

Reformed University Fellowship

Leading a Ministry Team

- I. Your Ministry Team is your staff
 - A. Ministry Team is a group of people who do ministry
 1. Not a class on philosophy of ministry or theology
 2. Not a Bible study
 3. Not the society of the spiritually advanced or Fully Reformed
 - B. The primary qualifications for Ministry Team:
 1. Being a Christian
 2. Eager to serve God through RUF
 3. Enough time to serve
 4. (You may wish to add one or several other qualifications)
 - C. Many solid Christians who come to RUF meetings might not be qualified for Ministry Team
 1. Some majors are too demanding (nursing, music, etc.)
 2. We want some students to be heavily involved in other campus activities (sports, student council, newspaper, etc.) which will take up most of their available time
 3. Some will be involved in other ministries and may come to RUF but not have time to serve
 - D. Some Ministry Team members might be new or immature Christians
 1. This is OK as long as they are there to serve
 2. Serving in Ministry Team is a good context for them to grow in maturity
 - E. Ministry Team is your staff, but they are part-time volunteer staff who are full-time students
 1. Service expectations must be reasonable in light of student responsibilities
 2. They will have to be trained before they can be effective; see “Developing Leaders”
 - F. The purpose of Ministry Team is to do ministry
 1. Therefore each person will have a specific role, or job, in RUF
 2. For more on this, see “Developing Leaders”
 3. If someone is not doing ministry, the campus minister should discuss this with him, considering the possibility that Ministry Team is not a good use of his time or yours
 - G. Interns are not your staff
 1. They are interns!
 2. They don't know your students
 3. They don't know your campus
 4. They don't know your RUF
 5. They don't know you
 6. They are there to learn about ministry
 7. Interns do ministry as part of their internship to learn ministry – not because they are your staff
 - H. (Bad) effects of treating interns as your staff
 1. Students learn that ministry is something that paid professionals do
 2. Students do not learn to do ministry
 3. Students become passive and do not learn responsibility
 4. Interns develop dysfunctionally

- I. Proper use of weekly meeting with interns
 - 1. Discuss personal issues
 - 2. Review study program
 - 3. Discuss ministry activities and issues
 - 4. Remember – the reason interns do ministry is first to learn ministry; helping your RUF group grow is secondary
 - 5. The primary reason to discuss ministry activities and issues with your interns is to help them learn ministry – not to get the job done

- J. **RUF is a ministry to students *through* students**

- K. A Ministry Team of well-trained and well-led students can be just as effective as a team of full-time professionals, or more so!
 - 1. They are better integrated into the campus
 - 2. They know the campus better
 - 3. Relationships with students are more authentic
 - 4. They care more because it's their campus

- II. Training your staff
 - A. Students will not be able to serve effectively without careful training

 - B. The amount of training necessary is proportionate to the complexity of the job
 - 1. Extensive, multi-year training is necessary to develop solid leaders of Bible studies, mission trips, and other complex jobs
 - 2. Little training is necessary for bringing Bibles to Large Group or setting up a room

 - C. Effects of poor training
 - 1. Poorly executed jobs
 - 2. Frustration, anger, discouragement
 - 3. Burnout
 - 4. Drooping morale in the team
 - 5. Leaders dropping out

 - D. If your Ministry Team corresponds to a baseball team, training corresponds to the farm system that develops skilled players

 - E. For more on training, see “Developing Leaders” and “Leadership Development”

- III. Leading a staff meeting
 - A. Purpose of a staff meeting
 - 1. Discuss the work of the team
 - 2. Not to teach theology or philosophy of ministry – do that elsewhere
 - 3. Not to do a Bible study – they should all be in Bible study groups already
 - 4. Not to plan events – that's the job of the leader of each event
 - 5. ... although occasionally some of these might need to be done in order to advance the work of the team

B. The work of a staff team

1. Caring for people in the ministry
 - a. Always reserve quality time to discuss how people are doing
 - b. The premier job of the Ministry Team is to care for people in the ministry
2. Macro planning
 - a. Overall direction (e.g. Shall we do a mission trip this year? Annual budget? Change location of fall conference? How much to charge for fall conference?)
 - b. Long-term direction (e.g. Should we consider moving into Greek ministry? Would it be wise to do spring conferences?)
 - c. Day-to-day planning is done by program directors with the help of their committees
3. Macro problem-solving
 - a. e.g. LG room is cancelled; war breaks out in the mission trip area; service leader has to leave school
 - b. Day-to-day problem-solving is done by program directors with the help of their committees
4. Appointing program directors (e.g. treasurer, conference coordinator, service director)
 - a. Positions not connected to ministry of the word (e.g. service director, social director, treasurer, conference coordinator)
 - b. Positions related to ministry of the word ought to be filled and supervised by the campus minister (e.g. Bible study leaders, retreat and conference speakers, seminar leaders, perhaps worship leader)
 - c. This is the second most important role of the Ministry Team, after caring for people
 - d. Programs will succeed when they are led by qualified people who have been trained to do their jobs.
 - e. **Never delegate a job to a committee!** This is a grave management error
 - (1) Delegate discussion and decision to a committee
 - (2) Delegate a task to an individual, who may then recruit helpers
 - f. Appointing program directors is a rather lengthy process if done right
 - g. It generally ought to be done for the upcoming year or semester at a planning retreat
 - h. Consider personal maturity, abilities, personality, and experience
 - i. See “Developing Leaders” for help with finding and training leaders.
5. All detailed planning and problem-solving will be done by the program directors with the help of their committees

C. Possible schedule for a staff meeting (1½ hour meeting)

1. 15 min. Bible study on a passage that will minister to students doing ministry
2. 40 min. discussion of the people in the ministry
3. 20 min. discussion of macro planning and macro problem-solving issues
4. 15 min. prayer for the ministry

D. An effective staff meeting

1. Start on time
2. Bring a well-constructed agenda
3. Include only items that pertain to all or most of the team – handle items that involve one or a few people outside the meeting
4. Do not include items that can conveniently be handled by email, etc.
5. Keep to the schedule
6. Avoid tangents
7. Don't let a few people dominate the discussion
8. Provide written handouts for discussion items (e.g. budget, mission trip, constitution)
9. Resolve every discussion – either make a decision or table the discussion to a set time
10. Clearly articulate decisions
11. Specify who is responsible for executing decisions
12. End on time

E. Pitfalls in leading a staff meeting

1. NFs want to turn the meeting into a support group
2. NTs want to turn the meeting into a discussion group
3. SPs are bored and want to leave, or at least cause trouble
4. SJs want everyone else to shut up and pay attention

IV. Leading a staff team

A. Three fundamental leadership components

1. Pastoral care
2. Vision
3. Management

B. Pastoral care

1. Your people need to know that they matter more to you than the mission
2. The leader must attend to personal needs of his people
3. This is a daily, ongoing part of leadership – once a semester is not enough
4. The goal is that people feel valued in their own right, apart from their performance in the mission
5. The mission is more successful when people are cared for
6. Components
 - a. Get to know people well
 - b. Spend unhurried time with them
 - c. Ask about personal matters
 - d. Pray with them and for them
7. Without pastoral care people begin to feel like they are being used, like a cog in a ministry machine
8. Beware allowing yourself to major in counseling
 - a. If personal needs overwhelm the mission, those people need to be moved off the team
 - b. They will be better cared for elsewhere in the long run
 - c. They will eventually hinder the mission
9. NFs in particular crave pastoral care, but everyone needs it
10. NFs excel at giving pastoral care; SFs can do fine; NTs and STs struggle

C. Vision for the future

1. Your people need to know that their efforts are accomplishing something worth some sacrifice
2. The leader must communicate a clear and compelling result for which the team is striving
3. This is a daily, ongoing part of leadership – once a semester is not enough
4. The goal is that people become inspired by the hope of significant accomplishment as a result of their hard work
5. Components
 - a. Long-term goals for the ministry
 - b. Short-term goals for the ministry
 - c. Goals specific enough not to seem like idle dreaming
 - d. Goals not tied to programs – programs are a means, not an end
6. Without a clear, compelling vision, people begin to lose hope and become tired and discouraged
7. Beware flogging the saints under the guise of casting vision – vision is inspiring, not guilt-inducing
8. Intuitives in particular crave a vision, but everyone needs it
9. Intuitives excel at vision; sensors struggle

D. Capable management

1. Your people need to know that their efforts will not be wasted in inefficiency
2. The leader must be punctual, focused, organized, and prepared
3. This is a daily, ongoing part of leadership – once a semester is not enough
4. The goal is that people feel as though their time is valued and their efforts are well-used
5. Components
 - a. Punctuality
 - b. Focus
 - c. Organization
6. Without good management, people become frustrated at the waste of their time and energy; they begin to feel less valued
7. Beware making effective management the goal
 - a. Effective management is a means to ministry – not the goal
 - b. Focus on management results in people feeling uncared for and uninspired
8. SJs in particular crave excellent management, but everyone needs it
9. SJs excel at management; NTs and SPs can do fine; NFs struggle

E. Dealing with personal weaknesses in leading a staff team

1. Pray for God to develop you in weak areas
2. Seek out people who are strong where you are weak
 - a. Ask them how they do the things in which you are weak
 - b. Observe how they lead
 - c. Attempt to imitate them
3. Read how to develop in those areas
4. Make a plan for improvement
5. Identify students on your Ministry Team who are strong where you are weak
6. Give them opportunity to provide for the team in areas where you are weak

F. Further study

1. Effective leaders: George Washington, Abraham Lincoln, Robert E. Lee, Ulysses S. Grant, Winston Churchill, Dwight D. Eisenhower, Douglas MacArthur, Ronald Reagan, Margaret Thatcher
2. These leaders exhibit different strengths and weaknesses; by reading about several, you get a fuller picture of excellent leadership

G. Leadership effects

1. Burnout is not caused by hard work
2. Burnout happens when people feel uncared for, lose hope that their work matters, or are frustrated by poor management
3. A staff team works well when its members are cared for, inspired, and effectively managed

V. Resources

A. Pastoral care ideas

1. Matthew 11:28-30 – Jesus’ easy yoke
2. Matthew 28:20 – Jesus’ promise to be with us always
3. Mark 1:40-45 – Jesus’ compassion on the hurting
4. Mark 8:34-38 – cost and reward of discipleship
5. John 14:15-18 – Jesus’ promise to be with us
6. John 15:1-7 – importance of abiding in Jesus
7. Philippians 1:27-2:29 – servant attitude

B. Vision ideas

1. Matthew 5-7 – Jesus’ vision sermon
2. Mark 4:1-20 – results of ministry of the word
3. Mark 4:26-34 – promise of Kingdom growth
4. Luke 15 – Jesus’ heart for the lost
5. Luke 19:1-10 – Jesus’ heart for the lost
6. John 15:7 – promise of answered prayer
7. John 15:8-17 – promise of much fruit
8. Romans 1:16 – power of the gospel
9. Hebrews 1:1-4 – supremacy of Christ’s word
10. Hebrews 4:12-13 – power of scripture
11. James 5:16b-18 – power of prayer
12. 1 Peter 2:9-10 – nature of the people of God
13. Revelation 19:11-16 – Jesus leading the army of heaven (us)
14. Joshua 1:1-9 – promise of success
15. Joshua 5:13-15 – Jesus the invisible leader
16. Ezekiel 37:1-14 – power of the word of God

C. Management ideas

1. Genesis 41:37-57 – Joseph’s management skill
2. Exodus 18 – Jethro’s advice to Moses to delegate responsibility
3. Nehemiah – an excellent manager at work
4. 1 Corinthians 12:28 – administration is a spiritual gift

D. Management tools

1. List of all possible jobs in your ministry (20-40)
2. Written job descriptions for each job
3. Instructions for complex jobs (freshman outreach, missions trips)
4. System for tracking all students from first contact to graduation
5. Google spreadsheet for tracking Ministry Team follow-up with new contacts
6. Clear, simple organizational chart understood by everyone
7. You need to develop a pattern of carefully recruiting, placing, training, and supervising people who can do these jobs