

# LEADERSHIP DEVELOPMENT TRACKING TOOL

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An Assessment Tool for Selecting and Developing Point Persons in Multi-Site Churches

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*by Warren Bird*

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**How does your church track leadership development, especially for its additional venues and multiple sites?**

In the business world, a leader-in-training may be guided through a checklist of appropriate tasks. For example, Sticky Fingers is a fast-growing restaurant chain ([www.stickyfingersonline.com](http://www.stickyfingersonline.com)) that claims to have "the best authentic Memphis-style ribs and barbecue in the South." Since its 1992 launch, the chain has added an average of one new restaurant location each year. In order to raise leaders for these sites, the founders of Sticky Fingers have established a list of activities that all management trainees must accomplish. Known as "the list," it includes "open the kitchen ten times," "manage the floor ten times," and "orient a new employee."

**What would happen if your church developed a similar list as you develop point persons and campus pastors for your satellite services or other venues?**

You could put together a "skills needed" catalog for ministries like small-group leader or extension campus worship leader, but why quit there? What if you developed an entire pathway that pilots someone over time from being a new disciple to becoming a full-time campus pastor, for those who have the calling, character, and gifts?


The need to develop leaders, both new and existing, rates high on the priority list of almost every church. In churches that have multiple sites or multiple venues, it usually moves from high priority to top priority. As one pastor comments, after expanding from one site to two, "We

duplicated our campus but not our staff." Another pastor, whose church has birthed two off-site campuses, says, "Because of our multi-site experiences, we're less tolerant of anyone on pastoral staff who doesn't develop leaders. We've always said it, but multi-site has forced us to put our stated values into practice." Yet another

pastor, whose church has expanded to multiple off-sites, comments, "After you cherry-pick the best, you have to be very intentional about cultivating others."

The idea of skill development in its broadest sense includes experiences, knowledge, depth of character, and relational competencies. In the Bible, leadership qualifiers include everything from having a good family life to having strong interpersonal abilities (see, for example, 1 Tim. 3). At issue here is intentionality. **What is your church doing to enlarge and strengthen its role in developing new leaders for your extension ministries?**

Here are some questions and ideas your leadership team could work through:

 **What qualities do you want in your leaders?** Distinguish between tasks that should be mastered by all types of leaders and those specially needed by leaders in your multi-site ministries. For your consideration, here are some tasks identified by churches that have launched multiple sites and campuses. Consider which ones are needed for your setting as you tailor your leadership development training track.

- *Hang around until you receive a transfer of the secret sauce.*

Most multi-site churches require an "incubation" period at the sending campus in order for new leaders to embody the church's DNA.

- *Start and run a group.*

Virtually all multi-site churches depend on a network of small groups as disciple-making places.

- *Identify a potential leader, and help him or her start and run a group.*

Multi-site churches, perhaps more than any other kind of church, depend on volunteer leaders, so the campus pastor must be a leader-maker more than a do-it-all-myself person.

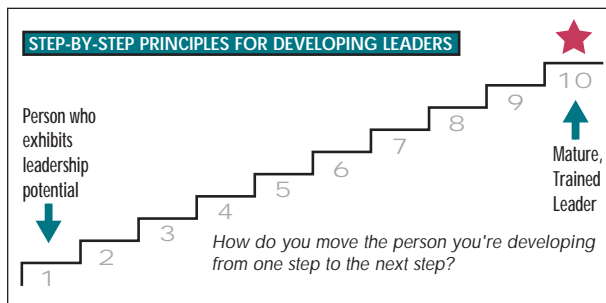
**AT YOUR CHURCH,  
WHAT IS "THE LIST"  
OF MINISTRY SKILLS  
NEEDED BY NEW  
LEADERS?**



## ✓ What does your leadership-development escalator look like?

Take the skills you identified in the previous steps and assign them to a stage on the following graphic. Or, if preferred, change the graphic to something that fits your culture better, perhaps making it a more organic model, for example.

- Review your requirements. Make sure each item on your list is an action you can send your trainees out to do, akin to the Sticky Fingers story of opening the store 10 times or orienting a new employee. Include them in the escalator model template on the next page.



✓ **Who is on your escalator?** Identify your top-ten group of existing leaders and begin to pour attention, energy and prayer into them. In other words, using actual names, specify who's on your leadership-development escalator, and at what point?

- Now name your top leaders-in-development and the person who will coach them through your training regime. Ink them in the escalator template model on the next page.

✓ **What could you glean from the following example of a leadership development track?** **Seacoast Church**



GREG SURRAT

([www.seacoast.org](http://www.seacoast.org)) is based in Mt. Pleasant, a suburb of Charleston, S.C. The church's rapid growth was stifled by city officials who would not allow them to expand. The only solution Pastor Greg Surratt and his leadership team could think of was to launch a video venue in a former bank a half-mile away. That happened in 2002. By early 2004 the church was in 8 off-site locations, each with a campus pastor, live music, and a video-recorded sermon from the original campus.

Today the Seacoast Church Network coordinates a growing number of sites, half of which are 100 or more miles away. Their goal is to have 18 off-site campuses by 2006.

"Our approach is, 'Don't just start another site; go out and reproduce our core values,'" explains Mac Lake, Pastor of Leadership Development. "The main way Seacoast does that is for people who have bought into the Seacoast vision to go out and reproduce what they experienced here." Each new site incorporates the Seacoast approach in everything from worship to children's ministries.



MAC LAKE

In order to develop as many called and qualified leaders as possible, Seacoast Church Network has developed an assessment process. It enables them to adjust the training based on the person's needs.



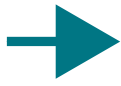
Many of the Seacoast church's extension sites are movie theaters, such as this location in the West Ashley section of Charleston, SC.

"I'd sit down with you and come up with 3 to 5 learning objectives, based on the needs you expressed in your profile," explains Mac. "I'd offer books, tapes, hands-on assessments, and classes, and then develop a growth-track schedule in which I or another coach will meet weekly with you."

On the following pages are the documents Seacoast uses for assessing the people they're developing. Adapt appropriate portions to your setting.

## STEP-BY-STEP PRINCIPLES FOR DEVELOPING LEADERS

Persons who exhibit leadership potential



Action Items For Developing Leaders



*The following material is adapted with permission from Seacoast Church. "It is a working document constantly under construction," the church affirms. For the most current form of the "Campus Pastor Assessment," email [info@seacoast.org](mailto:info@seacoast.org)*

## CAMPUS PASTOR ASSESSMENT

The following assessment questions will help us determine your specific growth track needs and adjust the training accordingly. It is designed for someone to begin at any point. It will prepare you for the exciting challenge of starting a new off-site campus.

Depending on your gifts and calling, our hope is to mentor you through six different levels of leadership:

1. Leading Yourself (developing basic spiritual maturity)
2. Leading Others (facilitating a small group)
3. Leading Leaders (mentoring other small-group leaders)
4. Leading a Ministry (planning, equipping, goal setting, pastoring, team building)
5. Leading a Campus (building a congregation, leading staff leaders)
6. Leading Other Campuses (growing other churches)

To begin, you will be assessing your current competencies in six different skill areas:

- Leadership Skills
- Life Management Skills
- Communication Skills
- Biblical/Theological Skills
- People Skills
- Pastoral Skills

You will meet weekly with someone designated as your "coach." The idea is to provide accountability as you work through the training requirements and affirmation of your gifts, strengths and abilities.

The training we agree upon will take several months. If you fail to meet the requirements in a timely fashion, there will be a re-evaluation as follows:

1st missed commitment: You and your coach will re-evaluate the requirements and schedule to insure that the pace is not too aggressive.

2nd missed commitment: You and your coach will review motivations and calling.

3rd missed commitment: Your participation in the program will be re-evaluated.

## LEADERSHIP SKILLS

In the following section please rate your level of leadership skills.

- 1 = never  
2 = rarely  
3 = sometimes  
4 = often  
5 = always

<b>VISION</b>					
a. I am able to see the future and motivate people to go that direction.	1	2	3	4	5
b. I model the vision through my own life.	1	2	3	4	5
<b>GOAL SETTING</b>					
c. I establish clear goals with deadlines.	1	2	3	4	5
d. I encourage initiative, involvement and innovation from my people.	1	2	3	4	5
<b>CARE</b>					
e. I listen carefully to my people and encourage them to express their opinions.	1	2	3	4	5
f. I know the people I work with.	1	2	3	4	5
<b>EMPOWERMENT</b>					
g. I delegate responsibility, accountability and authority effectively.	1	2	3	4	5
h. When I delegate a task, I trust my people can do the job and do not interfere.	1	2	3	4	5
<b>COMMUNICATION</b>					
i. I inform my people about changes, policies and procedures that affect them.	1	2	3	4	5
j. I am effective at communicating vision.	1	2	3	4	5
<b>CONFLICT MANAGEMENT</b>					
k. I resolve conflict as it occurs, and consider the best interests of all concerned.	1	2	3	4	5
<b>ENCOURAGEMENT</b>					
l. I recognize optimal performance, and express appreciation in a timely manner.	1	2	3	4	5
m. I motivate people to do their best at what they do.	1	2	3	4	5
<b>COACHING</b>					
n. I provide training, coaching and participation on the job.	1	2	3	4	5
o. I use constructive feedback to optimize the productivity of others.	1	2	3	4	5
p. I develop goals, objectives and performance standards with my people.	1	2	3	4	5
q. I systematically evaluate the performance of my people.	1	2	3	4	5

**TOTAL: \_\_\_\_\_ / 85**

NOTES:

## LIFE MANAGEMENT SKILLS

In the following section you will rate your level of strength in various areas related to Life Management skills.  
When space is provided please describe the specific experiences you have had.

- 1 = very poor
- 2 = poor
- 3 = average
- 4 = good
- 5 = great

a. How would you rate your ability to manage your time?	1	2	3	4	5
b. How well do you establish priorities?	1	2	3	4	5
c. How well do you plan your work and work your plan?	1	2	3	4	5
d. How well do you know your spiritual gift mix? List those gifts:	1	2	3	4	5
e. How well do you know your God given passion? Describe your passion:	1	2	3	4	5
f. How well do you know your abilities? Describe your abilities:	1	2	3	4	5
g. How well do you know your personality type? List your personality type:	1	2	3	4	5
h. How would you rate the health of your marriage?	1	2	3	4	5
i. How would you rate the health of your family relationships?	1	2	3	4	5
j. How would you rate your daily walk with Christ?	1	2	3	4	5

**TOTAL: \_\_\_\_\_ / 50**

NOTES:

## COMMUNICATION SKILLS

In the following section you will rate the level of experience you have in various aspects of communication.  
When space is provided please describe the specific experiences you have had.

- 1 = no experience at all
- 2 = very little experience (1-5 times)
- 3 = some experience (more than 5 but not evaluated experience)
- 4 = experienced and growing
- 5 = experienced and proficient

a. How would you rate your ability to manage your time?	1	2	3	4	5
b. What level experience do you have delivering lessons, devotions or sermons?	1	2	3	4	5
c. What level of experience do you have leading a small group Bible study?	1	2	3	4	5
d. What level of training have you had in public speaking or communication?	1	2	3	4	5
e. What level of experience do you have in preaching?	1	2	3	4	5
f. What level of experience do you have in casting vision?	1	2	3	4	5

**TOTAL: \_\_\_\_\_ / 30**

NOTES:

## BIBLICAL/THEOLOGICAL SKILLS

In the following section you will rate the level of competence with biblical and theological knowledge.  
Use the following scale to rate your competence level.

- 1 = very cautious
- 2 = somewhat cautious
- 3 = comfortable
- 4 = somewhat confident
- 5 = very confident

a. I feel ____ handling theological questions in a classroom setting.	1	2	3	4	5
b. I feel ____ teaching from a New Testament passage.	1	2	3	4	5
c. I feel ____ teaching from an Old Testament passage.	1	2	3	4	5
d. I feel ____ developing a theological lesson.	1	2	3	4	5
e. I feel ____ with my Bible study skills.	1	2	3	4	5
f. I feel ____ using Bible study and research tools (concordance, Bible encyclopedia, etc).	1	2	3	4	5
g. I would feel ____ answering doctrinal questions regarding the Bible (bibliology).	1	2	3	4	5
h. I would feel ____ answering doctrinal questions regarding the end times (eschatology).	1	2	3	4	5
i. I would feel ____ answering doctrinal questions regarding the church (ecclesiology).	1	2	3	4	5
j. I would feel ____ answering doctrinal questions regarding God (theology proper).	1	2	3	4	5
k. I would feel ____ answering doctrinal questions regarding salvation (soteriology).	1	2	3	4	5
l. I would feel ____ answering doctrinal questions regarding the Holy Spirit (pneumatology).	1	2	3	4	5
m. I would feel ____ answering doctrinal questions regarding Jesus (Christology).	1	2	3	4	5

**TOTAL: \_\_\_\_ / 65**

List classes you have taken or the level of instruction you have received in Bible and theology:

NOTES:

## PEOPLE SKILLS

In the following section you will rate your level of people skills.

- 1 = never
- 2 = rarely
- 3 = sometimes
- 4 = often
- 5 = always

<b>ATTITUDE</b>					
a. I tend to see the positive side of situations.	1	2	3	4	5
b. I tend to look for the good in people.	1	2	3	4	5
<b>INTEGRITY</b>					
c. I am able to tell the truth, even in tense situations.	1	2	3	4	5
d. I try to under-promise and over-deliver on a consistent basis.	1	2	3	4	5
<b>HUMILITY</b>					
e. I am able to admit when I am wrong.	1	2	3	4	5
f. I respectfully listen to others point of view even when I disagree.	1	2	3	4	5
<b>CONFLICT MANAGEMENT</b>					
g. I am able to control my temper when I am angry.	1	2	3	4	5
h. I strive to work toward win-win situations when there is conflict.	1	2	3	4	5
<b>LISTENING</b>					
i. I tend to listen more than I talk.	1	2	3	4	5
j. People tell me I am a good listener.	1	2	3	4	5
<b>HUMOR</b>					
k. I am able to laugh at myself.	1	2	3	4	5
l. I have fun when I work.	1	2	3	4	5
<b>TRUST</b>					
m. I am trustworthy with confidential information.	1	2	3	4	5
n. Gossip is not a problem for me.	1	2	3	4	5
<b>RESPECT</b>					
o. I am able to forgive those who wrong me.	1	2	3	4	5
p. I am not defensive when confronted.	1	2	3	4	5
<b>ENCOURAGEMENT</b>					
q. I express appreciation to others when they have done a good job.	1	2	3	4	5
r. I can sense when people need an encouraging word.	1	2	3	4	5
<b>MOTIVATION</b>					
s. I am able to motivate others to give their best.	1	2	3	4	5
t. I am able to identify people's strengths.	1	2	3	4	5
					<b>TOTAL: _____ / 100</b>
NOTES:					

## PASTORAL SKILLS

In the following section you will rate the level of experience you have in various aspects of pastoral ministry.  
When space is provided please describe the specific experiences you have had.

- 1 = no experience at all
- 2 = very little experience (1-5 times)
- 3 = some experience (more than 5 but not evaluated experience)
- 4 = experienced and growing
- 5 = experienced and proficient

a. What level experience do you have performing weddings?	1	2	3	4	5
b. What level experience do you have doing pre-marital counseling?	1	2	3	4	5
c. What level experience do you have with marriage counseling?	1	2	3	4	5
d. What level experience do you have performing funerals?	1	2	3	4	5
e. What level experience do you have with grief counseling?	1	2	3	4	5
f. What level experience do you have doing baptisms?	1	2	3	4	5
g. What level experience do you have doing baby dedications?	1	2	3	4	5
h. What level experience do you have dealing with benevolence cases?	1	2	3	4	5
i. What level experience do you have doing hospital visitation?	1	2	3	4	5
j. What level experience do you have leading communion?	1	2	3	4	5

**TOTAL: \_\_\_\_\_ / 50**

NOTES:



WARREN BIRD



GREG LIGON

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Leadership Network's mission is to identify, connect and help high-capacity Christian leaders multiply their impact.

<sup>1</sup> These ideas came at the suggestion of Bill Easum, a long-time friend of Leadership Network.