demeaning, judgmental or accusatory. i.e. What kind of knucklehead thinking led to this brilliant disaster?

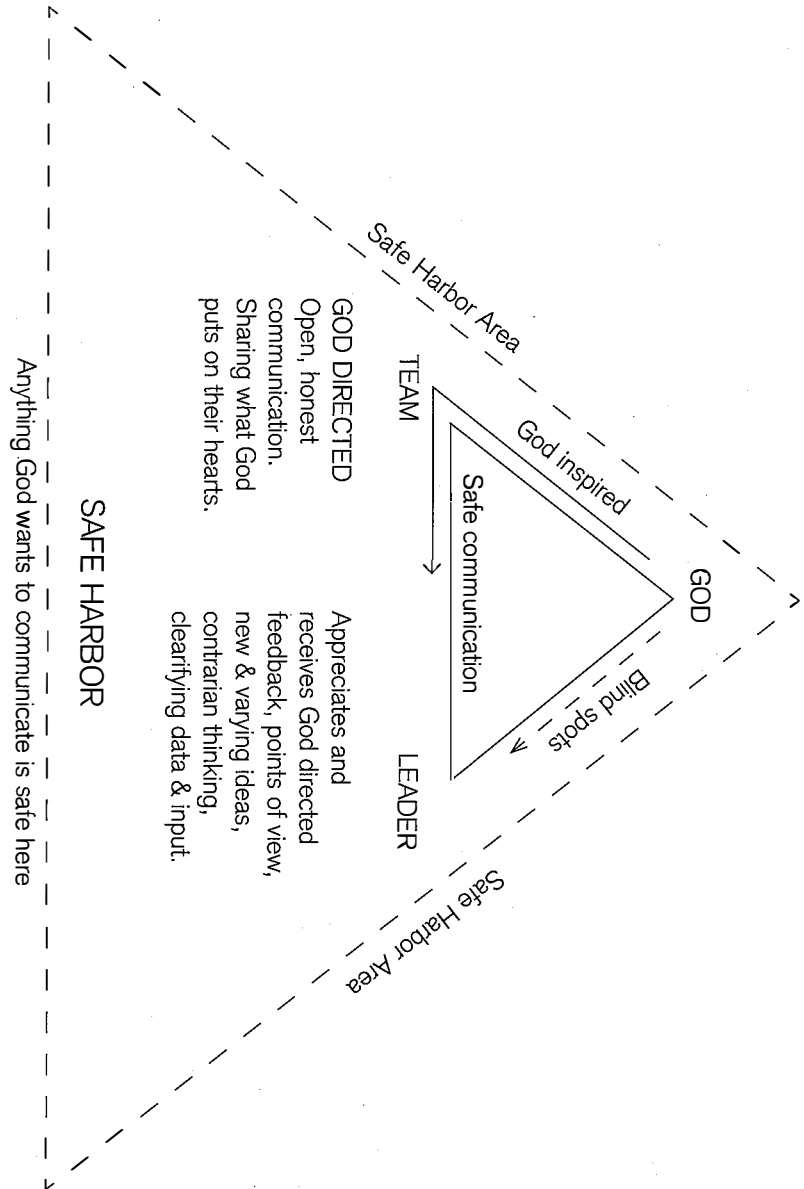
A safe harbor is a place where genuine interchange of thinking can take place. Where diverse perspectives are valued. Where dialogue coming from various backgrounds of culture, education, walk with Jesus etc.. are treated with great value which provides the proverbial safety and victory.

One Caveat: Whatever is shared must be God directed; must be communicated with total honesty; done with absolute respect and dignity; and only shared one time. Then it becomes God's job to grow the seed planted.

Open honest communication of this type conveys the highest form of respect, care, relationship and partnership for Christ. As leaders we model and groom questioners, listeners and safe harbor providers.

PROVIDING A SAFE HARBOR

For Effective Communication





MAXIMUM CEO™

FOCUS

E.Q. - The skill set & art forms of a CEO require emotional intelligence for optimum effectiveness,

How smart are you emotionally?

How well you maximize your effectiveness in your job description; how well you work the Proverbs/Empowerment Process will be proportionate to how well you develop and maximize your emotional intelligent quotient. [E.Q.]

The emotional attributes & behaviors requires more than just pure intelligence. [I.Q.] - Emotional intelligence outweighs the individual attribute of intellect. Wise up.

Great CEO's work for consistent, compounding growth in effectiveness for God. A return on his investment (ROI). They constantly re-invent their ministries. However, the former is not possible with reinventing themselves, reinventing themselves for consistent, compounding emotional skill development. God will not get a return on His investment with just [I.Q.]

The emotional maturity to change requires practice, learning, refining, and reapplying over and over again. We never arrive because it's a life long process. This emotional intelligence displayed consistently increases maturity. Emotional maturity vs. emotionless and or emotional immaturity.

Emotional maturity [EQ] is a critical requirement that is modeled by the CEO and expected to be modeled over time by every leader to build an emotionally intelligent culture in your ministry.

[I.Q.] - Intelligence by itself works well only in autocratic, dictatorial, command and control leadership styles. An insecure person most often chooses to make other uncomfortable. You don't have to 'know it all'. You have to develop the emotional intelligence attributes to 'get it all'.

The CEO must be multi-dimensional, becoming expert in the practice of effectively utilizing the appropriate emotions at the appropriate time.

Emotional Intelligence Practices: (Some)

*Loss about promoting your intelligence and more about gathering the intelligence around you. • Concern for other persons thinking, feelings, growth and welfare. • Recognize reality of not knowing it all. Seeks apt answers, timely words, and new ideas. • Compassion to listen so as to disciple and direct. • Secure in making it easy for the team to offer what they see and think and feel. • Strong enough to speak the truth in love. • Stimulates productive dialogue by asking questions, listening intently, providing a safe harbor, modeling and requiring total and absolute honesty. • Forming a partnership and relationship thru interpersonal skills for team success. • Taking calculated risks with focus on the goal yet recognizing limitations. • Serving to put others first. • Surrounds self with smarter people and mines the rich deposits in the. • Affective aspect on consciousness, a state of mature feeling. • Secure, constant, positive reaction to any situation, event or happening. • Exercises deliberate, attentive consideration for a positive development and outcome. • Displays consistent self motivation, self regulation and self awareness. • Influences with empathy and presence.

PARTNER COACHING

WHITE BOARD

E.I.Q.

E.Q. SUPERCEDES I.Q.

I.Q. IS OVERRATED

What is your emotional quotient?

If it is not higher than your intelligence quotient you will not achieve optimum success. You may not achieve much success at all!

I.Q. + E.Q. = R.O.I.

God will not get a return on His investment with just I.Q.

PROCESS

1. Questions
2. Listen
3. Safe Harbor
4. Honesty

EMOTIONALLY INTELLIGENT

DIALOGUE

I.Q. + PROCESS = LESS

I.Q. + E.Q. + PROCESS = MORE
EMOTIONAL INTELLIGENCE ATTRIBUTES:

[CATALOGUED] (ONE)

Balance
Magnanimity
Kindness
Timeliness
Fortitude
Nobility
Acceptance
Reflection
Thankfulness
Thoughtfulness
Creativity
Modesty

Wisdom
Humility
Aplomb
Courage
Curiosity
Charisma
Candour
Gratitude
Inspiration
Tranquility
Confidence
Empathy

Honour
Patience
Optimism
Tenacity
Passion
Forgiveness
Calmness
Bravery
Idealism
Anticipation
Excitedness
Presence



MINISTRY
INSTITUTE

MAXIMUM CEO™

GAP LEADERSHIP

The mark of any organization is performance.

Being busy all the time is not the criteria for solid performance. Close the gap between results promised God and results delivered. Just as with secular CEOs, ministry CEOs must have their eye on the bottom line. Place a premium on getting it done!

A performance mindset is critical. Accountability is the linchpin to a performance mindset. Pursue it.

The litmus test of a CEO is results.

Evaluation is at the heart of discipleship. Learning is at the heart of improvement. Gap leadership focus provides both. Consistent evaluation makes certain you are moving most effectively and efficiently to the vision mark, not wandering around in the wilderness. Identifying trouble areas allows for immediate correction, eliminating wasted time.

Forty out of the fortune 200 CEOs have been fired in the last few years because they failed to see and act properly on the gaps. Twenty percent of the nation's top 200 corporate CEOs were replaced because they either failed to recognize, prioritize or mobilize the gaps or some combination of the same. The board of directors fired them for failed gap leadership. God has a bit more grace.

Leaders surface gaps by asking 'depth charge' questions. Get all the key indicators of success or failure. Obtain honest feedback from the team on what they see, think and feel. Listen carefully to the Holy Spirit. The still, small voice will identify gaps. It's His ministry.

Growth without change is impossible. Gap leadership identifies those areas needing change. The leader's job is to lead and direct constructive change toward

MAXIMUM CEO™

EFFECTIVE MEETINGS

The two keys to effective meetings are frequency and quality.

As a leader, the more frequently you meet with your team the faster you will gain momentum and the more you will achieve. Obviously, you must be mindful of your volunteers and God's priorities of intimacy with Him and their family. As you work this system you will be adding full time staff and/or adding them deeper into the ministry teams. Then your frequency can increase and your productivity will torque.

The greater the quality of every team meeting the greater the results. The leader's time prior to the meeting to think, plan and design the meeting to ensure that in the limited time available you accomplish the maximum amount for God. Architect and facilitate the meeting with the bottom line productivity results in mind.

MAXIMUM CEO™

MEETING TOOLS

The critical meeting tools at your avail are an agenda, minutes and action items. Minutes are the least important as you get started. It is more important initially to have thinkers than note takers.

The agenda dictates the meeting structure. Keep it simple initially and sophisticate it over time. Make sure the action items from previous meetings are achieved. Save time and principally address those not accomplished. The executive summary is how you 'take the pulse'; the vital signs. Honest succinct reporting tells the leader what he needs to know to ensure that the prescribed results and behaviors are progressing as directed. The leader elicits commentary from the team first on all the summary reports and plays his card last.

The action items force the discipline for everyone's accountability. Once an item has been assigned to the point person on a particular directive, and the time of completion of the assignment is agreed upon, then the expectation exists that it will be acted upon by the due date and the commitment will be honored.

Additional items on the basic agenda would be a subsequent slot for issues and opportunities and coaching. A time for team individuals to present and obtain approval on plans, ideas or recommendations. Leader coaching can then follow as a summary or critique of the proceedings. Coaching should also take place during the meeting every time coaching opportunities present themselves, thereby capitalizing on every teachable moment.

MAXIMUM CEO™

ASKING QUESTIONS

Asking the right question, at the right time, to the right person, about the right matter is an art form in masterful communication; a skill set that must be strategic in approach.

Jesus, our Master, was the skilled master communicator and strategically asked many skillfully designed and crafted questions.

<u>Question</u>	<u>Strategy</u>
Q. <i>"Who do you say that I am?"</i> Luke 9:20	Capitalized on a teachable moment. Modeled humility and emotional maturity.
Q. <i>"How many loaves do you have?"</i> Mark 6:38	Invited disciples into the problem and solution. He didn't lecture on loaves.
Q. <i>"What do you want Me to do for you?"</i> Mark 10:51	Concern, Care, Compassion.
Q. <i>"Was the baptism of John from Heaven or men?"</i> Luke 20:4-5	To counter a culture and initiate the right one.
Q. <i>"Why are you so afraid?"</i> Matthew 8:23-27	Making a teaching point.
Q. <i>"Why are you thinking these things?"</i> Mark 2: 8	Challenging motives.
Q. <i>"What are you arguing with them about?"</i> Mark 9:16	Depth charge question to surface an issue.
Q. <i>"Which of these three was the true neighbor?"</i> Luke 10:36	Set up their own discovery.
Q. <i>"What good is it for a man to gain the whole world and lose his soul?"</i> Matthew 16:26	Conveyed His value point of view.

MAXIMUM CEO™

SCHEDULING SUCCESS

Executing the Plan.

CEOs must place the highest premium on meeting the priorities God has established. Execution. Getting the right things done.

Certainly having the right plans through boundary-less innovative thinking is critical, but establishing stretch goals and the correct and sufficient strategies means nothing if strategies are not executed on time with excellence and goals are not achieved.

Fact finding sessions, depth charges, search and destroy missions are critical in surfacing inhibitors to performance.

Failure to execute the strategy designed is the greatest failure of ministries. The reason for this failure is the failure to focus on results on the part of the CEO and those he holds accountable.

This failure comes from a variety of sources, all intertwined. The acceptance and tolerance of diversion, distractions, chaos and crisis; the natural tendency to diffuse efforts over a wider and wider range of activities; allocating more and more resources (people, time and money) toward maintaining what you have.

The CEO must concentrate and retain focus at all times on the bottom line results. Performance.

Instilling a performance culture is the principle CEO responsibility.

Forums are utilized to monitor and elevate the behavior of your people. By creatively designing each forum, you will obtain evaluation of their performance potential and development needs. The CEO should construct and utilize the forum to observe how you leaders think, and work together, and apply the training you have provided. They can learn from each other's expertise and successes by sharing 'best practices.'

Reviews are utilized to monitor progress on strategic plans and to hold leaders accountable. These formal reviews determine progress, required mid course corrections, redirection and new opportunities planning. An imperative meeting to ensure optimum progress toward bottom line results.

The CEO commissions the plan, then it is his job to see to it that it happens and continues to happen. A job well done is a job never really done. Put power on power.

Learning to measure outcomes vs. activities. Busyness is not the criteria for success

MAXIMUM CEO™

RISK TAKING

100% of the shots you don't take~ don't go in.
Wayne Gretzky

Risk taking starts with the leader. Are you as the leader willing to take a risks and then increasing risks as the ministry increases in impact.

You cannot have a learning culture without taking risks. It is a simple formula: take a calculated risk in letting someone do something, make a mistake and ensure they learn from it. As they learn more you can risk more. As they learn more you will accomplish more and the responsibility to risk more is required. It all starts with risk. Calculated risk.

You got where you are today because of the risks others took with you.

Create a culture that celebrates noble failure, because experience through mistakes and resultant learning is the currency of leadership.

MAXIMUM CEO™

LEARNING

The #1 challenge of business these days is finding great people.

The #1 challenge of ministries today is keeping those people God sends & developing them to be more valuable to Him.

Some ministries succeed & others pound their heads against a ceiling.

There exists a pervasive leadership crisis. The dearth of leadership will have a greater impact on the future of any enterprise than nano-second technology.

The scarcest resource in the world today is leadership talent that exceeds standards to continually transform your ministry to succeed by training & developing future generations of leaders. (Leadership Engine)

We must create a learning culture & understand and implement the component steps for change.

People are not your most important asset. Great people are.

MAXIMUM CEO™

PRESENTATIONS

A tremendous tool for leaders is to establish the procedure and refine overtime the ability of your team to make honest, concise, sequentially clear presentations.

The objectives are many. To mention a few: presentations provide the leader with information, answers and plans for approval, coaching and redirecting with minimal involvement on the leaders part.

Presentations discipline the individuals on the team to be strategic, logical and thorough in creating or problem solving and more effective in their communication skills.

Presentations provide the team with learning by the example of others and an opportunity to contribute to other ministry areas, thereby the leader obtains a multitude of wisdom, counsel and develops generalists.

MAXIMUM CEO™

WISDOM OF TEAMS

Working alone, once again, is not wisdom. Working alone is unproductive and dangerous. God designed this scriptural system to be established upon relationships and partnership with those entrusted to you for your survival.

Relationships and partnership through Godly communication are cultivated on teams.

Teams are the primary achievement entity or building unit in any effective organization.

MAXIMUM CEO™

SURVIVAL WITH TEAMS

There is nothing in the CEO/Leader Job Description that requires answering all the issues, solving all the problems, entering into long winded discussions and debates. You must survive!

Leaders must learn to take an issue and the corresponding problem and turn it into an opportunity through a team. When you do, you will survive you will love going to your meetings again.

MAXIMUM CEO™

TEAM COMPETENCE

Surrounding yourself with core competency is a key to victory.....Those Aarons and Hurs have God's heart and your heart and will hold up your hands, agonize and fight for the vision.

God provided them to you as the leader to keep you puissant.....strong in your calling, powerful, mighty, able, efficient, forceful, efficacious, etc.



MINISTRY
INSTITUTE

MAXIMUM CEO™

LEARNING THROUGH TEAMS

Every team meeting is a learning laboratory.

The cross roughing of skills, spirits, failures, successes, experiences, perspectives, educations, accelerates the learning curve.

Constructive conflict through God directed communication, encouraged by the leader, gets all of the facts out on the table then God can direct or orchestrate your steps.

MAXIMUM CEO™

FACILITATING TEAMWORK

The facilitator makes it easy, rewarding, exciting, and fruitful for the team to contribute and build together.

Facilitation is leadership. The leader is a facilitator. Facilitation is an art form cultivated overtime. The quality of facilitation modeling will determine the quality of other leader facilitators in your ministry.

Outstanding team work is proportionate to outstanding facilitation.

MAXIMUM CEO™

BUILDING WITH TEAMS

Learn how to build, establish what you build and have the precious and pleasant riches; the yield, the fruit, by skillfully leading a team.

Focus on building. There is nothing in God's word, His leadership manual, about maintaining. God is a builder, creator, expander, enlarger, and innovator. As the leader you were created in His image, see to it that His people on your team have the opportunity to exhibit those same qualities for the fulfillment of the ministry mandates and their own personal fulfillment and destiny.

MAXIMUM CEO™

RATCHET UP

You cannot ratchet up anything if you are out of position.

7 Determinates in proper positioning

Where you position yourself as a leader is critical in determining productivity, execution, the achievement of all God's mandates on His schedule.

Where you position yourself as a leader is critical in determining the leaders' level of intimacy with God and family and the quality of one's personal life.

Where you position yourself as a leader is critical in determining how effectively and efficiently you will meet the needs of God's people entrusted to you.

Where you position yourself as a leader is critical in determining the level of protection on the tangible anointing of His presence and the supernatural of God in your midst.

Where you position yourself as a leader is critical in determining the achievement of the vision and ultimately the fulfillment of the mission for which you and your ministry were created and designed.

Where you position yourself as a leader is critical in determining the level of effective coaching, teaching, training and mentoring of those entrusted to you.

Where you position yourself as a leader is critical in determining the level of discipleship for future generations of leaders; the establishment of succession and a lasting legacy.

MAXIMUM CEO™

JACK IT UP

“We work extremely hard all year, yet we have nothing to show for it.”

I hear that comment from so many Ministry CEOs who have worked feverishly 24/7, yet due to lack of bottom line focus and too infrequent evaluation, fail to execute their God given priorities. Execution replaced by high activity levels. High activity levels but poor results.

The mark of a CEO/Ministry is execution. God is interested in a return on investment (R.O.I.), the bottom line. Jesus walked away from needs all around Him to focus on the Father and His primary purpose.

After executive coaching with a pastor, I drew a cartoon depicting a ministry CEO at the table speaking to his team: “Now that we worked like crazy all year long, meeting everyone’s needs, fixing every crisis and chaos, does anyone remember what it was God wanted us to accomplish?”

Take Heed.

Do not slip back into old ways! Old patterns! Old Habits! It is so insidious. Watch out!

Get rid of leaven! What are you putting up with that you know must go?

Do not become lax and lose your momentum and that of your team.

Get your primary purposes done.

Do not regress.

MAXIMUM CEO™

ORGANIZE FOR SUCCESS

Your ministry must be designed in accordance with the mandates God directs. Not the skeleton crew of warm bodies you manage to keep and train.

Every function and sub function under every mandate must be constructed organizationally under, and driven by great talent.

The principle driver of ministry performance is great talent operating within properly architected organization of functional elements.

Outstanding talent development, placed within the best structure, yields outstanding results.

We all know people are your ministries most valuable and important asset, but how you steward the people process is what will solidify peak performance. Leading is relationship based.

Making the behavior of talent a strategic challenge and responsibility and evaluating the behavior and results of human capital is critical. High levels of performance take place when the leader invests the time and emotional energy to engage those around him in dialogue that faces reality, produces constructive conflict that produces results.

Talent drives performance. Undeveloped and insufficient talent is the single greatest constraint to growth. Talent is the gating factor.

When we perform, by successfully doing what we plan.....then new and ever increasing performance levels are required and an ever changing and expanding organization chart is required.

Work the people strategy with the optimum structure.

MAXIMUM CEO™

STAFF FOR SUCCESS

Once your organization chart is properly designed you will find an acute shortage of talent. There is not a ministry anywhere that has too much talent, too many leaders. As you accomplish more He adds more to accomplish.

Your challenge of attracting and upgrading talent to fill the empty boxes never ends. Get started by keeping more through assimilation. Get entry level leaders by developing and refining your leadership pipeline. Get depth of leaders by developing a leadership engine, where more leaders are developing more leaders to fill more boxes. Get more leaders to become generalists capable of leading multiple boxes.

You now stare at the organization chart of so many holes on the table before you and your team every meeting because it is an utmost priority. Every time you meet you have reality staring your team in the face. That's good. Now they can make a change and start filing the holes on their teams and down line. Staffing for success every meeting at a time.

Leaders drive the action, force the discipline, ride herd, make it happen!

MAXIMUM CEO™

UTILIZE FOR SUCCESS

Leadership is the stewardship of those entrusted to our care.

All people were created to want to contribute to something significant. It's in everyone's DNA. God put it into everyone saved or unsaved.

They did a survey in the world's system, in secular corporations. They wanted to know what was the second most important thing to people in the workplace next to money. The survey results: money came in second, number one was please give me something of value to contribute to. How much more valuable is serving the Lord, but in a valuable way.

Our job as leaders is to help everyone find a place in the organization chart, leading or on a team in the system, in the Proverbs process, where their value is maximized. The joy of contribution is maximized and their progress toward their destiny is happening.

The leaders job is to help God's people see that and help them make the big 'cross-over' on average 80% of God's people, your congregants do not want to crossover to serve, then lead, then lead more. Why? There is fear in crossing over, fear of the giants on the other side of the Jordan. Like what?: Fear of failure, mistakes, having to learn new things, build new relationships, and on and on.

Leading is about development and refining the ability to lead people where they don't want to go, do what they don't want to do. Helping them 'crossover'. Then maximize their utilization. It's called discipleship.

MAXIMUM CEO™

HIGH POTENTIALS

Your ministry will take a giant leap forward when you obtain a 'superstar' on your team. They will set an example for what you are trying to achieve and will attract other excellent players.

When the Chicago Bulls basketball team regularly won championships, the coach, Phil Jackson, was asked, "What was the key?" "Michael Jordan, right?" they stated.

"Yes, but not for the reason you may think." he replied.

"Not for his scoring?"

"No." Jackson replied.

"Not for his playmaking?"

"No again."

"Must be his defense then?" they inquired.

"No yet again."

Jackson responded to the confused reporters, "He was my coach on the floor. He executed my direction, the game plan, the way I wanted us to play. He was the role model, the prototype player and he ensured that the rest of the team modeled what I expected. He also worked relentlessly to learn and elevate his play. He set an example for the team being the last out on the floor in practice shooting free throws and the first and last in and out of the weight room." "He did whatever it took to win!" Jackson closed.

Get a 'superstar' on your team and others will follow.

MAXIMUM CEO™

THE PARETO PRINCIPLE

When leaders are out of position major mistakes are made and major opportunities are missed.

A major mistake is that conceivably 80% of your congregants are not serving God at all. Consequently 20% of your people are doing most all the work, are over worked, many serving in numerous areas, many frustrated, proper time with God and family are sacrificed and some cases we may be bordering on abuse.

What is your Pareto principle? Most leaders do not have this fact. It is a key indicator of failure. Make it an opportunity for success.

We are to perfect the saints for the work of service. Ephesians 4 does not give a percentage it does not say 20% everyone perfected. Everyone disciple.

These are the 'birds in the hand'. Some never took the opportunity to be disciple to qualify for service; some qualified but never stepped into service or were 'on board' so poorly that they quit. Some qualified, served, become quite valuable but had to drop out for a season and were never invite back.

A huge opportunity exists in developing a plan to re-recruit, re-enlist and re-assign. You have not because you know not, ask not, seek not and involve not.

MAXIMUM CEO™

GENERATE GENERALISTS

Great people are the result of a strategic process of continual improvement.

Every activity is conducted for maximum talent development and performance.

Have A Value Standard for Continuous Improvement

Create a culture in your ministry where the criteria for successful performance are continually applied learning & improvement. Excellent performance carries with it increased responsibility to keep pace with ministry growth, demands, volume, sophistication & complexity. It gets worse. We must keep getting better.

Establish ministry criteria & plan for high performance in which people are prepared to become more valuable to God & to be sent to continually greater responsibility for Him within the ministry of six time zones overseas.

Have Constant Assessment & Coaching

Lead performance in a learning culture. Change comes when one is caused to face reality through relentless & incessant assessment & coaching.

Have the mindset that everything you do is coaching. Teaching is at the heart of development. Have a disciplined development process. Always seek those teachable moments.

Never let one slip by. Take advantage of every teachable moment by being straightforward, eyeball to eyeball honest at all times. Honestly, relentless honesty in feedback.

The coaching, teaching, training & mentoring focuses on exploiting outstanding performance by implementing: Have Stretch Enrichment Assignments (Placing 'A' players on the toughest, highest priority responsibilities) (Giving all the players you can more responsibility)

Perspective Broadening Experiences (Allow 'A' players to face higher lever realities & be involved in more macro issues)

Example Setting Exposure (Let 'A' players exhibit the standard you establish & take others to higher levels of performance) (Put 'A' players in positions to replicate their example in others.)

Generalists can lead anything and any number of things.

Generate Generalists.

MAXIMUM CEO™

PROCESS

The process God used to turn chaos to order.

The process CEOs use to obtain orderly growth and eliminate chaos and crisis.

Leadership development is a process.

It is the Proverbs Process. Discipleship is not a lecture!

I coach and counsel with individual ministry CEO's and their executive team. One of the most important aspects of leading is effective communication. When I meet with the pastor I ask, "On a scale of one to ten where is your leadership development process and what do you do?"

Many times it's rated quite high like a nine and they tell me things like they give the leadership lecture on the ten points of leadership regularly every month. "We take attendance, it's mandatory, we even have a clipboard. We pound the points into them every month and believe me they get it."

When I ask, "What ten points do you use?" They look at me concerned that they are paying me the big bucks and I don't even know the ten points of leadership. Again, I asked, "What ten points do you use?" Generally, it goes something like this:

1. Look Sharp
2. Be Sharp
3. Act Sharp
4. Sharpen Up

(And six other sharp things)

"What else do you do?" I ask. "No, this thing is really good," they exclaim and then they send someone to get the training manual. I respond, "I don't need to see the manual sir, It sounds really sharp. But, what else do you do?" "Well what else is there?" they retort angrily. To which I can then respond and teach that communication is done in real time, capitalizing on every opportunity to dialogue, to build a relationship. You build the ministry by building people one effective dialogue at a time.

Becoming committed to developing skill in executing the key components of outstanding communication is critical.

Work the Process.

MAXIMUM CEO™

WORKING THE PROCESS

There exists a dearth of leadership in the world today. Ministries are not the only ones hurting, but they are hurting the most.

More that nano-second change the lack of leadership will have the greatest impact on the future of organizations.

Obviously then, those organizations that are slow to realize this, will place minimal importance on the development of people and thereby minimal investment in their lives (discipleship) and they will stagnate and/or fail.....no matter their size.

The Limited, the nation's largest specialty retailer, hit a five billion dollar ceiling a while back because they hired and developed merchant specialists but failed to develop leaders.

IBM spent 100 million dollars several years ago to train and develop 30,000 employees to become leaders so they can regain the pre-eminent position they once held.

Developing leaders who can lead and grow any mandate God directs your way is the key to your survival, freedom, continual achievement and lasting legacy. Disciple generalists. Where do you get?.....by working the process.

Having your 'Aarons and Hurs' at maximum core competency and capacity will accelerate your ministry growth exponentially. Investment: spend in their development and yours.

Proverbs 23:23 (NAS) "...buy wisdom and instruction and understanding."

MAXIMUM CEO™

FACILITATING OPPORTUNITY

Never do anything for someone else that God has given them the ability to do for themselves like: Think, solve, ideate on issues, problems, opportunities respectively.

Never let someone bring you a problem without a solution. A problem without a solution is nothing more than a complaint. Problems you direct down, solutions they bring up.

Never let a discipleship opportunity go by without adding value to an individual/team for God by coaching, teaching, training or mentoring.

Facilitation tools will facilitate increased opportunity for your leaders which in turn will facilitate increased opportunity for your ministry:

Performance Analysis (How effectively have they met standards established?)

Targeting Analysis (Where do they need to be aimed for continued growth?)

Value Maximization Analysis (Are we utilizing them most resourcefully?)

Replication Analysis (Who is their successor?)

Retention Analysis (Who needs to be replaced?)

The level of performance is proportionate to the emphasis the CEO places on establishing & reinforcing a standard; creating a learning culture; & frequently utilizing the tools for continual performance improvement.

Some standards you could select from based on observed 'gaps' in performance: character, commitment, (etc.)

MAXIMUM CEO™

WORKLOAD COVENANT

Place individuals in positions / areas of responsibility and obtain a clear commitment that you cannot talk them out of (sell them off).

Explain that when a mandate (additional assignment) comes to you from God that belongs in their area of responsibility, you will assign it directly to them without any thought given to their ability to handle the additional task. Relate that you are not into abuse, so we must have a covenant between us.

Covenant:

If you feel you are unable to handle any assignment, your responsibility is to tell me immediately. I give you a safe harbor to do that so we can sit down and reason together what to do about it.

Ask them questions to facilitate their recommendations for the proper solution.

Q. What would have to happen to get this accomplished?

Q. Who have you delegated your assignments to?

MAXIMUM CEO™

ACCOUNTABILITY COVENANT

Upon providing direction (delegating assignments) to individuals, obtain an understanding. Then have the understanding confirmed by having the individual relate back to you in detail what you have directed them to do. Gain a commitment that you cannot sell them off--- thereby eliminating all excuses.

Convey your recognition and appreciation that they clearly understand and that they have convinced you that they are totally committed to its completion as directed.

However, explain the seriousness of their commitment and the manner in which you expect any hindering circumstances to be handled as prescribed in the following covenant.

Covenant:

If anything should occur that would in any way jeopardize the successful completion of this assignment as I have directed it and you have agreed to do it by the date we both agreed it would be done, then your responsibility is to tell me about it immediately and tell me what you plan to do to fix it.

Coach, re-direct, commission as appropriate--- only after they have presented their plan.

MAXIMUM CEO™

ART FORMS

The skill sets of successful CEOs are acquired over time. The art forms of effectiveness and the applicable techniques required for optimum performance are refined and perfected overtime.

The ability to apply the art forms of leadership is what really makes a difference in expedient, effective and optimum results.

One never arrives. One must practice skills over and over to refine and perfect capability.

Sent to leadership school 1962 as a young naval officer, I officially started God's leadership training to fulfill my purpose.

Five decades later, although having worked for, and counseled with, fortune billion dollar companies and mega ministries, the challenge of growing The Institute of Ministry Management and Leadership and the Partnership for Pastors still taxes my ability to effectively utilize skills learned decades ago.

With every private client counseling session I do and every Ministry Institute challenge I face, I learn new skills.

The art forms of performance are not learned and perfected in a few months or in a few years. It is a lifelong process of decades of continual practice, learning, refinement and improvement.

Challenge yourself.

MAXIMUM CEO™

CONSTRUCTIVE CONFLICT

One might say we can't have constructive conflict, particularly in ministry; we are all to be in unity. Conflict.....that's the wrong side of the leader in Galatians 5. Conflict, contention, strife etc.

There are two kinds of facts: Quantitative and qualitative. Both are critical to working the system.

In the meeting, Proverbs tells us we need all the facts we can get. Get them at any price. The price is this case allowing and actually requiring everyone on the team to offer their God directed insights, thoughts and feelings.....Qualitative facts. What everyone sees, and thinks and feels are facts. They are not right or wrong. They just are. They will differ. They most often will in conflict with one another. They are the facts we need to make the proper decision. Get the facts out on the table so we are facing everyone's reality. Proverbs says that's safety.

In the meeting everyone must offer their conflict input. With all the facts God can direct our steps. Once a decision has been made and the directive given we leave the meeting in unity.

MAXIMUM CEO™

FACILITATE WISDOM

Many of the CEOs attending the CEO & Leaders Workshop do not make a commitment to stay with the material learned. They did not or could not close the gap between mental assent and application so as to model. Discipleship for others. They were unable to grasp or act upon the understanding that one must apply through practice what one learns in instruction. They were unwilling to work themselves through change to develop the required skills. It takes commitment to change behavior and then steady practice to refine performance skills to be optimally successful.

A number of CEOs who do not make the commitment to continue may already be quite successful, but they are not optimally successful. They could accomplish so much more. They have not learned the skills that would allow them and their ministry to be all they were designed to be.

It takes commitment to change behavior and then a willingness to practice and refine performance skills to achieve 'optimum success'.

It takes application, repetition and emotional maturity to change and be optimally successful as a CEO. I respect you greatly.

The same will be true for your team of leaders and their teams. Respect them enough to exhort them, challenge them, push them, model for them and help them to change.

Facilitate wisdom to change to learn and apply the new system paradigm.

MAXIMUM CEO™

EXPLOITING PERFORMANCE

According to Fortune Magazine, the single greatest reason for failure of CEO's is their inability to deal with their own poorly performing subordinates. That ranges from being too timid to be honest and direct, to a genuine lack of caring for others. I like the word reports better than subordinates. The use of that work, or at least the mindset could be the principal reason for the statistical failure.

The level of each of the following results are dependent on the high or low levels of intensity and consistency of time and compassionate energy dedicated to your people reports;

- Depth of learning
- Understanding and commitment
- Performance productivity and required behaviors
- Continual Improvement
- Future generations of leaders

The objectives of the leaders' efforts and dedication is to prepare individuals to be:

- Sent to higher levels of responsibility in the organization
- Sent into greater works for God
- Sent out to the nation or world to benefit others

To maximize those objectives it is critical that you spend increased time with responsive, promotable, high impact reports. Beyond initial efforts, as the Holy Spirit directs, upgrade reports who are unresponsive, debilitate you and others, provide little impact for God and causes others to question your judgment. When you get a confirmation to make a change do it!

MAXIMUM CEO™

THINKING

The God-given responsibilities of a CEO are not rocket science as the Word of God is not. God made it simple for everyone to comprehend, but it takes discipline to apply and improve effectiveness

God made the use of His Word doable by everyone. Since leadership principles come from the Word of God then everyone with application, practice, learning and refinement can learn to lead.

Consistent focus and diligence by the CEO to maximize performance effectiveness is what it takes. It takes thinking. Formal time to think.

One of the greatest areas of underachievement on the part of the CEO is the failure to see their role as the leader of macro responsibilities for God. The dysfunctional focus on minutia, crisis, chaos and other micro matters debilitates the achievement of God's plan and purposes.

Thinking about who you are and what you are doing is critical.

Macro matters!

Think about it!

MAXIMUM CEO™

RELENTLESS FOCUS AND PRIORITIZATION

The larger your ministry becomes, the harder it will be to become who you were meant to be.

Priorities and focus; the lack thereof.

If yesterday's macro does not become tomorrow's micro.....you are in trouble.

What are some of the contributors to underachievement again and losing what you gained?:

- Innovation gives way to maintenance. Trying to hold on to the volume and increasingly more complex programs and projects replaces ability to gain new ground.
- Circling the drain with quantitative leaps in more threatening and consuming crisis and insufficient competence to delegate.
- The 'A' team, your team, becomes overwhelmed and frustrated while 'B' and 'C' teams are under utilized because discipleship broke down.
- Not working simultaneously but sequentially. The additional responsibilities that come with increase bog down due to lack of depth of competence and capacity.
- Lack of attentiveness or focus on God's priorities has insidiously pulled the leadership off the mark and huge gaps in performance exists.
- Lack of discipleship and or reinforced discipleship on the basics of standards, values, righteous creates leaven and cancers creep back in.

"Gentlemen, this is a football. We need to learn how to block and tackle again."

Vince Lombardi, Hall of Fame Football Coach

MAXIMUM CEO™

MODEL THE PROCESS

The first and paramount level of discipleship is modeling. Illustrated by example as Jesus did.....How it is to be done. Then we can expect others to follow our example.

What we do is more important than what we say. Ralph Waldo Emerson said it well: "What you do shouts so loudly into my ears, I can't hear what you are saying".

However, some leaders make the mistake of waiting until they have it all down pat and too much time and opportunity is lost. There's a balance. The leader must exercise emotional maturity and ingratiate himself by admitting he too is changing and learning and developing ability in the new system. That's good. That's healthy. Nobody likes working with a know it all.

Practice the practices. Learn together. Remember you are in partnership and relationship. You are still the leader.

Modeling change and modeling learning yourself is the best way to start. Reinvent the way you work and it will reinvent the way you do God's business.

MAXIMUM CEO™

EXECUTIVE BRIEF

In the secular corporations I worked for I learned the value of and the skills required to help people go where they were equipped to go and to do what they were capable of doing.

I developed methods, systems and processes to prepare individuals to lead in situations with greater complexity and challenge. God was teaching and training me even before I had a relationship with Him.

In effective secular corporations you are not promoted if you do not do your part in the plan of succession. The world system uses 'discipleship' to their profit.

When I was hired or promoted someone they understood that I expected them to train and develop at least one person to be 85% of them in one year or choose to remove themselves from that position.

I placed a premium on moving people from specialist to competencies to generalist competencies, moving, stretching and exposing them to more widespread learnings, influence and capacity.

Successful corporations have chief learning officers who are responsible for ensuring that learning is maximized at every level. Human Resources (HR) tracks the quantity and positioning of promotable individuals to ensure consistent growth capability.

God is interested in a significant profit. A return on His coming.... The greatest investment of all time. He is expecting consistent, compounding, accelerating profitability growth. That is the Kingdom CEO's responsibility to facilitate.