

# Pastoral Leadership Development

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## FACILITATOR GUIDE

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## Overview

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### **Program Overview**

The Pastoral Leadership Development Next program is part of the continuous learning community of programs available to pastors. This program is generally taken after a pastor has already completed PLD1.

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### **Core Purpose**

The core purpose of this program is to develop the leadership skills of church pastors in order to enable them to better lead themselves, their church, and others.

There are two other main purposes of this program:

1. Develop core competencies of our local pastoral leaders.
  2. Prepare pastors and churches for the weekend consultation which is the centerpiece of the Healthy Church Initiative.
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### **Facilitator Guide**

This guide is designed to aid facilitators as they lead PLD Next sessions. Unlike the PLD1 and PLD2 programs, the Leadership Teaching section will not be included with these materials. An outline will be sent to the facilitators at least one month prior to each session.

This guide is merely a framework of what the typical sessions should look like so that you will be able to insert the Leadership Teaching sections each month.

Please contact the Center for Pastoral Excellence at the Annual Conference office if you have any questions or have not received the Leadership Teaching outline for a particular month.

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## PLD Next Information

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As the Directors of the Centers for Pastoral and Congregational Excellence traveled the conference this year, there was a common thread relating to the benefits and strengths of the PLD program. When a group gathers over a period of time with the same sort of commitments, questions, and concerns, the outcome is a unique sense of energy and transformation among peers and communities involved.

PLD NEXT continues the tradition of offering a dynamic mix of the practical, intellectual and spiritual. PLD NEXT is accentuated by peer mentoring with intentional accountability and coaching.

- PLD NEXT will challenge pastors to commit to an enhancement plan for their congregation and pastoral leadership. In the first two sessions of PLD NEXT, participants will be guided to develop a plan for the congregation and an individual personal pastoral development plan to carry them into the future with relevance.
- PLD NEXT offers educational opportunities in the specific areas pastors have identified as learning needs.

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### Reading List

- Strengthening the Soul of Your Leadership, Ruth Haley Barton
  - Managing Transitions, William Bridges
  - Renovate or Die, Bob Farr & Kay Kotan
  - Preaching for Transformation, William M. Easum
  - Bearing Fruit, Lovett Weems
  - Extravagant Generosity, Bishop Robert Schnase, Michael Reeves & Jennifer Tyler
  - Almost Christian, Kenda Creasy Dean
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## Typical Agenda

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|   |                     |
|---|---------------------|
| <b>Opening</b> <ul style="list-style-type: none"> <li>• Welcome</li> <li>• Worship / Spiritual Formation</li> </ul> | 45 minutes          |
| <b>Leadership Teaching</b>  | 1 hour & 15 minutes |
| <b>Key Learnings</b><br><b>Action Steps</b>   | 45 minutes          |
| <b>Accountability / Prayer Partner</b>  | 30 minutes          |
| <b>Wrap-up &amp; Closing</b>  | 5 minutes           |

**\* Add a break or two as needed**

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## Opening

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### Welcome

Welcome everyone as they enter.

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### Prayer

Open the session with a prayer or ask someone else in the group to do so.

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### Agenda

Cover the agenda for today as needed. Answer any questions, set breaks as needed.

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### Ground Rules

Remind the group about the covenant they signed during session one. Emphasize any area you are having issues with or concerned about.

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### Spiritual Formation / Worship

Spend some time with the group doing a devotional lesson or some other type of study of scripture. Try to connect it to the lesson for the month and/or the book which everyone just read.

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### Leadership Teaching

*insert this month's Leadership Teaching section here . . . . .*

## Action Step Review

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Each session should include a time for everyone to complete an "Action Step" they are committing to do between your sessions. These should be small steps on their leadership development journey...**NOT** major plans which will take them more than 30 days to do.

Give the group 20-30 minutes to get with their Accountability/Prayer partners. During this time they should share how they did with their action steps, what they learned, etc... This is a time of sharing with the intent of holding each other accountable.

If anyone is missing or new you may need to adjust the teams. Be sure to rotate around to each group and see how they are doing.

As a reminder, our objectives for this time together are:

1. **Accountability** – Were we able to accomplish what we said we were going to do? If not, what got in the way?
2. **Application Learning** – What happened when we applied what we learned to our specific situation?
3. **Peer Mentoring** – Let's look for opportunities to help each other with any challenges. (Chances are we all have similar struggles or have dealt with the same types of struggles in our careers.)

Bring the group back together after about 20-30 minutes.

Try to get several people to share how they did and what they learned. Remind everyone the importance of movement toward their goals and accountability.

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## Action

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### Participant Pages

There is a page after this one for you to make copies of each session for the participants to use in conjunction with their Key Learnings, Action Steps, and Dashboard Review. There is also a master Dashboard Review page included in these materials.

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### Key Learnings

Go around the room and get one key learning from today from each person. Encourage everyone to write down their own key learnings from today and any others that speak to them.

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### Action Step

Just like none of us are through growing as disciples...none of us is through growing our leadership gift. When you look down the path of your personal leadership development, you should see a goal you are working toward. This goal will be different for all of us.

Based on your personal leadership development goals...what is ONE action step you are willing to commit to taking between now and our next session?

This step may be based on the books we read, our session today, something you heard in our discussion, or something else that has been laid on your heart.

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### Action Step Accountability /Prayer Partner

Now please share your action step with your partner. We will spend some time in each of our following sessions reviewing these action steps in order to establish an element of accountability. This will be a good way for all of us to stay on tract.

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### Key Learning from Today

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### Action Step

As part of your overall 8 month action plan...what is **ONE** action you are willing to commit to taking between now and our next session? (A step on your leadership journey toward your goal.)

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### Action Step Accountability Partner

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“Making the necessary changes is mostly about willingness. Are we willing to be reshaped for God’s purposes? Are we willing to do the hard work of renovation to become like new with a timeless message of God’s broad grace and love?”

- Rev. Bob Farr

## Wrap-Up & Closing

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- Cover any open issues from today's session. (IE. You may have put something on the "parking lot" to answer later.)
- Remind the group about the book they will need to read for next month.
- At some point during session four you will need to hand out a copy of **page 10**, Steps to Enter the HCI Consultation Process, to each participant.
  - Answer any questions as they come up concerning the consultation process. Contact David Hyatt for more info if needed.
- Pages 11-17 on Planning and Accountability are included for your reference if needed.

Close the session with a prayer.

PLD Next books:

- Strengthening the Soul of Your Leadership by Ruth Haley Barton
  - Managing Transitions by William Bridges
  - Renovate or Die by Bob Farr & Kay Kotan
  - Preaching for Transformation by William M. Easum
  - Bearing Fruit by Lovett Weems
  - Extravagant Generosity by Bishop Robert Schnase, Michael Reeves, & Jennifer Tyler
  - Almost Christian by Kenda Creasy Dean
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## Steps to Enter the HCI Consultation Process

1. Conversation with your District Superintendent about you and your church taking this step.
2. Vote of the church's Admin. Council/Board to enter into the HCI consultation process.
3. Contact the Conference Director of Congregational Excellence office to be added to the list of potential churches. (This is not a guarantee of a consultation.)
4. David Hyatt will contact you to begin the process of setting up a consultation date.
  - David Hyatt will send you the Self-Study for you and your church to begin working on as soon as possible.
5. The pastor will be assigned to a Peer Mentoring group. (NOTE: This will be the only continuous learning group the past will be in during this entire process.)
6. You will receive information concerning the creation of a new Prayer Team. This team will focus on praying for this process, those involved, and the community.
7. You will also receive information concerning the responsibilities of your leadership team, which include the completion of the Self-Study.
8. The fee for the HCI consultation process is \$400 for a church with an average worship attendance of 399 or less and \$1000 for a church with an average worship attendance of 400 or more.
  - Make your check payable to MO Annual Conference and send it to the attention of Tammy Calcote.  
3601 Amron Ct.  
Columbia, MO 65202
9. Read the books:
  - Direct Hit by Paul Borden
  - Managing Transitions by William Bridges
  - Winning on Purpose by John Edmund Kaiser
10. Ensure you have at least one key laity leader in a Lay Leadership Development program. Intentionally incorporate leadership development and spiritual formation time into all meetings of the church's Ad Board/Council.

## Planning

### Objectives

- Review basic components of planning for both yourself as an individual and your overall church.
- Understand how to set SMART goals and their importance
- Clarify planning expectations for the PLD Next sessions

### Worship / Spiritual Formation

“The plans of the diligent lead to profit as surely as haste leads to poverty.” – Proverbs 21:5

“Plans fail for lack of counsel, but with many advisers they succeed.” – Proverbs 15:22

“For I know the plans I have for you, declares the LORD, plans to prosper you and not to harm you, plans to give you hope and a future.” – Jeremiah 29:11

### Session Schedule Information

| Session | Date | Time | Location |
|---------|------|------|----------|
| 1       |      |      |          |
| 2       |      |      |          |
| 3       |      |      |          |
| 4       |      |      |          |
| 5       |      |      |          |
| 6       |      |      |          |
| 7       |      |      |          |
| 8       |      |      |          |

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## Planning, Continued

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### Basics of Planning

There are three main types of planning:

- Long-term (generally a year or longer)
- Short-term (usually 30 to 90 days)
- Daily



All three types are important. For our purposes, we will focus on long-term goals being one-year or annual goals. Short-term goals will be the 30 day action steps we do between our sessions. Our daily planning should reflect attention toward completing these long-term and short-term goals.

When you look at your own personal leadership development... consider for a moment where you see yourself today and where you would like to be a year from now on that journey.

This long-term vision of your leadership journey is what you should continue to focus on throughout this process. The books you read, the monthly sessions, the group discussions, and everything else should add tools to your leadership toolbox and may certainly influence your plans...but are not intended to force you to abandon your current pathway each month. Try to look at all the new insight and information as filters, each one making your leadership journey clearer and clearer.

One of the keys to effective planning is the use of SMART goals.

“Planning is bringing the future into the present so you can do something about it now.” – Alan Lakein

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## Planning, Continued

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### **SMART Goals**

Goals are something we want to **accomplish**.

Plans/objectives describe what needs to be **done**.

#### **S = Specific**

Who, what, where, when, which, and most importantly . . . **Why**.

#### **M = Measurable**

“How” type questions = How much? How fast? How often? How soon?

Remember, if you can’t measure it, you can’t manage it.

#### **A = Achievable (or Action-Oriented)**

Challenging but can be reached. Achievable does not mean **easy**!

#### **R = Relevant (or Results-Oriented)**

Within your span of control, not heavily dependent on the actions of others.

#### **T = Time-based**

Grounded within a time frame. Without a set time there is no **sense** of **urgency**. You should be able to write it on a calendar.

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## Planning, Continued

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**SMART Goal Example** In order to improve average worship attendance per month in our church I will ensure all families who do not attend three weeks in a row, six weeks in a row and nine weeks in a row are contacted by a member of the connections team or a pastor each week, so as to raise our average by at least .25 by the end of 2012.

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**PLD Next Planning** Towards the end of each PLD Next session you will have the opportunity to develop an Action Step. (emphasis on **STEP**)

This should be a clear step that you are comfortable committing to achieving between the sessions which will move you closer toward your leadership goal. Try to incorporate as many of the SMART goal elements as you can each time.

You will share your Action Step with your accountability/prayer partner.

The first session or two should focus on your overall/long-range plan for yourself and your church in the next 8 months. If you have not already established these, then you will need to spend some time working these. The remaining sessions should focus on the ONE action step you want to take that month.

Each of the sessions will include time for you to check in with your partner and share the results and learnings from your action step. You will also have a chance to hold each other accountable and to pray for each other throughout this process.

Look/Listen for learnings from both your action steps and your partner's which would be good to share with the larger group.

Again, the purpose is not to create a whole new master plan each month for your leadership development, but to discover small incremental steps along the journey which when put together over the course of the year will move you further down the path.

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## Accountability

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**Overview** What does it mean to hold someone accountable? What does accountability look like in this environment? How can I be more accountable? What if accountability makes me feel uncomfortable?

All great questions. And questions that many pastors throughout the Pastoral Leadership Development programs have asked.

The purpose of this section is to provide a framework for understanding accountability along with some key tools to aid pastors in holding both themselves and others accountable.

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- Objectives**
- Develop a common language and understanding of accountability in the context of PLD Next.
  - Learn a SIMPLE system for holding others accountable.
  - Understand the key to practicing accountability.
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**ac·count·abil·i·ty** :the quality or state of being accountable; especially : an obligation or willingness to accept responsibility or to account for one's actions; liability to be called on to render an account  
\\ə-,kaʊn-tə-'bi-lə-tē\\

"All power is a trust; and we are accountable for its exercise."  
Benjamin Disraeli

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## Accountability, Continued

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### Christian Accountability

#### The Essential Element of Trust

In order to establish Christian accountability, there needs to be trust. Developing trust is a slow process and it takes time to develop and grow. As people meet together to share, they begin to establish rapport with one another. How is this accomplished? Let's see what the Bible says.

- Active listening is essential to developing trust. James 1:19 says, "My dear brothers, take note of this: Everyone should be quick to listen, slow to speak and slow to become angry."
- A non-judgmental attitude is another essential element. Remember, we can be accepting of an individual while being discerning of the situation. Matthew 7:1-2 says, "Do not judge, or you too will be judged. For in the same way you judge others, you will be judged, and with the measure you use, it will be measured to you."
- Caring for each other is also essential. 1 John 4:21 says, "And he has given us this command: Whoever loves God must also love his brother."

Accountability involves a willingness to open yourself up and share sensitive or personal information. This is why trust is so imperative. If you sense trust, you are more open to share your innermost thoughts without concern of betrayal.

Taken from [www.allaboutgod.com/christian-accountability](http://www.allaboutgod.com/christian-accountability) published by [AllAboutGod.com](http://AllAboutGod.com) Ministries, M. Houdmann, P. Matthews-Rose, R. Niles, editors, 2002-2011. Used by permission

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### Principles of Accountability

- Responsibility
- Stewardship
- Ownership

Covey, Stephen M. R. (2006) [The Speed of Trust](#)

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## **Accountability,** Continued

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**S**

**Holding others (and ourselves) accountable is SIMPLE.**

*[Oh no! Not another acronym!]*

**I**

**S = Set Expectations**

- You and your partner need to agree on what is expected. This must happen up front and be clear to both of you. Don't assume anything. A good SMART goal is key.

**M**

**I = Invite Commitment**

- Once the goal / action step is established, each partner should verbally commit to doing it. Clearly connect the action step to how the completion will move you closer to your long-term goals.

**P**

**M = Measure Progress**

- Ensure there is a clear measurement element established and provide recognition for movement along the pathway to leadership goals. Goals / action steps are only measurable when they are quantified.

**L**

**E**

**P = Provide Feedback**

- Share open and honest feedback with your partner. True feedback is a gift. To be effective, the feedback you offer must come from a sincere desire on your part to help or support your partner, not to merely fix him or her. Intent is more important than technique.

**L = Link to Consequences**

- Sometimes people need a little external motivation to live up to their commitments. Do not confuse consequences with punishments. Help your partner see the potential good in achieving their action step and the potential bad in not achieving it.

**E = Evaluate Effectiveness**

- Look at the actual results each time for you and your partner's action steps. How effective was the action step in accomplishing what you wanted? What did you learn? Celebrate the successes – learn and grow from any that did not work. Keep moving toward your goals.

Based on information from Brian Cole Miller & Communico Ltd.

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