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RE-IMAGING LEADERSHIP DEVELOPMENT FOR MILLENNIALS

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JOHN SCOTT RAMSEY

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GLOSSARY

baby boomers. The largest generation currently in the workforce born between 1946 to 1964 that will be retiring from the workforce in record numbers in the next 10 to 15 years.

emerging leaders. Leaders or potential leaders from the Millennial generation who either aspire to lead or have the potential to lead in the organizations they find themselves in.

gen X. The smallest generation currently in the workforce born between 1965 to 1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.

leader. A person who influences others from whatever position or whatever level in their organization. A leader is not defined by position but the ability to connect with and influence others to follow.

leadership development. The process(s) of increasing leadership qualities and skills in people to become effective in influencing others.

millennial/gen Y. The current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers.

seasoned leaders. Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer and Builder (born between 1922-1945) generations that are expected to step down from their positions in the next 10 to 15 years.

young adult. A life-stage that has been designated for people between the ages of 18 to 35 whether they are single or married with no children.
DISCLAIMER

This study is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.
ABSTRACT

Statistics of church attendance in America shows a chronic trend toward younger generations leaving the church. What will happen to the church in America over the next fifteen years when Boomer\(^1\) pastors choose to retire? The Church will face a monumental leadership transition and many churches will not be equipped with a new generation of experienced leaders. Seasoned church leaders (aka those of the Boomer population) must give great care, and with a sense of urgency, develop the Millennial generation\(^2\) as leaders for the future vitality of the church. The thesis of this study is seasoned church leaders need to understand the Millennials and cultivate young leaders now through a re-imaged leadership development process so that they will be prepared to take over leadership in the years to come.

It is important that seasoned church leaders understand the basic values and characteristics of the Millennial generation if they are to lead them successfully.\(^3\) The seasoned church leader will then need to begin to build three major bridges that connect them with emerging leaders in order to begin the leadership development process.

New images are needed for developing leaders that will connect with and retain the most valuable potential leaders of Millennial generation. The first image is that of a “computer cluster.” The second image is a “two-way street” representing a mentoring relationship. The image of a “taxicab driver” presents a coach approach to managing

\(^1\) Those born between 1946-1964.


\(^3\) Although the Boomers and Millennials have common traits since the Millennials were parented by Boomers, the Millennials have grown up in a postmodern, digital world that has caused the two to view the world differently. The basic values of the Millennials and how they like to interact relationally is a contrast to their elders.
Millennials. And finally the image of “magnetic attraction” will be needed to inspire and recruit Millennials so they too will want to serve the local church as pastors or staff members.

The artifact portion of this dissertation is a series of six live-format, stand-alone seminar/workshops designed for seasoned church leaders to encourage and direct them in developing Millennial leaders within their churches. A website will be designed to promote the seminars and encourage ongoing dialogue between both seasoned and emerging leaders.
SECTION ONE: THE PROBLEM

Churches are struggling to attract and retain the current young adult population and need to find a way to bring these young adults, not only into their congregations, but into positions of leadership in the very near future. Tom and Sam Rainer, a father and son research and writing team from LifeWay Christian Resources, did a study and wrote a book about the issue of young adult church dropouts called, *Essential Church? Reclaiming a Generation of Dropouts*. The study indicated, “More than two-thirds of young churchgoing adults in America drop out of church between the ages of eighteen and twenty-two!” Current Boomer leaders are faced with the task of connecting with and inspiring this generation to become the leaders they need to take their churches into the future. Such is the case because Boomer leaders will be seeking to retire within the next ten to fifteen years. Joanne Sujansky and Jan Ferri-Reed of KEYGroup executive coaching firm quote a startling statistic, “The U.S. Bureau of Labor Statistics predicts a slowdown in the pace of the labor-force growth and productivity in 2016, as some of the 70 million-plus Baby Boomers retire.” This drastic slowdown in parallel organizations will prove to be devastating to seasoned church leaders if they have not trained up enough well-equipped emerging leaders to follow them. Sujansky and Ferri-Reed also claim that as many as 58 million Millennials are expected to be in the workforce around

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1 Joanne Genova Sujansky and Jan Ferri-Reed, *Keeping the Millennials : Why Companies Are Losing Billions in Turnover to This Generation--and What to Do About It* (Hoboken, N.J.: John Wiley & Sons, 2009). 4
that time. Millennials are already taking their place as major players in the workforce. Rebecca Ryan, president of Next Generation Consulting comments, “By 2010, about 64 million workers—40 percent of the United States workforce—will be poised for retirement, though not all will choose to leave.” She also makes clear that, “By 2010, the number of people ages 35 to 44 in the nation’s workforce will decline by 10 percent.” As Baby Boomers retire, a major need for new and younger leaders will develop in order to fill the voids left by the Boomers’ widespread departure.

When the knowledge of what the future might bring is coupled with the fact that many churches are experiencing a leadership shortage even now, existing leaders will realize just how urgent the situation is. Jimmy Long, a regional director for InterVarsity Christian Fellowship, reports, “There is a growing, pervasive belief that we are facing a shortage of leaders capable of leading organizations into the future. Ninety-seven percent of organizations report significant shortages of leadership. Forty percent of organizations view this gap as acute.”

Part of the reason for this concerning reality results from outdated methods currently being used for developing leaders. Ram Charan, a highly sought after business advisor and speaker, states, “We should read the severe shortage of leaders as an unmistakable sign that the typical approaches to leadership development are

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5 Ibid., 4.
7 Ibid., 26.
fundamentally flawed.” These approaches, which are directly tied to management styles, will become less and less effective as emerging leaders come into the ministry workforce. Many leaders in management positions lack an intentional plan for developing those they manage to become successful in their current and future positions.

Seasoned church leaders will need to take these numbers seriously and do everything they can to prepare their church for the future, recognizing the link between their church’s future and the emerging leaders’ long-term growth and success.

Regardless of faith tradition, the situation for the church is complicated by another reality other than the coming leadership turnover. There seems to be many multi-generational staff frustrations being experienced in churches. An angst is being experienced both by leaders of churches as well as by up-and-coming young adults towards the leadership style of those in positions of authority over them. Churches must find a way to bridge not only the generation gap but also the cultural chasm that is currently being experienced within their congregations. A fundamental problem is that many Boomer leaders know very little about how Millennials view and relate to the world around, and how they would like to interact in the church.

The basis of this study has its genesis in my personal story and experience as a young pastor trying to fit and be successful in large church ministry. What I first believed to be only a personal experience, was soon discovered to be a recurring story for the younger generation of pastors with whom I am a part. I have encountered multiple issues that need to be seriously considered and changed to be successful in developing the Millennial generation to lead in the church. More than once I have faced frustration in

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going through long and drawn out interview processes only to find out after joining the staff that I had been misled in the way the job and church was presented. Another problem is remarkably poor management practices as compared to the standards of business leadership literature. In more than one church, the men I directly reported to either did not know how to manage or chose not to manage me the way that would bring out the best I had to offer. Nor did I sense a desire from them to keep me on their staff long-term by providing growth opportunities. I have felt under-appreciated and unengaged by those leaders above me. I have desired more relational leadership from my supervisors and rarely felt they cared about me personally when conflicts arose.

Seasoned pastors will benefit greatly by considering the material presented in this paper which provides new resources to begin engaging their young staff in leadership and career advancement processes. This will be very important as they draw nearer and nearer to retirement age. The interesting thing about the subject matter presented is that there is simply not much being written or talked about in church leadership circles. It seems that many Boomer pastors will be holding on to their positions tighter and longer than the generation before them. Undoubtedly, in part, because of the economic conditions—they simply don’t have the finances to retire.

Another interesting issue is that there needs to be better ways to help young pastors get the experience they need to make next steps in their vocational career advancement.10 For instance, churches looking for a new senior pastor require candidates to already have senior pastor/preaching experience in larger churches in order to be qualified to become their senior pastor. This requirement is expected no matter the size of church. If this is always the case, how can a younger pastor land a senior pastor job in a

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10 Ministry is a vocation as well as a calling.
church of five hundred or more? Young members on a church staff need to be given opportunities to get senior level experience even though they are not yet in that position, so that when the occasion does arise, they are ready to step into a senior role.

I desire to take both the experiences I have had and the research found to help pastors know how to engage Millennial generational leaders in their churches. My hope is to see churches begin making healthy steps to transition their leadership from one generation to the other. The steps of transition will include promoting unity and understanding between the generations. A healthy method of developing young leaders to transition leadership from the older generations to the younger is available. This empowerment begins with equipping seasoned leaders to know how to attract, interact, lead and manage potential young leaders. Young leaders will then need to be coached in successfully gaining influence in their churches.
SECTION TWO: OTHER PROPOSED SOLUTIONS

1. Seasoned leaders may not understand the urgency to develop new leaders.

   The Church is at a crossroads in both reaching and developing the next generation of leadership to navigate its future. Seasoned church leaders who seek to retire in the next fifteen years will be rudely awakened when there are no leaders to hand off the leadership of their church.

   Although seasoned church leaders have good intentions of developing the next generation, many fail to put this as a priority in their ministry. A seasoned leader that would take developing next generational leaders seriously would schedule out specific time each work week to do it. Seasoned church leaders tend to be busy doing the day in day out ministry duties such as sermon preparation, visitation, counseling, weddings, funerals, meetings and meetings and meetings. These pastoral duties tend to push people and leadership development to the back burner. The urgency of each daily and weekly ministry task delay or cloud the urgency of the future.

   Churches will be facing the largest leadership transition in American history when the Baby Boomers decide to retire. Churches and denominations across the country are seeing their pastors aging and not being able to recruit emerging leaders to become vocational pastors. Even though churches are experiencing financial cut backs and seasoned pastors are indicating their need to stay in their positions longer, churches will still need to be intentional about developing new leaders to replace them when they do choose to leave. Leadership coach Judith Wilson and Michelle Gislason, senior project director of CompassPoint Nonprofit Services, comment about how this effects a non-profit organization, “Despite the economic uncertainty we all are facing, we cannot
ignore the fact that there is a leadership and workforce deficit that will have drastic and long-lasting impact in the sector. This requires us to look at ways to build leadership and management capacity in organizations.”

Many in Generation X who fled from established churches in search of doing church differently have become disenchanted and left church all together. This has caused many churches to see an age gap in their demographics between high school graduates and young families becoming more than just a stage of life issue that churches in America have previously dealt with. Knowing that the Millennial generation outnumber Generation X should be a cause of concern for Boomer leaders. The Millennial generation will soon outnumber Generation X in the workplace and will be influencing their organizations sooner rather than later. This should propel the seasoned church leader to make an intentional effort now to ready young potential leaders to take the church into the future.

When looking at the end of a long ministry career, the questions for a seasoned church leader need to shift to, “How can I leave a legacy? How do I go out a winner? What do I need to know and do to positively affect the expansion of the Kingdom long after I am gone?” The urgency of developing emerging leaders truly lies in the ongoing missional advancement of the Kingdom of God. Seasoned church leaders will gain a motivation to both accept emerging leaders as legitimate ministry partners and be willing to change their approach to leading these young leaders so that the mission of the church does not die. What leader wants the church they have led to fall apart after they depart?


There is a lost world out there that needs to hear the Gospel of Jesus. This includes the Millennial generation. Seasoned church leaders will continue to be challenged to think like missionaries in a foreign land when engaging with the Millennial generation and the culture for which they have grown up.

2. Some seasoned leaders think the Millennial generation just needs to “grow up” and face the real world.

   Many of the complaints seasoned leaders have against emerging leaders are understandable from a managerial perspective. These complaints are linked to some of the characteristics of the Millennials that will be discussed, which often stem from the leader wanting the younger generations to approach life as he or she did. These complaints are expressed as responses to the characteristics they don’t like.

   Response number one: “Easy there. Settle down and pay your dues!” Seasoned leader bosses are completely caught off guard with the high expectations of young emerging when coming into the workforce. Often emerging leaders are ambitious and want to be given significant jobs and responsibilities from day one. According to Bruce Tulgan, who has conducted extensive research on Gen Y, there is a myth surrounding this about young adults today and it states, “They won’t do the grunt work.”13 They will do the grunt work to prove their value to the organization but they will not do it for long in “exchange for vague long-term promises of rewards that vest in the deep distant future,”14 as stated by Tulgan.


14 Ibid.
Why are seasoned leaders having difficulty with understanding this trait about emerging leaders? They had to pay their dues when they were young. Times have changed and this “work ethic” may not necessarily be the case anymore. Loyalty for Millennials (Gen Y) comes with a price tag; rewards and promotions. Misti Burmeister, a coach and expert in intergenerational communication, comments, “Baby Boomers grew up during a time when choices were in short supply and the focus was on ‘working hard’ and ‘making a good impression’ to get ahead. In their world, once you got a job you put your head down and got to work, because that was your company until you retired. Obedience and loyalty were rewarded.”

Emerging leaders’ loyalty, on the other hand, is expressed when they feel they are being shown loyalty through feedback and encouragement. This has to do with the entitlement they received growing up; trophies for simply showing up to play. This is very different from the way Boomers grew and learned to work. The empowerment complaint is understandable because it can be annoying for the new and young hires or volunteers to show up expecting more when their seasoned leader has not taken the time to know them well or observe how they work.

A second response seasoned leaders may have towards the emerging leaders is, “Stop demanding and show some respect!” According to Tulgan, another myth about the Millennial generation is that they do not respect their elders. Tulgan says this is false as evidenced by how close they are to their parents. The distinction would be that they want

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16 Ibid., 87.
to be shown respect too.\textsuperscript{17} The Boomer generation was taught to respect their elders “just because,” but this generation shows respect to those they feel they are receiving respect from.

A number of experts would disagree with Tulgan. Dr. Jean Twenge, professor of psychology at San Diego State University, says, “GenMe\textsuperscript{18} doesn’t just question authority—we disrespect it entirely.”\textsuperscript{19} Some people have this experience but others might give Millennials the benefit of the doubt that they are not intentionally showing disrespect. The Gen Y Project\textsuperscript{20} believes they are not trying to directly challenge the authority of seasoned leaders.\textsuperscript{21} They may not be intentionally trying to show disrespect but by their passionate attitude/approach/mannerisms it comes across this way. They want to continue learning and processing and they love to try to help their organizations, including when their bosses do the same. Twenge writes in her book, \textit{Generation Me},

Some older business managers complain that young people today are too blunt. These managers say that young employees ask for instant feedback that’s straightforward and uncomplicated, and give it in return. Some managers are surprised at young people’s willingness to critique the performance of older people—it’s a combination of the eroding respect for authority and the compulsive honesty of the younger generation.\textsuperscript{22}

Seasoned leaders can step in and guide emerging leaders to know how to push for innovation without coming across as disrespectful. Seasoned leaders will have to harness


\textsuperscript{18} Jean Tweenage refers to Millennials as “GenMe” in her research.


\textsuperscript{20} The Gen Y Project is a research collaboration of business/professional coaches whom believe education and leadership training need to change for the Millennials. www.thegenyproject.com


\textsuperscript{22} Twenge. 39.
the energy and passion of emerging leaders toward organizational goals and be willing to listen and make sure the younger among them feel a sense of respect from them.

Another response from seasoned leaders is, “Get to work…work is hard and long!” Work for the Boomer generation has been central to life. The emerging leaders, however, do not feel the same way about work as their leaders do. Seasoned leaders can accept another myth as true: Millennials want their bosses to do their work for them. The reality is that emerging leaders expect their leaders to teach them everything they need to know.23 Remember these young adults have a lot of head knowledge but not a lot of experience. They know this and rely upon their managers to show them the ropes.

Another aspect to this complaint of seasoned leaders is that they tend to think that if one does not put in over 50 hours a week, one will not succeed and make deadlines. These leaders think they are being a good example to their young leaders but that is not how the Millennials see it. Generational diversity and management expert Carolyn Martin, explained this to the Gen Y Project, “And, don’t think you’re role modeling it because you put in 60 to 70 hours a week! That’s not work ethic to young people; that’s insanity!”24 These young adults will not sacrifice their social life for the job so seasoned leaders need to be prepared. This does not mean they do not produce results on deadline. Millennials are motivated to get their work done so they can have a social life.

Kent Corbell, a Millennial entertainment designer and president of Live Experience Design, told the Gen Y Project, “So, Gen Y has the freedom to know that they can work smarter and not harder; they want to work mentally and not physically. It

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24 Fields. 32.
isn’t, ‘Do I want to work 40 or 50 or 60 hours a week at a corporate job?’ but ‘What’s the purpose of my life and where can I invest my time and make a difference in the world?’” With the technology they have and use and their book smarts, they have the ability to get a lot done in a shorter amount of time. This is actually good news for the seasoned leader.

3. Some seasoned leaders may not anticipate that leadership styles are affected by culture and, therefore, subscribe to the belief that leadership development processes and management is static—unchanging.

Some leaders believe that those underneath their leadership must learn and adapt to their style instead of the leader adapting to their followers. Emerging church leaders perceive seasoned church leaders will only “bless” their leadership if they become a “copy” of the seasoned leader. This perception comes from all the times they hear comments like, “We have always done it this way,” or “This is the way to handle the situation.” The perception of being a copy of the seasoned leader can be felt when a seasoned pastor is being extra critical of the way an emerging leader conducts a service, or a meeting or deals with a volunteer. These are all outward signs of a difference in leadership philosophy. The younger staff must conform to the leadership style of their bosses and this often causes enough frustration to consider leaving the church. Seasoned church leaders can easily respond to the frustration of the emerging leaders by stating, “If you don’t like the way I lead, then go ahead and leave.” This response does not take into consideration the mission of the church and the legacy of passing the faith to the next generation. Seasoned leaders or emerging leaders should not allow management and leadership styles prevent the mission of the church from being accomplished. Seasoned

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25 Ibid., 195.
church leader, like missionaries, can learn to adapt their leadership style to effectively reach a “foreign,” Millennial leader.

I believe leadership styles need to change with the changing culture and am in agreement with Tim Elmore’s three statements about styles of leadership. First, there is not just one right way to lead. Second, great leaders will change their styles, but not principles. And third, lasting leaders determine their style by observing their people.¹⁶

Leadership styles have evolved over the last fifty years in America. Millennial expert and president of Growing Leaders Inc., Dr. Tim Elmore’s leadership style history snapshot provides a concise, yet accurate summary of the way leadership styles have changed. He contends the changes are based upon the perceived needs of the culture of particular time frames in history. Each one had basic ideas and values that helped forward the people and organizations being led. During the 1950s the major leadership style used was “Military Commander,” a tightly structured top-down hierarchal approach whose leaders were mostly male. The key value of this style was loyalty. Leaders expected their followers to remain loyal to them and their organizations. During the 1960-70s a new style emerged, the “CEO” style. This style still used a top-down approach with an added element of vision. Leaders subscribing to this style led by casting a compelling vision that inspired people to accomplish the vision. The key value was productivity. This leadership style was used in the beginning of the church growth movement. Churches wanted to see growth and productivity. Then in the 1980s, the “Entrepreneur” style took the emphasis of productivity to innovation. The 1980s were all about innovation and economic growth through being on the “cutting edge” of everything imaginable.

America’s churches embraced this style and we saw churches like Willow Creek Community Church and Saddleback Community Church take the forefront of church growth. Church leaders wanted to make church “pop” with the latest and greatest technology and entertainment. In the 1990s the leadership style turned from the hype of innovation to team development. The leader as a “coach” style became the new thing. The key value was teamwork. The leader began to see themselves as a coach of a team, finding and deploying the best people in the right positions to win the game. This leadership style caused leaders to want to experience collaboration and start to have closer relationships with their team players.²⁷

The reality facing seasoned church leaders is that the world has changed since they were the young leaders in the church. Times continue to change and with this change in culture, so has the need for leadership styles. Leaders who will not change the way they lead for this generation will have no one to empower to take the church into the future.

²⁷ Ibid.
SECTION THREE: THE THESIS

I claim that seasoned church leaders need to understand current culture and cultivate young leaders now through a re-imaged leadership development approach. This new approach includes small group leadership “clusters,” two-way street mentoring relationships, leading them like a taxicab driver, and magnetically attracting and retaining young leaders. The purpose of this thesis is to educate and inspire seasoned church leaders to make developing the Millennial generation for leadership in the church a high priority and thereby attempt to set forth simple pictures for re-imaging leadership development for this generation.

The Millennial generation requires leaders to re-image what leadership is to inspire them to be leaders for their culture. This is a pivotal time to teach this generation how they can make a difference in their world. Church leadership over the last twenty years has been more about systems and controls than about people development. It takes more than systems to prepare the Millennial generation to lead. It takes more than controls to empower emerging leaders to be successful in ministry. There needs to be a renewed emphasis on leadership development targeting these new young adults.

Professor of pastoral ministries at Dallas Theological Seminary, Aubrey Malphurs and church leadership and vision consultant, Will Mancini, define leadership development, “as the intentional process of helping established and emerging leaders at every level of ministry to assess and develop their Christian character and to acquire,
reinforce, and refine their ministry knowledge and skills.” An intentional effort to
develop future leaders in the church is needed in these areas of character, ministry skills
and missional understanding to be able to see the church reach the changing culture. The
challenge for many churches will be to move away from a leadership development
“program” to a cultivation of a leadership “culture.” Programs and over-structured
leadership “internships” will simply not connect with emerging generations. There is
nothing wrong with internship programs per se but they will need to look different from
the systems and structures of the past. Executive coach and founder of Internal Impact
coming, Jane Creswell makes a bold statement when she says, “Program organizations
of the past just don’t inspire young adults to commit to such leadership positions. Every
year it’s harder for churches to fill the job templates with adults who will say yes.”

Futurist, author and professor Dr. Leonard Sweet recently stated that the world is
transitioning from a “Gutenberg” to a “Google” frontier. People no longer receive the
majority of their information through print. Rather, the world receives information
through electronic/Internet technology. The way in which people receive and processes
information has changed. Sweet makes this observation, “Anything in business or in the
church that is working in this emerging culture is becoming more EPIC (Experiential,
Participatory, Image-rich, Connective).” This change has implications as to how

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30 Leonard I. Sweet, "Dmin 517 Class Notes," (Newberg, Oregon: George Fox Evangelical Seminary, 2008).

churches will function in the future. Leadership development needs to be done through an interface that connects to this EPIC\textsuperscript{32} generation. There are ways to apply this EPIC view of the world in developing young leaders. Young leaders don’t want to be led by “a sage on the stage, but want to experience a guide on the side (Experiential).”\textsuperscript{33} Young leaders want to participate in the development of the outcomes (Participatory). They communicate and learn more through images than with words (Image-Rich) and connect relationally through a web of technology (Connective).\textsuperscript{34} Current church leaders need to understand these EPIC qualities of the Google generation and use this interface to develop them as leaders.

**Understanding The Millennial Generation**

Seasoned church leaders are often frustrated with the Millennials and misunderstand who they are, therefore do not know how to relate. There is a need to understand how to relate with the Millennials to be able to lead them effectively. Six basic qualities or descriptors of this generation are relevant for this study. Millennials are: entitled, motivated, driven to change, cause-oriented, instant, and stressed out.

\textsuperscript{32} EPIC as described by Leonard Sweet as Experiential, Participatory, Image-rich, Connective.


\textsuperscript{34} Ibid.
Entitled: How They Grew Up

The one word that many experts are using to describe the Millennials is “entitled.” The entitlement notion stems from the hyper-narcissistic\(^{35}\) culture that they were raised in. Twenge gives a look into the world of narcissism when she states, “Narcissism is one of the few personality traits that psychologists agree is almost completely negative. Narcissists are overly focused on themselves and lack empathy for others, which means they cannot see another person’s perspective. They also feel entitled to special privileges and believe that they are superior to other people.”\(^{36}\)

These young people have grown up being told they can do and be anything they want to be. The problem that can come from this is a loss of being able to look at others with any type of emotive response. But there is a twist to this self-centeredness that insists that one deserves more than they have earned. Twenge explains, “Many young people also display entitlement, a facet of narcissism that involves believing that you deserve and are entitled to more than others.”\(^{37}\) Twenge is not saying that they are so self-absorbed they cannot see anyone else’s needs but rather, their needs and aspirations are seen as more significant than others with the underlying belief that they are more special than others around them. Being labeled “special” used to have negative meaning attached to it but now it is a buzzword for this generation. There is essentially nothing wrong with developing a healthy self-esteem but it cannot and should not be based on the self. Healthy self-esteem is based on one’s worth in God and in God alone. The responsibility

\(^{35}\) Millennials were raised by Boomer parents. The problem with Narcissism is a common trait in both the Boomer and Millennial generations. The two generations will have conflict because of the similarity.

\(^{36}\) Twenge. 68.

\(^{37}\) Ibid., 70.
falls on the shoulders of seasoned leaders to harness this self worth towards something to benefit the greater good of humanity. Leaders must locate the fine line of encouragement and corrective instruction to be able to combat the entitlement mentality, which proves a difficult task because this generation does not take criticism well.  

Motivated: How They Work

With the backdrop of being raised to believe they deserve nothing but the best because they are special, one can understand why Millennials have entered the workforce motivated to make an impact. They have been pushed and driven so much by their parents and teachers that they come into the workforce with very high expectations for themselves and for the future of whatever particular field in which they are working. Tulgan suggests, “If you’ve hired the right person, he walks in the door with such high expectations.” Tulgan also says that many come to their first day on the job with a list of changes he or she thinks the company needs to make. This generation does have higher expectations then previous generations did at their age (20’s). The root of this generational trait is from the motivation the Millennials received during their educational years. Pushed to excel to lofty academic levels early in life, this is a generation who anticipates it is “cool” to be highly educated. They have learned to work hard when it comes to school but not without having been rewarded for a job well done. Getting good grades, which gives them the chance to be sought after by top colleges, can make a

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38 Twenge. 218.
40 Ibid.
41 Fields.30.
student out to be a star in their own mind. Twenge suggests, “This generation is not motivated by feelings of duty—working hard is not virtuous in itself, but it is worth it if they are singled out and recognized.”\textsuperscript{2} They will work hard for themselves and for their company—but in that order.

Many young adults want to make a significant impact but err in going too far in communicating their enthusiasm. Burmeister reminds young professionals, “It’s not what you say that gets what you want; rather, it’s how you say it.”\textsuperscript{3} Many young adults come on so strong that it causes their leaders to react negatively to their idea. While feeling ready to take on the world, many don’t yet understand that in the culture of professional workplaces, you don’t always get what you want, when you want it. They don’t quite know everything they think they know. They need to be guided and directed in the right way to go about working. Burmeister gives this insight,

\begin{quote}
The vast majority of young professionals I have met, are searching for an employer that will fully utilize their skills, aid in their professional development, value them and their contributions, and help them understand how to advance in the organization. With an abundance of options, of course they will look for companies providing environments that will enable them to thrive.\textsuperscript{4}
\end{quote}

This of course brings up the issue that seasoned leaders will need to offer guidance and growth opportunities as a “perk” of the job in order to attract emerging leaders.

Millennials love to be recognized right from the start of a new job. As quoted in the book \textit{From Boomers to Bloggers}, Martin said, “They want recognition for their

\textsuperscript{2} Twenge. 217.
\textsuperscript{3} Burmeister.19.
\textsuperscript{4} Ibid., 10.
accomplishments fast—because that motivates them to keep contributing.”

It is as if recognition is as important to them as money.

Change: What They See

This generation wants to change the course of history. They don’t mind changing from job to job in the process, and remain leery about the concept of long-term loyalty to a company. Tulgan in a USA Today article suggests, “Generation Yers don’t expect to stay in a job, or even a career, for too long—they’ve seen the scandals that imploded Enron and Arthur Anderson, and they’re skeptical when it comes to such concepts as employee loyalty.” Tulgan also says that their idea of loyalty is more short-term than long-term: “If you try to get Gen Yers to make lots of short term sacrifices now in exchange for vague promises about long-term rewards that may or may not vest in deep, distant future, it’s just not going to work.” Gone are the days of staying at one company for one’s lifetime and in are the days of short-term hard work to earn the next promotion probably from a different company. There are just so many options out there for the emerging leader to consider and yet they are forced into jobs that will get their feet wet because they simply do not have much job experience.

Burmeister says, “Today’s young professionals leave school with an abundance of options, minimal job experience (over-planned lives didn’t allow part-time work while in school) and great expectations.” In days of economic recession, this may be less and

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45 Ibid., 11.


48 Burmeister. 25.
less the case. Yet many will want to and may hop from job to job not knowing exactly what they want to do and trying to build their resume in order to make it to whatever the next level is. They make decisions for the short-term and are okay with not knowing exactly what is around the corner for them. Corbell, said it this way:

Gen Y wants to be able to make choices, yet they’re comfortable with not knowing crystal clear answers before they make a decision….With Gen Y, they’re really comfortable with ambiguity, with not knowing exactly what an outcome is going to look like or be like. Again, it’s being able to take perspectives and choose and shift along the spectrum of experience and culture to see where they fit at a particular moment.49

They will also continue to lead the way into the future through innovative technologies and ideas. Seasoned leaders ought to tap into the innovative ideas and technological knowledge to leverage their organizations for the future. By default, being young and full of ideas over time will eventually become old and stuck in one’s ways. Executive leadership consultant and founder of Passages Consulting, LLC, Ron Carucci, states, “In contrast to many incumbent leaders, emerging leaders tend to dream big. Their disenfranchisement often propels them towards a passionate desire for great change.”50 This generation is passionate about new ideas and wanting to see change in the way we work and live and seasoned leaders will need to be open to listening to them.

Cause: What They Value

If one word could be chosen to describe what gets Millennials pumped up it would be “cause.” It has become incredibly popular to be giving and to serve. Surveys show this is a rising value for them personally and they will respect others if they share

49 Fields, 194.


Another survey of 13 to 25 year-olds revealed that about 81% of them have volunteered in the last year; 69% consider a company’s social and environmental commitment when deciding where to shop; and 83% will place more trust in a company that is socially and environmentally responsible.51

It is a cultural norm now for people to spend money or give of their time to help others in need even while receiving something for themselves. Is this different from other generations? Many are saying, “Yes.” The Gen Y Project also states, “They are also far more cause-driven than any generation that has preceded them.”52

Millennials are quickly becoming known as the “cause” generation. “With Gen Y, we have a new group of young leaders who are passionate about effecting change in their lives and the world around them,” concluded the Gen Y Project.53 In other words; this generation is passionate about being part of changing someone’s life, starting with his or her own. It is interesting to see that even though they want to be part of something that will benefit others, they expect it to do something for themselves as well.

What has brought this sense of humanitarianism to this generation? One major factor is volunteering has become part of many educational requirements that colleges are looking for in incoming students. This has caused the highest volunteerism rates in decades.54 These young adults don’t see much value in simply giving money to a cause. They want to participate in the cause. This hands-on generation will give of their time and energy to a cause they see benefits others. Director of international schools for the

51 Fields. 51-52.
52 Ibid., 3.
53 Ibid., 51.
54 Fields.33.
Association of Christian Schools International, Dr. Daniel Egeler in his book *Shaping the Next Generation* explains,

Millennials go beyond just desiring to commit to a cause; they are much more prone to voluntarily contribute their time toward what they feel are worthy endeavors...It seems that a new Millennial service ethic is emerging, built around notions of teamwork, support for civic institutions, and participation in good deeds.\(^\text{55}\)

How does this affect churches in the future? Simply this—if churches don’t show how they are giving back to society in some way, then Millennials will be less likely to join. They desire to be part of more than just a job or place of worship but they want to be part of a movement to make the world a better place. Josh Sabo, a young seminary student made this clear, “If a company said, ‘We’re going to give three percent of our profits to build wells in Africa,’ then people would hear that and it would certainly attract me to really look closely at working with that company.”\(^\text{56}\) Emerging leaders are not looking for lip service so companies and churches have to be able to show them in real time how they give back tangibly. They want to see the real financial numbers and life change taking place. This is important because as Sabo puts it, “Lack of transparency would really shut down people being involved with those organizations.”\(^\text{57}\) It is imperative for seasoned leaders to understand where the “itch is and scratch it” in order to engage this next generation in their passion for causes.


\(^{56}\) Fields. 56.

\(^{57}\) Ibid., 57.
Instant: How They Relate

Relationships are very important to the Millennial generation. This rings true in the workplace and in the church. This is the most over-stimulated generation in American history in that they can be working, watching a video on the internet, talking on their cell phone, texting, Facebooking and Tweeting all at the same time. The interesting thing about this is that in many work environments this kind of practice is cause for disciplinary action. It should also be noted that these technological tools could enhance the relationships between fellow workers in the office. Churches will need to continue to find ways to bring appropriate instant relational interaction into their environment in order to keep young people within the organization. The Gen Y Project makes this statement, “I also think businesses that are targeting Generation Y understand that they have to learn how to use these interactive tools if they want to attract the younger audience.”

Why is this so important? According to a 2006 research study by SelectMind, a corporate social network solutions provider states, “Today’s youngest workers are bringing a new sense of importance to workplace relationships. More than three-quarters (77%) of workers age 20-29 believe that the social aspects of work are very important to their overall sense of workplace satisfaction, compared with 67% of their older colleagues.” Workplace relationships are very important to these young adults and they will want to relate together in the way they know how; instantly. One major reason this is the case is because they live life in a holistic manner; meaning they do not like to departmentalize their life and work. It is one in the same. Again this goes back to values.

58 Fields. 190.
59 Burmeister. 75.
They put value on relationships and this value plays out in the workplace. It is interesting to note that even though they socialize instantly during the workday, this does not mean they cannot get work done. They can. This goes back to the multi-tasking nature of their life. Seasoned leaders will have to provide a little more relational space for their young workers as long as it does not affect the workflow.

Stress: What They Experience

Stress; everyone experiences it. Many would not think this is a word to describe the experiences of the Millennials but unfortunately it is. Stress and anxiety is what drives many of these young adults to be ambitious. They learned from an early age that there is a lot to be anxious about in life and this stress follows them into young adulthood. Twenge explains,

The number of teens aged 14 to 16 who agreed that ‘Life is a strain for me much of the time’ quadrupled between the early 1950s and 1989. A 2001 poll found that almost 75% of teenagers said they felt nervous or stressed at least some of the time; half said they often felt this way. One out of three college freshmen reported feeling ‘frequently overwhelmed’ in 2001, twice as many as in the 1980s.60

These young people begin stressing during their teen years to get good grades because they realize that there is stiff competition in getting accepted into the college of their choice. With the need to excel in school to be noticed by top colleges, an increasing number of students are participating in Advanced Placement (AP) programs. Twenge states, “The number of high school students who took Advanced Placement (AP) exams in 2004 was 1.1 million, twice as many as in 1994 and six times as many as in 1984.”61

Why has the number gone up? The workplace has become more competitive and information-based that to get a decent job one must have a college degree from a

60 Twenge.107.
61 Ibid., 117.
recognized school and these schools are normally very expensive. The only way most students can afford to go to a preferred school is to receive either academic or sports scholarships. Then many jobs are beginning to require graduate degrees to even qualify.

Think about how many students are racking up huge amounts of student loan debt and then are having a hard time finding their first job. Christine Dugas, reporter for *USA Today* wrote, “Millennials are graduating from college with an average of $23,200 in student debt, according to the most recent data from the Project on Student Debt. That is a 24% increase from 2004.”\(^{62}\) This is the cause of much of their stress. Twenge adds, “Generation Me has been taught to expect more out of life at the very time when good jobs and nice houses are increasingly difficult to obtain.”\(^{63}\) Add to this the economic uncertainty of our times and it becomes clear why this generation looks at the future through the lens of anxiety. Martin explains,

> There’s no such thing as job security. For them—and for Gen Yers (born after 1977)—security lies in their own ability to amass marketable skills they can take wherever they go. You can’t rely on a job—or even an organization—to be there tomorrow.\(^{64}\)

This type of uncertainty causes many to hop from job to job due to company cut backs and the need to try to find a higher paying job. Another trend that is seen among the Millennials, given their financial situation, is that many are still living with their parents through their 20’s. There are a couple of factors that cause this. One, their parents continue to enable them in making poor choices and coming to their rescue. Another reason is due to cost of living and pay that does not meet the standard. Twenge makes


\(^{63}\) Ibid., 109.

\(^{64}\) Fields. 29.
this clear, “Realize how important salary is to this generation. Every generation has valued compensation, of course, but young people today face an uphill battle to buy houses in a real estate market that has far outpaced inflation.”

This has caused record amounts of young adults to stay at home with mom and dad longer. Twenge also states, “The percentage of 26-year-olds living with their parents has almost doubled since 1970, from 11% to 20%. In 2002, 57% of men and 43% of women aged 22 to 31 lived with their parents.”

This generation is unique and complex and seasoned leaders will need to continue to try to study them in order to make the workplace environment in churches more enjoyable for both themselves and their younger counterparts. Boomers, being the generation that has parented Millennials, should have a basic understanding of the world for which emerging leaders have grown up. Even though most seasoned leaders have parented their own Millennial children, it can be difficult viewing the generation from a peer perspective. Seasoned church leaders can find common ground with their emerging leaders if they choose to spend time really looking through the eyes of their younger counterparts. Connecting relationally to emerging leaders from a mutual playing ground will prove to be useful in bridging the chasms that do exit between the generations.

**Bridging the Chasm**

Seasoned church leaders will want to bridge the leadership chasm to leave a legacy of people behind them that are ready to lead the church into the future. A leader cannot expect to raise up new leadership without personally investing in developing

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65 Twenge, 219.

66 Ibid., 98.
leaders. It is through bridging the chasm that a seasoned church leader will gain influence over the Millennials. Seasoned leaders can bridge the chasm by becoming comfortable with leading though following, finding common vision between the organization and the emerging leader, and finding ways to empower emerging leaders to have more influence in the organization.

Bridging Through Following

We are living in a culture of followers. Following is not all bad depending on whom it is that one is following. The Christian faith is built upon the concept of following. The Christian leader has always been evaluated by the criteria that they were actively following God. For example, The English Standard Version of the Bible uses the words “follow, followed, following, or follows” 286 times as opposed to only using the words “lead, leading, leads” 128 times. This indicates an emphasis on following as an important part of the life of faith. Think of the kings of Israel. Scripture explains that the kings that were great leaders were the ones who sought after the Lord’s heart and his wisdom. If the king was following God then the people followed God. When the king ignored God, the people forgot the promise of God. The key for the Christian leader is to learn to lead through following; following the way of Jesus. The Bible states, “Whoever says ‘I know him’ but does not keep his commandments is a liar, and the truth.

67 Leadership is increasingly downplayed by the Millennials. They are okay with being labeled a follower. Leadership is being redefined by the Millennials to include the concept of being the first follower of a leader. It is the person who follows first that really gets the credit for starting a movement that attracts.

is not in him, but whoever keeps his word, in him truly the love of God is perfected. By this we may know that we are in him: whoever says he abides in him ought to walk in the same way in which he walked” (1 John 2:4-6 ESV). Notice the emphasis on walking as Jesus walked. This is a perfect example of the call to follow Jesus’ example. In fact, it is not a suggestion, but a command. This applies to how leaders lead.

So what does it mean to follow as a leader? The Apostle Paul is a great Biblical example. His approach to developing leaders was based upon Jesus’ way. He understood that people needed to see and have good “followship” modeled in front of them. Author Brian Dodd suggests, “Paul simply follows in the steps of Jesus, who humbled himself and took on ‘the form of a slave’” (Phil. 2:7). The theme of the book of Philippians in the Bible is centered on the concept of following Jesus in the way of suffering with joy. The Apostle Paul wanted the churches in which he ministered, to follow him as he followed the example of Christ. The Scripture says, “I urge you, then, be imitators of me. That is why I sent you Timothy, my beloved and faithful child in the Lord, to remind you of my ways in Christ, as I teach them everywhere in every church” (1 Corinthians 4:16-17, ESV). Paul was a leader who understood that he must lead by example. In the book of 1 Thessalonians, chapter one, we find an example of how he led people by example to follow Christ. He makes it clear that he led with his very life, not just with words. By living among the people and thereby causing the people to grow spiritually, the people had great influence and impact for the Kingdom of God throughout their region. Paul was more than a great teacher and theologian; he was a great leader.

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Following Jesus is first and foremost about leaders developing a close relationship with Jesus alongside of other leaders. Leaders must base their leadership development upon Jesus’ example. They must trust and be completely dependant upon Him to help with developing the next generation of leaders. Jesus calls leaders to forget fame and prestige and learn to serve with the heart of God. Once a seasoned leader understands the power of following, he/she can lean into the power of common vision. Building a following attitude will lend itself to find common ground in hopes and dreams for the future.

Bridging Through Common Vision

Developing common ground is a very important part of the process for developing the next generation of leaders. As mentioned, this generation is especially passionate and motivated to change the world, including their workplaces. This has caused seasoned leaders grief in that the younger seem to show no respect or appreciation for what and who has gone before them. Neither party means to get frustrated with the vision or direction of the organization or its systems, but it happens. There is a need to bridge the chasm between organizational goals and individual goals. It is important to directly address both emerging and seasoned leaders to make sure common vision is understood.

For the emerging leader, there are a few simple changes in approach that can be made that will enable forward movement and advancement in the organization. First of all, emerging leaders need to seek a mentor that has been in the organization a while and can show them the ropes as to how things are done. Young adults have a lot to offer but so do the seasoned leaders. This will show seasoned leaders that although emerging

71 Ibid. 33.
leaders have new and innovating ideas, they appreciate the wisdom that has gone before. It will also help mitigate feelings of wanting to be more right than the seasoned leaders. Honoring the past will help bridge the chasm between generations. Burmeister states, “Understanding the experiences of each generation will help shift the conversation away from ‘right’ vs. ‘wrong’ and toward individual and organizational missions/goals.”

There is nothing necessarily wrong with what was done in the past. It may be less effective now but emerging leaders need to be careful in labeling things right or wrong.

Second, emerging leaders need to focus on the organization’s needs, not their own needs. This will ensure that they are looked at as a team player. Being a team player is crucial for emerging leaders to become as it ensures motives are truly in the right place. This does not mean that they cannot and should not try to gain credibility with those in leadership above them. Quite the contrary, this will help build the credibility emerging leaders need to advance in the organization. Changing the way in which emerging leaders communicate their vision and dreams from being their own individual dreams to the dreams of the organization is a way to gain stronger trust with those above them.

Lastly, emerging leaders will need to pick the battles that will produce the greater good for both they and their organization. Emerging leaders need not go to their seasoned leaders with every little thing that annoys them about what is happening. This will be perceived as complaining and this will not help them meet their personal goals. Showing a little bit of patience will go a long way in bridging toward a common vision. When the right time comes to communicate an idea, seasoned leaders will be more inclined to listen.

72 Burmeister. 19.

73 Ibid., 64.
Now for the seasoned leader, there are a couple of important ways to bridge the chasm toward a common vision with young emerging leaders. First, seasoned leaders need to understand that helping emerging leaders fulfill their goals can be a win for both them and the organization.\(^74\) Just because young emerging leaders have the desire to move up in an organization does not mean they don’t have ideas that can benefit the entire organization.

Secondly, the only way a seasoned leader can learn their emerging leader’s goals is to allow time for meaningful conversation with them. Leadership is not always about getting everything you want. Author and pastor of Mosaic Church in Los Angeles, Erwin McManus, defines visional leadership as, “awakening the dreams and the visions of those around us.”\(^75\) Allow the young emerging leaders to have a voice in the future of the organization. Carucci comments, “Leadership should never be about only one person getting their way at the expense of others. Nor is leadership ever about everyone getting their way.”\(^76\) Being the one up top should not translate into “do what I say” leadership. Giving young emerging leaders a chance to give input into the future vision and direction of an organization will motivate them to stay longer since there is some ownership. Burmeister says, “When young professionals have a hand in creating the strategy (mission), they are more likely to be productive team members and accountable for the results they produce.”\(^77\) Emerging leaders will respond to the needs and goals of the organization as long as they have been included and their voices have been heard.

\(^{74}\) Burmeister. 115.


\(^{76}\) Carucci. 46.

\(^{77}\) Burmeister. 64.
Seasoned leaders need to keep in mind emerging leaders will get discouraged if they never see any changes implemented that they do suggest. They will pick up on this in time and will not stay in your organization long if this is the case.

Thirdly, seasoned leaders will have to put intentional time and effort in establishing clear organizational goals and guiding emerging leaders to identify their own personal growth pathways to walk through. Whatever the established system may be, seasoned leaders need to make sure that it is communicated very clearly to young emerging leaders. It is the job of the leader to bring clarity to any given situation. This younger generation understands the uncertainty in this world and does not expect the future to be fully known. But helping them understand the way things work, while at the same time being open to new ideas to improve will create common ground and work towards building a common vision for the organization. It is possible to create a close working partnership with emerging leaders if the doors of communication are open.

Open communication builds report and relationship between the generations and will help the emerging generations respect their seasoned leaders. This respect will enable the seasoned leader to trust the emerging leader to take greater responsibility in the church.

Bridging Through Empowerment

If there was one issue that causes many emerging leaders to give up on their leaders it is in the area of empowerment. This means that if emerging leaders do not feel like they have some power or at least some influence within the organization, they will likely find another place to experience making an impact. Seasoned leaders must find ways to make their younger emerging leaders feel part of not only the execution but of

78 Ibid., 47.
the planning of the organizational goals. Who likes to have a boss that barks out commands and tries to control every little aspect of a task? Carucci adds, “Leaders get the concept behind empowerment. Command-and-control leadership disenfranchises employees, and they resent being merely robotic pawns in someone else’s game.”

This calls for a balance of close relationships and hands-off approach to leading. The idea of empowering the next generation to take their place in roles and ranks of leadership is something many are struggling with. This takes time. Burmeister comments, “This is how you create the loyalty that SO many organizations and leaders are seeking. Yes, you must put time and energy into developing your talent.” Seasoned leaders must devote some of their time to the development of emerging leaders while at the same time be willing to give these young adults more responsibility after trust has been established.

Knowing the highly motivated nature of the Millennials, seasoned leaders can tap into this by giving more opportunities for them to prove themselves. Burmeister says, “While young professionals might be motivated by an opportunity to take on a big project early in their careers, seasoned professionals may be motivated by an opportunity to mentor or share their experiences with your team.” This would be a win-win situation for the organization and for the emerging leader. Part of the empowering process would also be to help emerging leaders to understand the reality of the small necessary tasks that do come along with any position. Not everything one does in the workplace is exciting and totally fulfilling. This is part of life. Remember these young adults were raised to

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79 Carucci. 86.

80 Burmeister. 27.

81 Ibid., 87.
believe in instant gratification and entitlement. It may be the seasoned leader’s role to teach them that they may not get everything they want, when they want it. There needs to be a balance in the everyday remedial tasks and the larger more advanced types of assignments.\textsuperscript{82}

It is clear that relationships, visioning and empowering others are keys in motivating young emerging leaders to stay engaged in leadership development. Leadership is not leadership until we develop others around us to pursue their life dreams and harness these dreams for the good of the organizations that we lead.

\textbf{New Pictures for Developing Leaders}

Because of the change in culture, developing Millennial leaders will need to be applied in a way that embraces the future. I believe that new pictures for leadership development need to be birthed from the needs of the Millennial generation rather than the needs or preferences of the seasoned leader. The Millennials are a visual generation that understands images. New images are needed to express to them their importance for the continuation of churches across America. The following are the pictures that I believe should guide the seasoned church leader to develop Millennials for leadership in the church.

\textbf{The Computer Cluster: The Beginning of Leadership Development}

Like an individual Personal Computer (PC), a person by themselves has limited capabilities. Scientists have learned to link more than one central processing unit (CPU)

\textsuperscript{82} Ibid., 101.
together to increase its thinking power. Computer clusters increase power through a network of processors and is more cost-effective than building one super computer.

There is a valuable lesson to be learned as one thinks about developing leaders. The lesson is the more leaders are connected to each other, the more effective and “powerful” they become. It is my contention that in order to identify potential leaders and begin leadership development of Millennials, they need to be “clustered” together with seasoned leaders. It is imperative to make leadership development something that young adults want to be part of. The ability to connect this generation to seasoned leaders is of utmost importance.

A “Cluster” is a small group of seasoned leaders mixed with young emerging leaders that meet once a week for a designated period of time for the purpose of learning to become better leaders. These “Clusters” are high commitment and high accountability groups and participants commit to reproducing what they have learned in another group of potential leaders. It is vital for church leaders to become intentional about reaching out and developing the next generation of leaders. This needs to start from the top with the senior or lead pastor putting this as a top priority on their list. Rainer and Rainer suggests,

The leadership of the church, particularly the lead or senior pastor, is the linchpin for this catalyst of cross-generational discipleship to occur. Without the guidance and care from the main vision-casting person in the church, dropouts recognize that they have been relegated to a second or third tier of importance.83

Once the senior or lead pastor gets involved, then the rest of the staff and leadership core of the church will begin to see this importance and begin to identify young men and women to pour themselves into.

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83 Rainer and Rainer. 115.
This method happens to be very effective with young emerging leaders. They want intergenerational learning relationships. President of LifeWay Research, Ed Stetzer, has found that younger adults have a desire for relationships that go beyond their own stages of life.⁸⁴ He also found that,

Younger adults are looking for a connection with the church and a connection with people who are willing to walk alongside them and give advice here and there. They’re looking for mentors who are willing to invest in their lives and teach them some things along the way.⁸⁵

It is through these leadership “clusters” that churches can and should engage young adults with intergenerational relationships. These “clusters” would not be a typical lecture-based class, although there will be reading assignments along the way. This is because they, as Stetzer puts it, “live with such an experiential interest in life, that learning process is most effective walking side-by-side with someone, rather than just sitting in a classroom.”⁸⁶

“Clusters” are a discussion participation-based group that fosters open dialogue about their personal, spiritual lives and about issues of leadership in the church. This environment allows seasoned church leaders to tell stories of successes and failures in their journey while giving the young emerging leaders a venue to express their dreams and ideas for the church as well.

Once young emerging leaders begin to be personally invested in by a group of their elders in the church, they will become less frustrated and able to follow their leaders in taking on leadership roles and tasks in the church. This is one of the strongest ways to

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⁸⁵ Ibid., 129.

⁸⁶ Ibid., 131.
engage the next generation. Give them a task that includes some recognition, then they will step up. Why is this so important? Religion editor for the Washington Times, Julia Duin in her book, *Quitting Church*, states,

> This generation tends to be disinterested in church unless they are running it. Barna research indicates only one out of eight churchgoing young people (ages twenty-two to forty) has served as a lay leader during a recent two-year period, compared to one out of four baby boomers (ages forty-one to fifty-nine) and one out of three elders (over sixty).  

What this indicates is churches are having a hard time inspiring the next generation to lead. I believe much of this would be avoided if seasoned church leaders included the young emerging leaders in “cluster” groups that give them the opportunity to rub shoulders with other leaders and to be challenged to learn what leadership is about.

**Two-Way Street: Mentoring Relationships That Go Both Ways**

Re-imaging leadership for the Millennials requires mentoring relationships that look more like a two-way street rather than a one-way street. There needs to be seasoned leaders who will humbly look back on their journey and also look ahead to see what kind of an impact they can have in the lives of young leaders. Consider the freedom a two-way street gives to drivers; if a driver misses an exit or turn, he or she can always turn around and try it again. A driver can learn from glancing behind and giving attention to the flow of traffic. Allowing the traffic flow to go both ways allows for less congestion and less confusion. It benefits the drivers in both directions. The same is true for mentoring relationships that are considered two-way in nature. Seasoned leaders may learn as much from the emerging leader as the emerging leader will learn from the seasoned leader.

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This is a generation that has had their hands held by their parents and teachers almost to a fault. The reality is that they are used to being given a lot of attention. This will continue to be the case as they enter the workforce and ministry. They require more day-to-day management than what seasoned leaders ever received from their predecessors. The more a manager takes time to show concern for their direct reports, the better response they will receive back when given an assignment. It is important to discover the line between freedom and oversight with each one as individuals. Tulgan expresses this fine line when he writes, “Lead, but don’t pretend to be a cheerleader. Sympathize, but don’t pretend to be a therapist. Be authoritative, but don’t pretend to be a tyrant. You can lead in a demanding and supportive way and be real all at the same time.”

There is a need to check in with them from time to time but there is no need to micro-manage their every move. It is a good thing to have a once a week meeting where weekly goals and priorities are established and tracked. This will communicate to the emerging leaders that the manager cares about their performance. It is important to establish these priorities with them not for them. They need to be part of the process if they are to learn. Tulgan says, “Teach them how. Teach them how to start with a big project, break it into manageable tasks, estimate accurately how long it will take them to complete each of the tasks, and then set a timetable of short-term deadlines based on those realistic estimates.”

A good idea is to manage with more of a mentoring posture. Mentoring new leaders is something that church leaders should always be doing as part of their

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leadership. Executive director of Church Multiplication Associates, Neil Cole, states, “Life-on-life mentoring is the only way for young leaders to shine.” This mentoring posture is very well suited for this generation because it levels the playing field and removes the top-down mentality in the relationship.

Church leaders cannot assume their young staff can guide themselves into their new positions in the church. But seasoned church leaders also cannot assume they have nothing to learn from the young leaders either. Pastor and professor, Earl Creps, offers up a great leadership discipline called “Reverse Mentoring” in his book with the same title. Reverse mentoring is a process where the older leader allows the younger leader to speak into their life and teach them to look at the world through their eyes. The key is for the seasoned leader to be open to learning from their young staff. This process requires a lot of question asking and listening. The seasoned leader who shows an attitude of wanting to learn from younger leaders will find the young respecting one’s leadership and authority. Church leaders typically have much to learn about the changing culture around them and what better resource than the young staff members to mentor them in the areas of unfamiliarity? This will ensure a healthy two-way relationship and will blur the lines of mentor to protégé. The relationship may be messy but the benefits will out number the possible bumps along the way.

*Honest Relationships*

One of the main things that emerging leaders will look for in two-way street relationships is a feeling of mutuality and humble honesty in character. This can and should also be considered part of the managerial principles to use in leading next

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generational leaders. Retired vice president of operations for the Walt Disney World Resort, Lee Cockerell claims, “The organization of the future will have caring, humble, inclusive leaders who understand what is expected of them and who are held accountable for conducting themselves professionally and serving their employees.”

This means that seasoned church leaders will be men and women who put themselves under authority and are held accountable by those they report to and those that report to them. This requires humble honesty to do it well. The question then becomes, how does a leader check oneself to make sure his or her integrity is in tact? Generational business consultant Cam Marston suggests, “The simplest test of character is to ask yourself: Do you do what you say and say what you do? (Or do you play political games with your employees?) Are you dependable in your actions, behaviors, and emotions? Are you reliable? Are you true to your word?”

Next generational leaders will require those above them in leadership to be true to their word.

How do seasoned church leaders gain the honor and respect of their young staff? Lead through emotional vulnerability. The problem therein lies in the ability for the seasoned leader to let down their guard enough to show weakness and mutuality with those they lead. Long states, “For many of us who are older leaders, we have been taught all our lives to be cautious about what we share with people who work for us. The old wisdom was that if we shared our questions, our pain and our doubts we would not be considered strong leaders.”

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93 Long. 65.
Another interesting observation is that many church leaders don’t know how to emotionally connect with their followers and especially their staff. A dead giveaway to this is an authoritarian leadership and management style. George Fox Evangelical Seminary professor and author MaryKate Morse points out, “Authoritarian leaders generally have low self-esteem. They are characterized by rigidity and conventionalism or traditionalism.” Leadership styles such as this haunt pastors all over the country. The sad reality is that there are a lot of insecure leaders out there that cripples the Church more than most realize. How can pastors lead with a false sense of confidence doing anything to keep power and authority for themselves? With this kind of emotional instability little is left to pour into others. These kinds of leaders do not make themselves personally available to their young staff very often. When they do, they tend to come off as being “too perfect” with few or minor problems. The Millennial generation wants to connect with the brokenness of their leaders.

This problem in its most extreme form is labeled Narcissism. Morse describes characteristics of narcissistic leaders that “include grandiosity, entitlement, arrogance and a need to dominate and control. They do not easily empathize with others, so they may be unaware of or unable to take into consideration another person’s ideas and feelings.” This type of leader will repel next generational leaders like oil does to water. This will cause tension and point out to the younger leader that their superior has issues they have never dealt with from their past. When this happens, there is a loss of respect and

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95 Ibid.,120.
admiration for their leader. The moment the seasoned leader comes clean with their issues, the younger leader will start to see this person as humbly honest.

Taxicab Leadership: The Key To Managing And Identifying High Performers

What type of leadership from seasoned church leaders will inspire the emerging generations to want to lead the church into the future? Global liaison for coaching with the Ken Blanchard Companies, Linda Miller and director of coaching for Western Seminary, Chad Hall, claim in their book, Coaching for Christian Leaders, “Good leadership is about influencing others forward toward a better reality.” Every seasoned church leader should be helping those under his or her influence become more effective than they are. It is a less dominating leadership of telling and more a journeying leadership that wants to see others succeed through self-discovery, action and accountability. Many seasoned church leaders would claim they do this, but are not doing so effectively because of a chasm that exists between them and emerging church leaders. Some are not identifying and developing high potential leaders because of being intimidated by those under their authority. Charan suggests, “You can often identify a true leader because the people working under that person are of high caliber, are energized, and have a natural affinity for the leader and want to see him or her succeed.” Seasoned church leaders need to put more time and effort into identifying and developing new leaders who have the potential to become better than they are in their leadership.

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97 Charan. 47-48.
Poor management is the biggest reason why emerging leaders will choose to not engage in leadership development processes within the church they attend. One aspect of poor management has to do with the lack of giving support and appreciation to employees. Tom Rath and Donald O. Clifton, of the Gallup Organization state, “According to the U.S. Department of Labor, the number-one reason people leave their jobs is because they ‘do not feel appreciated.’” 98 Poor management is the main reason why emerging leaders choose to leave their current place of employment. Executive coaches and founders of Safaris for the Soul, Brian Emerson and Ann Loehr claim, “Poor management results in huge costs to an organization. A disturbing truth for managers is that most of the time, when people quit their jobs, they are not leaving an organization; they are leaving their manager.” 99 This is a problem if churches want to keep their young leaders in their church for any length of time. Many emerging leaders feel the only way to advance in their ministry career is to jump from church to church pursuing added leadership capacity as they do in the secular work place. Wilson and Gislason give a startling statistic about non-profit organizations and their employees, “Surprisingly, 55 percent of all survey respondents believed that they needed to leave their organizations in order to advance their careers.” 100

Preparing and guiding emerging church leaders towards ministry success and longevity will require seasoned church leaders to use a coach approach to management in order to ensure emerging leaders will still be serving in the church when seasoned leaders


desire to retire and transition leadership of the church to the next generation. There is much that seasoned church leaders need to be doing to prepare their churches for the coming leadership transition. One of the items on the list is to focus on developing the next generation of leaders for the church and guiding them along their ministry journey.

Uniqueness of Taxicab Leadership

Many of the difficulties surrounding co-leadership between generations result from the fact that most seasoned church leaders don’t know what coaching is and how it applies to leading and managing their young staff. Many seasoned pastors do not have an accurate understanding of the word “coach.” It is often confused with the sports “coach” that brings with it the picture of a strong-willed, passionate leader with a “telling” approach to leading. A sports coach does prepare the team to play the game but does so by giving specific instruction and direction. This is not what a professional/life coach does and therefore the need to re-image becomes apparent.

Another misuse of the term “coach” often seen in the context of ministry is when a church hires an expert to come and “coach” their staff through a visioning process or to give advise as to what the church needs to do next. The more appropriate term for this is the word “consultant.” A consultant’s job is to discern situations and give specific instructions as to what to do. They are known to be experts in specific concepts or strategies. Creswell comments, “In consulting and mentoring, the expertise lies in the consultant or the mentor and is transferred to the person. In coaching, on the other hand, the expertise lies within you, the person being coached.”

Consultants may do some coaching along the way but their primary function is not a coach.

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101 Creswell. 15.
Coaching, for the purpose of this context is similar to taxicab driving. A person calls on a taxi to help them get from where they are to where they want to be. A coach, like a taxi driver, only provides the vehicle to get a person where they want to go. The main job of the coach is to take a person on a journey of self-discovery to ensure personal and professional growth. This taxicab leadership puts the driver as the humble servant to the passenger. The passenger chooses the destination and the driver helps deliver them to their destination using effective driving methods in a timely manner. Drivers are experts in the process of the journey and do not pretend to be experts of the lives of their passengers.

Definitions

There are many experts in the field of coaching who give great definitions as to what a coach is. The following are some experts’ definitions. The International Coach Federation adheres to a form of coaching that honors the client as the expert in his/her life and work, while believing that every client is creative, resourceful, and whole. Standing on this foundation, the coach’s responsibility is to:

1. Discover, clarify, and align with what the client wants to achieve
2. Encourage client self-discovery
3. Elicit client-generated solutions and strategies
4. Hold the client responsible and accountable

Leadership gurus, Wilson and Gislason, state, “We define coaching as a process that supports individuals to make more conscious decisions and to take new action.”

Management experts, Emerson and Loehr comment, “Again, our definition of a coach is

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103 Wilson, Gislason, and CompassPoint Nonprofit. 1.
someone who helps another person reach higher levels of effectiveness by creating a
dialogue that leads to awareness and action.”

Although coaching had its genesis in the corporate business world, there are
Christian coaches who coach from a more Christ-centered foundation. Miller and Hall
offer this definition, “Christian coaching is a focused Christ-centered relationship that
cultivates a person’s sustained growth and action.”

Creswell, who started the coaching
department within the IBM Corporation, offers this definition, “Christ-Centered coaching
is a customized approach to conversations between two individuals who trust God to be
in partner in the conversation. I often call myself a ‘customized adult-learning
partner.’”

Coaching can be used to manage and develop staff and volunteers and provide a
great avenue for spiritual formation and discipleship. This type of relationship is
established to see forward motion and forward direction in a person’s life and ministry.
Coaching’s intentional purpose is to see people improve in areas of weakness and to build
on their strengths. Miller and Hall assert, “Coaching is about taking intentional action
aligned with God’s will and with the desired outcomes of the person being coached.”

Coaching is about developing people to be all that God wants them to be. It is to
help them find the answers to their problems from within themselves while listening
to the Holy Spirit. Most coaches will want to concentrate on developing the strengths of

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104 Emerson and Loehr. 20.


106 Creswell. 7.

the person being coached. Coaching also deals with weaknesses but finds its power in releasing the strengths of the individual to accomplish their goals and objectives. Once again, the coach does not come with an agenda. Creswell suggests, “Coaching is about others’ strengths. It’s about their clarity and focus, their addressing their fears, and their determining what needs to be learned.”

Benefits to Taxicab Leadership

Seasoned church leaders may think this leadership approach does not fit within ministry contexts because it stems from the business world. I would argue this is a very biblical and Christ-like approach to building better servants for the Kingdom. Coaching focuses on a person’s future potential not their past mistakes. Coaching is action-based “real time” learning that allows the person being coached to learn while doing ministry. Coaching provides an accountable relationship that does not have room for idleness. Creswell suggests, “Coaching focuses on promoting discovery. Christ-Centered coaching additionally utilizes the power of the Holy Spirit in that discovery process.”

The coaching process should be looked at as a journey of personal and spiritual growth involving the coach, the person being coached and God.

A huge benefit to coaching is forward progress when a person seems to be stuck. It is a way to get unstuck through ideas to overcome obstacles. Wilson and Gislason state, “The primary focus of coaching is on creating actionable strategies for achieving specific goals in one’s work or personal life.” Is this not what seasoned church leaders would

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108 Creswell. 118-119.
109 Ibid., 13.
110 Wilson, Gislason, and CompassPoint Nonprofit. 15.
desire for their young staff? Instead of telling young staff what to do all the time, help them come to the conclusion for themselves and hold them accountable for the results. 

*Taxicab Leadership and The Millennials*

In an age of complexity and information overload, the rules for education and learning are changing. The new relational and digital landscape will cause seasoned church leaders to lead through influence as opposed to their “position” and their “knowledge.” Tony Stoltzfus, a pioneer in the Christian coaching field states, “In this generation, if you can’t lead by influence, you can’t lead.” The emerging generation will not trust the top-down, all-powerful, all-knowing leader without establishing a relationship. Relationship will precede any knowledge transfer a seasoned leader would like to give to the emerging young leader. Church consultants and coaches with Church Resource Ministries, Steve Ogne and Tim Roehl comment, “They will receive coaching and mentoring from those they have relationships with; they will trust those who take time to invest in relationship.” Just because a leader thinks he knows more from education and experience does not mean the younger does not have access to the same information. Taxicab leadership will allow for a relationship to be established wherein the seasoned church leader can equip their young staff to be more effective ministers in the midst of doing ministry.

Millennials understand the need for formal education in their chosen career field. This formal education is increasingly being offered through the Internet so many will

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choose to fulfill their educational requirements while doing ministry. Ogne and Roehl agree, “Equipping in Bible and theology will take place on the Internet, where knowledge is easily and immediately accessible.”¹¹³ This generation will benefit from the digital way of education only if they are able to be involved in active ministry and an environment where they can receive coaching along the way. The future training of pastors will be a healthy mix of classroom and on the job training that happens simultaneously. Ogne and Roehl suggest, “Equipping will be on the job; skill formation and spiritual formation will take place in the midst of ministry.”¹¹⁴ Taxicab leadership provides this type of equipping for the Millennial generation and will be the most effective way of building high potential leaders to take the church into the future. Ogne and Roehl state, “Coaching may be the primary vehicle for empowerment and equipping that makes the transition from modern to postmodern ministry paradigms.”¹¹⁵ Seasoned church leaders will need to lead the way in establishing a taxicab culture within their churches. It must be owned by the senior pastor and move down through the staff. Wilson and Gislason comment, “In order for coaching to be fully integrated into the culture of an organization, it needs to come from the top down and the bottom up.”¹¹⁶ It should be the goal of seasoned church leaders to make sure their church is ready for the future even when they are no longer there.

¹¹³ Ibid., 19.
¹¹⁴ Ibid., 19.
¹¹⁵ Ibid., 215-216.
¹¹⁶ Wilson, Gislason, and CompassPoint Nonprofit. 245.
**Taxicab Effectiveness**

Taxicab leadership is effective in the hyper-connected, relational, and participatory world the church is experiencing today. It also fits the expectations and experiences of the Millennial generation. Creswell states, “Coaching really fits the postmodern mind-set. In this relational one-on-one approach, the person being coached—you—will discover your own issues and needs, focus on your concerns, and find your own answers.”

Millennials are used to customizing their life experiences. Everything from iTunes to building their own websites to ordering their Starbucks coffee; they are used to being in control of what they want. Couple this with the fact this generation has had their hands held by their parents and teachers more than previous generations. Wislon and Gislason give insight:

> Research from the Interchange Group…indicates that Millennials… are not only familiar with being coached (by parents, teachers, counselors, and peers), they also prefer being coached over being told what to do (Deloitte & Touche, 2006).

Millennials do not like feeling like they are being told what to do. They are looking for guidance on the issues they want guidance on. This makes it difficult for managers to deal with areas of weakness in performance. If young employees do not see they are weak in an area, using taxicab leadership will be helpful. The Millennial generation has big expectations about themselves and the churches they serve in. They are not interested in just keeping things as they are. A high-functioning Millennial is, as Charan describes, “dissatisfied with incremental progress and the status quo. They continually search for

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117 Creswell. 7.

118 Wilson, Gislason, and CompassPoint Nonprofit. XXIV (Introduction).
new ideas and different ways of seeing things.”\textsuperscript{119} This is where taxicab leadership can take them to the next level.

\textit{Driving Millennials Toward Ministry Success}

What are the specific areas in which young emerging leaders of the church will need to be coached? While the standard taxicab driver does not set the agenda, a seasoned church leader can and should be able to speak into the lives of their young staff with a coach approach. Miller and Hall claim, “The manager as coach typically does not practice pure coaching, especially as it relates to the agenda of a coaching conversation.”\textsuperscript{120} Managers still have to manage. In doing so, they will often come to a coaching conversation with items to discuss. This is not the typical coach approach. It is the role of the seasoned church leader to ready their staff for what is to come. As a taxicab leader, it is possible to address an emerging leader’s sense of God’s call, their character development, their people and ministry skills. These are the four foundational areas to guide Millennials to ministry success and longevity.

\textbf{Call}

The Millennial generation is taking longer to officially “grow-up” and find what they are supposed to do with their life as an adult. The same applies to those feeling called into vocational ministry. This is something that seasoned church leaders will need to guide them to fully understand. Taxicab leadership will ask basic questions that will bring clarity to their young staff’s calling. Kenn Gangel, distinguished professor emeritus at Dallas Theological Seminary and as senior fellow of the Association of Biblical Higher Education suggests, Effectiveness in any ministry requires us to ask, “Why has God

\textsuperscript{119} Charan. 53.

\textsuperscript{120} Miller and Hall, \textit{Coaching for Christian Leaders : A Practical Guide}. 91.
called me here and what does He want me to do?" \(^{121}\) This kind of focus can come through the coaching conversation that leads the young leader towards making better decisions based upon their call. Creswell states,

> Taking the right actions, actions that make us feel productive and let us know we are fulfilling our God-given purpose, is dependent on having clarity—clarity of mission, vision, purpose; clarity about our God-given strengths and what we are best suited to do in the Kingdom. \(^{122}\)

A sense of life purpose will be a huge topic for coaching. They will need constant reminding of God’s faithfulness to guide their steps. They will need to be reminded of the nature of the call. God is in control; they are not. It is important for them to learn to obey the call of God even if it is not their perfect scenario. Although this is true, Ogne and Roehl claim, “Coaches can help postmodern leaders dream and plan by helping them see their plan or vision as a story being lived out.” \(^{123}\) This can be done through helping them put their passions and sense of call into a life mission statement. The truth is that Millennials want to make a difference for the Kingdom but will need guidance in figuring out how they fit within God’s plan.

**Character**

Seasoned church leaders are aware that Millennials have grown up in a pluralistic culture with very little emphasis on moral integrity. The culture makes it difficult to instill the values of Christ-centered living even for those involved in ministry. They need to be reminded, according to Stoltzfus, “God is more interested in who you are becoming

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\(^{122}\) Creswell. 52.

\(^{123}\) Ogne and Roehl. 220.
than in what you are doing.” A great coaching question would be, “What does it look like to become who God wants you to be?” Allow them to make a list of the qualities of a Christian leader they want to become. They will show they believe deeply in values that need to be lived out daily.

People skills

With the advent of technology such as cell phones, text messaging, Twitter, Facebook and other screen-driven social outlets, the Millennials have lost the ability, some say, to interact face-to-face with people. Elmore claims those born since 1990 have “connection atrophy,” which he described as a lack of people skills. Some people refer to these skills as “Emotional Intelligence.” Emerson and Loehr define emotional intelligence as, “awareness of one’s thoughts and feelings as well as those of others so that one can take the appropriate actions to manage oneself in a way that gets the most out of every interaction.” This skill is not one that can be developed through reading a book or going to school, but rather is developed by being around people of all ages. Millennials tend to segregate themselves or have been forced into social gatherings with those in their age bracket only. This has caused them to not be able to relate well with people older than themselves. Taxicab leadership can help them grow in their ability to relate with and work well with those around them.

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124 Stoltzfus. 63.


126 Emerson and Loehr. 23.
Ministry skills

Part of growing as a ministry leader is to grow in the skills of ministry. What are the skills that are needed to be an effective pastor? This is a question that each seasoned church leader must continually ask themselves and those they lead. This can be anything from communication skills to keeping a schedule and meeting deadlines to pastoral duties such as praying with people and being with people during a crisis. A seasoned church leader can help a young leader identify their ministry strengths and weaknesses and allow them to practice to make improvements. Also important for seasoned church leaders is to allow for room in the job description of their staff to be able to concentrate most of their time and energy pursuing their ministry strengths rather than their weaknesses. In combining a person’s skills with their talent and passion, one finds their strength areas in ministry. A taxicab leader will help identify these and put them into use for the benefit of both the young leader and the church.

Finding New Drivers

One of the great benefits to taxicab leadership is the ability to identify and intentionally monitor high potential leaders for the church. As has been mentioned, seasoned church leaders will not always be in their leadership positions. It is the job of a leader to identify and raise up new leaders as a replacement when the time comes for them to step away from the ministry. Charan states, “A leader is not a great leader if he [she] does not produce great leaders for the future.” It should be at the top of the

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127 Ministry skills are an outgrowth of a healthy relationship with Jesus. A Christian leader must always seek to model his/her ministry from the life and ministry of Jesus. It is the role of seasoned leaders to point emerging leaders to Jesus in all ministry activities and skill development. Seasoned leaders must also be the model of Jesus-like ministry.

128 Charan. 160.
seasoned leaders priority list to be actively pursuing young potential leaders to take the church into the future. It is interesting that many have not thought about this issue. For those who have, they might be stuck in starting the process. There are many potential reasons for the delay. Some are just so busy with the ministry needs of the day that thinking forward ten to fifteen years is too much to handle. Some struggle with their own identity and confidence. This happens because, as Charan states, “By definition, a high-potential person will outshine his bosses until this person reaches his full potential, and the leadership of a company needs to be aware of that dynamic.”

129 Church leaders deal with this same type of problem when looking at the next generation of leaders. But when these fears and confidence problems are conquered, the seasoned church leader can concentrate on making others shine.

This is important to do because churches rarely like to hire pastors without much ministry experience behind them. Seasoned church leaders must be willing to give young leaders the chance to learn, watch and participate in church leadership duties in a broad sense and coach them along their early career to see that the young leader has developed the skills and experience to take on high level jobs in the future. Gangel makes the point, “It’s quite inconceivable that a church would call a pastor with no experience at all, and the board of a college should be looking for a leader who has held high-level responsibility even if he has not yet carried the title ‘president.’”

130 This can be a risky proposition when thinking about the possible failures that can be experienced by the young emerging leader. Charan suggests, “They should be given jobs that are several

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129 Ibid., 28.

130 Gangel and Swindoll. 181.
notches up in scope and complexity and that force them to exercise the mental skills to find a clear path through it.”\textsuperscript{131} For example, how can a young pastor gain experience teaching large multi-aged groups of people if never given the opportunity? Many churches are looking for experience of multiple years of doing ministry. Even so, churches can give these young leaders valuable experiences that will prepare them to take on high-level leadership roles sooner in their ministry career than past generations.

What characteristics can a taxicab leader identify in the young leader that would indicate high potential? Charan states, “A high-potential candidate will exhibit the drive to master new skills, the ability to rapidly absorb knowledge and then communicate it, and a natural bent to build lasting relationships and mobilize others to get things done.”\textsuperscript{132} He also suggests that the desire to learn and grow is another sign of a high-potential leader.\textsuperscript{133} It is through a coaching relationship that these high potential leaders will be encouraged to keep striving for and developing their strengths for the church. Wilson and Gislason comment, “When you meet, discuss what aspiration this person has and state your own aspirations for this person. Talk about how the additional leadership duties link to those aspirations and how the duties will aid the organization and its mission.”\textsuperscript{134} This can and should help with retaining young high-potential leaders from leaving the church they are serving in. It is important at some point to communicate to these young high-potential leaders that the church intends to develop them for greater leadership roles in

\textsuperscript{131} Charan. 63.
\textsuperscript{132} Ibid., 27.
\textsuperscript{133} Ibid., 53.
\textsuperscript{134} Wilson, Gislason, and CompassPoint Nonprofit. 230.
the church. Human resources and leadership development experts Matthew Gay and Doris Sims states,

> When an individual knows they have been identified as a high potential, and they learn they will receive special development, a higher level of visibility in the organization, and potentially more career opportunities, this will almost certainly be a factor in retention and engagement in your company.135

This may not feel comfortable for some seasoned church leaders because they don’t want to communicate false promises. The remedy for this is to have more of a Kingdom mindset. The seasoned church leader does not have to promise a leadership role in their church but to communicate their desire to ready them for a leadership role in any church in the future. The fact that the seasoned church leader is taking the time and energy to develop the young leader communicates the young leader’s value and worth enough for them to stay unless God calls them to another place.

*Driving Techniques*

It is very important to understand the basics when it comes to driving a car. Likewise, knowing the basic skills of coaching is also important. This study will limit itself to very basic skills of coaching that can apply to managing and leading church staff. These basic skills will allow the seasoned church leader to become familiar with the type of manager that young leaders will want to follow and work for.

The first thing a seasoned church leader must do when approaching a coaching conversation is to ask himself or herself, “What do I need to do and say to help this person grow?” A coach might begin a conversation by asking, “What would be most helpful for you right now?” The job of a coach is to get himself or herself out of the

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equation and put the person being coached as number one in priority. It is with this context that a leader becomes a coach.

Input skills

Input skills are the actions a coach takes to receive and take in information from the person being coached. The input skills of a coach are to observe, listen and receive insight from the Holy Spirit as to what the person being coached is saying.\(^\text{136}\) Observation in a ministry setting involves physically watching the person being coached in their ministry context. It also includes observing their body language, voice inflection and content of what is being talked about in the coaching conversation. This skill requires the coach to be fully engaged in the conversation with no or little distractions. The coach needs to communicate they are fully giving their undivided attention to the person being coached. The second input skill that is extremely important is active listening. It is very important that a coach really listens to what the person being coached is saying. This involves being able to summarize what has been said in their own words. It is a skill of a good coach to be able to repeat back what has been said to make sure there is complete clarity to what the person being coached meant to say. The coach does more listening then talking. If a seasoned leader tends to dominate conversations, they will need to allow the other person to talk at least 70 percent of the time. Good eye contact is also essential to good listening.

The last component to the input skills of a coach is to be sensitive to the Holy Spirit. A seasoned church leader must always allow the Spirit to guide them as they lead. This is very true of coaching conversations as well. The Holy Spirit will help guide the

conversation and will give the right words to say and questions to ask along the way if the coach stays in tune with Him.

Output skills

Output skills are just as important as the input skills. Output skills are the actions a coach takes to communicate information to the person being coached. Output skills fall into three categories: asking powerful questions, giving encouragement and delivering concise messages. These make the role of a coach effective in getting the person being coached to build awareness and take action.

Asking powerful questions begins with a posture of curiosity. A coach must be curious to help the person being coached to dig deeper inside to find the solutions to the problems being faced. The coach is not curious for one’s own sake but for the sake of the person being coached. Curiosity helps people connect. A coach wants to make sure the person he or she is coaching feels a sense of connection. This encourages the person being coached to be curious along with the coach. This sense of curiosity gives the foundation to creative thinking. Generational workplace and business consultants Claire Raines and Lara Ewing list the qualities of curious people. They say,

Curious People

• Are open-minded
• Learn from everything and everyone
• Are focused
• Are more satisfied
• Seem younger than their years
• Stay mentally sharp longer

With this type of curiosity as the foundation to learning in a coaching relationship, a coach can ask powerful, thought-provoking questions to allow for self-discovery. The

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coach should begin by asking himself or herself a question. Wilson and Gislason suggest, “What is the question that will promote the best thinking in the person I am coaching?” Coaches should never ask questions that are only to dig for more information to satisfy their own nosiness. If the question does not move the conversation forward to the end goal of the person being coached, then it should not be asked.

The questions being asked should be open ended to prevent one or two word answers from the person being coached. Closed ended questions that can easily be answered with a “yes” or “no” should be avoided. The point of the questions is to make the person being coached think and brainstorm ideas to solve the issue at hand. Focusing the questions is another crucial job of the coach. When the questions stay focused, the person being coached will gain information through personal discovery. This process will generate options to overcome obstacles and will determine the next steps the person being coached needs to make.

One last aspect of great question asking that promotes personal discovery is to avoid using questions that start with “why.” Emerson and Loehr suggest, “When we ask someone a question that starts with “why” they are immediately placed in a position where they have to defend what it is that they have done, or what it is they intend to do.” There is something about the word “why” that is a stumbling block to people and their own continued learning. There are ways to ask the question “why” without using the word that softens what the coach is trying to get to the bottom of. Using “what” or “how” questions in such a way to get the “why” answer does not feel so harsh.

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138 Wilson, Gislason, and CompassPoint Nonprofit. 54.

139 Miller and Creswell, "Building Blocks for Powerful Coaching." 32.

140 Emerson and Loehr. 57.
Asking powerful questions that promote self-discovery is what Jesus did during his ministry. He had times of teaching and giving instruction to large groups but it was the use of questions to individuals and groups of individuals that often brought the most amount of life change. Jesus asked questions on numerous occasions that put the burden of thinking on the other person. He did this to make the person truly think about what they were asking. The following are some examples of the questions Jesus asked.

- “But who do you say that I am?” (Luke 9:20)
- “What do you seek?” (John 1:38)
- “Woman, where are they? Has no one condemned you?” (Luke 18:41)
- “Which of these three, do you think, proved neighbor to the man?” (Luke 10:36)

Asking questions is the number one most important output skill of a coach. It is a skill that will need to be developed to be effective as a taxicab leader.

The second and third output skills are tied together. The art of giving encouragement while at the same time giving challenging words to those being coached is essential for change to take place. Being positive while being corrective is a dance that pays off for the person being coached. People respond to positive, encouraging yet challenging words. Giving ongoing feedback or corrective evaluative comments helps people move forward. Wislon and Gislason speak of two types of feedback,

Appreciative feedback acknowledges and encourages existing positive behavior. Developmental feedback addresses the need for alternative, more effective behavior. Both are positive and constructive and aim at supporting, encouraging, or improving performance.

It is important to sometimes challenge a person’s thinking but it is important they leave the conversation feeling better about themselves then before. This will help the work

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141 Not an all inclusive list of the questions of Jesus.

142 Wilson, Gislason, and CompassPoint Nonprofit. 58.
environment of the church. Seasoned church leaders who gain an understanding of and practice these important skills of a coach will have greater success in helping their staff succeed and therefore helping their church succeed in accomplishing its mission.

*Driving Versus Giving Directions*

One important distinction to make for taxicab leadership is that neither everyone nor everything is coachable. Driving a taxi is distinct from giving directions. A taxicab driver typically does not explain to the passenger the exact directions they are taking to get to the final destination. The driver simply takes the journey with the passenger. A manager may need to play the manager role and give clear step-by-step directions for their staff. The manager may need to clarify if the employee needs to be trained how to do a task resulting in a non-coachable issue. If the only way a seasoned church leader chooses to lead is through the direct “telling” approach, they will have a hard time adjusting to the taxicab leadership style. Sometimes the “telling” approach leads employees to fear their boss or at least not think the boss is approachable. Keeping the communication lines open is necessary for seasoned church leaders to show concern and care for the young emerging leader’s growth. What leader does not want to be approachable? Coaching gives the seasoned church leader the tools to become more approachable through engaging conversations. Wilson and Gislason comment, “Rather than the traditional top-down process of telling people what to do and providing answers, the goal becomes to engage others and support them to tackle challenges and goals.”

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143 Ibid., XXIX (Introduction).
Taxicab leadership will prove to help managers connect with their employees and improve work effectiveness.

When is coaching helpful for employee performance growth? Miller and Hall suggest, “Coaching works best when the follower has some competence for a task or decision but lacks confidence and/or commitment.”\(^{144}\) An example of this is when an employee has shown the competence or skill to do a task but yet the task is failing. In this type of situation, it is clearly an issue of attitude or commitment to the task. In ministry, there are times a pastor must do things he/she does not really enjoy and yet it needs to get done. When there is a lack of motivation to get a task done, the ability to creatively problem solve is halted as if they feel there is no feasible way to get the task done in the amount of time given. The task, like writers block, begins to look bigger and bigger and the workload keeps piling so that there is no end in sight. The confidence of the leader is shaken and they can begin to feel they are inadequate for the job and is a great opportunity to coach. Emerson and Loehr give additional indicators of what a coaching situation can look like:

- When a person is experiencing trouble completing a job that they should already know how to do (i.e., there is no aptitude issue),
- When a person has gotten themselves completely wrapped around the axle about a certain situation, or
- When a person needs help dealing with the frustration they experience because they do not have the resources needed to complete the task at hand.\(^{145}\)

Coaching helps people deal with the situation they face in a way that gives them control and their confidence will build because they thought of the solution to the issue they face. Coaching provides another vehicle for learning that emphasizes knowledge a person


\(^{145}\) Emerson and Loehr. 19.
already has but does not recognize they have it. Creswell explains how people can learn from a coach in her Knowledge Model.\footnote{Linda J. Miller and Jane Creswell, "Coaching as a Learning Catalyst," (Portland, Oregon: Western Seminary, 2005). 12.}

A person starts at the bottom when they do not know what they do not know (DKDK), which is a lack of understanding that there needs to be understanding. Once a person becomes aware they do not know something, they move up on the right side of the model to knowing they don’t know (KDK). They will then seek to learn through books, college, seminars and other classroom style learning to get to the point of knowing that they know (KK). But coaching offers another approach to learning. Sometimes knowledge is inside a person without them knowing it. They can then move up the left side of the model because they do not know what they know (DKK). A coach can then connect the dots of knowledge that has been gained but never used so the person knows that the know what to do (KK). The taxicab leader simply leads them on the journey of discovering what they already knew but did not know they knew.

Ultimately coaching is about helping others move toward new learning and taking new action for themselves. It is a motivational tool that can help employees strive for their own goals, their own priorities and their own deadlines. Emerson and Loehr give an
equation for success. Aptitude + Attitude + Available Resources = Level of Success.\textsuperscript{147}

Remember coaching deals specifically with the attitude part of the equation.

Seasoned church leaders have expectations for their young staff but coaching is a powerful and effective way to get their staff to connect with those expectations for themselves. It is a way to give staff the motivation and confidence they need to take the ministry to the next level. Nobody enjoys being told or feeling like they don’t know what they are doing. It would be a tragedy for a seasoned church leader to be known for making people feel low and small compared to their own ministry knowledge, skills and experience.

\textit{The Taxicab Roadmap}

When a taxicab driver starts his career as a driver, he has to learn the streets and roads in the area he will be servicing. In the old days, he would have to carry a map with him in the car. Today, there are GPS devices to help navigate one’s way. When the taxicab driver has driven in the area long enough, he no longer has to think about how to get to the destination, he just knows how. The same is true for taxicab leadership. There are many different maps (models) that can be used to guide the coaching conversation to the desired destination. The map the taxicab leader chooses to use depends upon his or her own personal style of driving. Once this map is used for a while, the taxicab leader will no longer have to think about how to guide the conversation; it will come naturally.

The taxicab leader will have a plan to the conversation, which will have a certain shape to it. The key to a map is its simplicity. Miller and Creswell offer the simple image of an hourglass as the shape of the conversation.\textsuperscript{148}

\textsuperscript{147} Emerson and Loehr. 2-3.

\textsuperscript{148} Miller and Creswell, "Building Blocks for Powerful Coaching." 20.
The idea is to move toward having less clarity to becoming very focused as to what needs to be talked about and then moving to finding solutions that lead to action.

It is important to use some sort of roadmap and use it each time a coaching conversation comes up. The point is to move the conversation with clarity and focus to an action and plan for accountability for the action. Coaching puts the ball in the court of the person being coached. It is vital to allow them to come up with the action plan and determine the accountability. When they do, there will be ownership for the plan of action.

Magnetic Attraction: Recruiting And Retaining Emerging Leaders

Attraction to work in the church ought to be so strong for Millennial leaders that it is considered “magnetic.” The problem therein lies in churches being able to be magnetic
to emerging leaders. Without being flashy magnets still attract metal. What causes metal to be attracted to a magnet? It creates a magnetic field that invisibly attracts materials like iron to it. The bigger the magnet, the bigger object it can attract. Churches and their leaders will need to find a magnetic field that will attract Millennials to it. This may be an obvious point but it is harder to put into practice. It is always easier for churches to attract people who are culturally similar to the senior leader. This is the opposite from magnets. Magnets attract objects different from it and repel other magnets. Similar to business organizations, churches are now going to need to do some inspection of their professional workplace environments, policies and procedures in order to find a way to attract and maintain a new and younger workforce.

Seasoned church leaders start at a disadvantage compared to seasoned professionals in the marketplace. The disadvantage is that there is a very small pool to choose from when it comes to the Millennials, a generation that by-and-large exist outside the church. Many were raised in the church—going to youth group—but do not make the transition into adult life in the church. In their research, Rainer and Rainer identified ten reasons these young adults drop out. Boiling it down to one point they said, “Young adults are likely to stay in the church if they see church as essential to their lives.”\textsuperscript{150} So this begs the question, how does a church stay essential in the lives of young people? They suggest the church be about four essentials: simplify church structures, deepen the Biblical teaching, expect more committed members, and multiply the church through being outward focused.\textsuperscript{151}

\textsuperscript{150} Rainer and Rainer., 5.
\textsuperscript{151} Ibid., 21.
Each of these essentials can be linked to one of the characteristics of Millennials. When there is simplicity, there is clarity of direction, which helps emerging leaders know what is ahead as far as growth and learning is concerned. When churches deepen their teachings, it appeals to their inner motivation to learn and innovate. When churches expect more from them, they will step-up to make an impact in the world. And lastly when churches multiply, it appeals to the desire to join a cause that will benefit the course of humanity. Understanding these principles is the starting point to magnetically attracting Millennials to serve in the church.

Workplace Environment: What Are They Looking For In A Place Of Ministry?

Experts in the business field are mixed when it comes to creating a workplace environment that will attract the Millennial generation worker. The important idea is that the workplace environment is a big deal to this generation. The church, in like kind, should take this generation seriously and try its best to relate to them without giving into all of their demands. Creating a good working environment is a huge part of leadership. Cockerell makes this clear when he said, “Good leaders are environmentalists: their responsibility is to create a sustainable business environment—that is, one that is calm, clear, crisp, and clean, with no pollution, no toxins, and no waste—in which everyone flourishes.”

The question then becomes, what kind of environment are they looking for? In the broad sense, next generational leaders need a holistic experience. Marti, from Next Generation Consulting suggests that in order to attract the next generation, there needs to be three main experiences involved to make an event “sticky.” This can also be applied to church worship gatherings and church staff environments. She claims an event

152 Hesselbein. 248-249.
needs to be a learning, sensing and connecting experience in environments that attract the next generation. This means that church leaders need to ask themselves three very important questions when evaluating their workplace environment:

- What do I want my next generational leaders to learn?
- What do I want my next generational leaders to feel?
- What do I want my next generational leaders to do?

These three questions should guide the seasoned leader in the right direction in their pursuit to make their workplace experience sticky for the next generation. Three specific areas should be addressed in developing a workplace experience that will attract and keep the next generation.

Fun

The fact is this is a generation that likes to have fun and will expect fun in the workplace/ministry environment. They want their workplace environment to be a place they enjoy coming to. The workplace environment should foster relational connectivity among the staff. How does one know how to make the work environment fun? Millennial and generational relations expert and business consultant Lisa Orrell suggests hosting creative staff social events on a regular basis to attract and keep talented workers. Bosses may think this is not necessary or that it will cut out efficiency on the job. The key to overcoming this is to make these events on the emerging leader’ time. They will go to them if they are something they would find fun and interesting. Writer and editor of the Wall Street Journal, Ron Alsop comments, “Millennials just want to have fun—at work. That may sound like heresy to managers, but this generation detests nothing as

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153 Marti, "The Other 65%: Re-Crafting the Patron Experience," in Next Audiences Summit (Indianapolis, ID: Next Generation Consulting, 2009).

154 Ibid., 57.
much as drudgery and boredom. ‘They look at the workplace as a social organization, not just a job,’ one corporate recruiter told me.”

The idea for making the workplace fun is that it will not be boring. Seth Godin, a marketing expert, suggests that boring equals mediocre and that mediocre will not attract a following. This is important if an organization wants to grow. Godin comments, “Ideas that spread, win. Boring ideas don’t spread. Boring organizations don’t grow. Working in an environment that’s static is no fun.” Churches try to create a connecting culture among its people and this should start within the staff environment.

Freedom

This one will be a little more difficult to understand and to apply. This generation is mixed when it comes to having freedom versus being given boundaries. They want the freedom to choose when, where and how they will get their work done. Yet, they do require guidance and boundaries to enable them to get the work done. The trick is to give them the ground rules or boundaries in such a way they think they are the ones in control. The first thing seasoned leaders need to be able to do is trust their young staff to get the job done. Orrell states, “Many employers are going to have to trust that their new 20-something employees will get their work done, even if they are not sitting in their designated cubicles everyday from 9:00 to 5:00.” This generation works smart but can get distracted easily without proper management. It is important to see the fine line between giving a sense of freedom, yet setting control monitors over workflow. Tulgan

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suggests, “If you want to give Gen Yers more freedom at work, the biggest favor you can do for them is establish clear boundaries and give them a structure within which they can function with some autonomy.” Church leaders will need to figure out what this looks and feels like for each workplace environment.

Technology

There is no doubt about it that the next generation of leaders will be more technologically savvy than any previous generation serving the church. With this in mind, churches should foster the work environment with the latest technology in order to attract and maintain next generational leaders. Tulgan gives what he calls Gen Y’s technological imperatives for the workplace environment:

- Constant connectivity with whomever they want
- Immediate access to whatever information they want
- Total customization of their information environment
- The ability to learn from and collaborate with experts in real time

Seasoned church leaders will need to find the right working balance to allow next generational leaders the freedom to use technology as long as workflow is not affected. Church leaders will begin to see the effective use of technology as a benefit for their churches and how it will help to attract more and more young people to the church if they allow the next generation to take the lead in this area.

Team

The Millennial generation is a highly relational and tribal generation. In a work environment, Millennials often prefer to work in teams rather than by themselves. Why? Ryan suggests, “Next Gen’ers want to feel that they’re a part of something bigger. Teams

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159 Ibid. 50.
When working in teams, they want to be able to influence the bigger picture of the organization. This means they want to be able to rub shoulders with the top leaders of the organization from time to time. This brings up another very important workplace environment issue: hierarchical structure. Some experts suggest that flattening the structure as much as possible will enable a far more efficient and healthy work environment.

The more layers to the church, the more time it takes for anything to get done. The answer to this problem is to delegate more than just menial tasks to next generational leaders but also give them authority to make decisions in their area of ministry. Cole makes a bold statement, “In a flat structure that does not employ a hierarchical leadership model, authority is distributed to each person to accomplish all God had for him or her to do, without needing layers of middlemen to pass the authority down.”

Now, this is not suggesting to throw out all structure but to allow the structure some breathing room. The more strict and rigid the structure, the less likely next generational leaders will be attracted to the church. It has yet to be seen how structure and hierarchy effects the church workplace environment in the future. Long makes a bold prediction, “Churches that are based on a senior pastor model that gives complete authority and power to the senior pastor, and organizations that are based on a strict hierarchical view of leadership, are going to be in crisis as we move further into this emerging culture.”

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160 Ryan. 91.

161 Cole. 181.

162 Long. 89.
It is very important that seasoned church leaders understand the value of teamwork for Millennials and seek to provide team working environments. Millennials will try to create work teams on their own and seasoned church leaders will show they embrace their emerging leaders if they encourage a team environment. Flattening the organizational structure will go a long way to provide this type of culture.

Attracting High Performer Potential Church Leaders

If a church wants to attract high performing and highly skilled next generational leaders, they have to present and operate as a high performance, highly skilled church. Being able to attract the next generation is about more than creating a growing church but cultivating a healthy place to live and work. Is the church showing, by its actions, that it cares for the people it serves? Does the church have obvious signs of relational health both on the staff and in the congregation? Ryan asks a great question for community leaders, “How ‘well’ is your community?” This is a great question for staff environments as well. How well does the staff relate to one another? Is there unity of purpose and of strategy? Is there alignment to the vision of the church? These are things that high performing next generational leaders will be looking for in a church. Tulgan says, “They often look to values issues when they are considering a new job: Do they believe in the company’s mission? Do they approve of how you do business? This, I believe, is good news.” Mission and values are more than a pretty framed picture on the wall to the next generation. They will want to see them lived out within and outside

163 Ryan. 59.

the church staff. If there are obvious signs that what is said is not what is done, they will
not stay on staff for very long, if they even come in the first place.

One of the biggest issues to address is the need to provide reasonable work hours
and flexibility with time schedules. This generation, as stated above, does not live to
work so it is important to note that if a company communicates required working hours
that are far above 40 hours a week, seasoned leaders will have a harder time convincing
them to work for their company. Alsop notes, “In a 2007 Wall Street Journal/Harris
Interactive survey, more than 70% of M.B.A. recruiters said they increasingly find that
job candidates are seeking positions offering them benefits for balancing work-life
issues.”165 This means attracting them with better vacation and flex-time packages. This
does not mean they will not work hard and long, they just want to be rewarded for the
hard work done. Leaders need to face the fact that this generation will work smart during
the day so they can complete their work on time so they can get back to their lives.166 So
how does this work with the lifestyle of ministry? Will this generation understand that
ministry is not an eight to five type of job? They may well need to learn that ministry
comes with a bit more responsibility and need to be flexible as to the time frames of
work. Seasoned church leaders need to coach them as to what the work/life balance may
be in their church environment.

A huge consideration for next generational leaders to think about when choosing a
place to work is cost of living. There are many Internet sites that give cost of living
indexes that include base salaries for pastors in the area. Seasoned church leaders will
need to keep up to date as to what a competitive salary and benefits package would be for

165 Alsop. 166.

166 Marston. 115.
their area. If a church wants to attract the best and brightest then it needs to be willing to pay a reasonable amount. Ryan asks it this way, “How much cabbage do young people need to keep a roof over their heads, clothes on their backs, and fuel in their tanks?” This number changes all the time and with the current economic condition, it will play more of a role than it perhaps should in ministry.

Another issue church leaders will face when trying to attract high performance next generational leaders is that of drive and innovation. This generation is one that will push the current workplace culture to the edge. They will come into a new job/ministry with change and innovation in their pants. Seasoned church leaders need to be prepared to deal with this by creating a culture of change and innovation in their churches. Some churches are stuck in a rut and have not been able to grow or innovate for a period of time. This type of church environment will not attract the next generation. What does it look like to be a stuck church? Godin explains, “They embrace the status quo and drown out any tribe member who dares to question authority and the accepted order.” Millennials want to challenge the status quo and they will look for churches that will do just that. Godin also explains that organizations that lead with a status quo mentality usually lead out of fear, that in turn effects the hiring of new employees. Something Godin calls sheepwalking. He defines this as, “the outcome of hiring people who have been raised to be obedient and giving them brain-dead jobs and enough fear to keep them in line.” The next generation church leader will not want to walk into a sheepwalking

167 Ryan. 63.
168 Godin. 5.
169 Ibid., 96.
environment that is dull and requires staying within the lines. Millennials want to dream about the potential of what the church can be for their generation and culture. They simply will stay away from churches that do not share in this dream.

The Recruitment Process—The Do’s And Don’ts

Recruiting potential new employees is nothing new to the church world but, yet a few things will need to change when dealing with the Millennial generation. One fact is a greater need to create recruitment and hiring procedures due to more and more openings that will need to be filled in the next ten years; especially for churches because of a smaller pool of young adults whom are seeking ministry positions than in previous generations. Churches have only a limited amount of young adults attending church to develop as leaders.

Churches need to put together recruiting campaigns and processes to attract emerging leaders. Although some would argue that the church should not participate in any type of “recruitment” processes. Cole boldly proclaims, “Recruitment is a practice in subtraction—taking people from one ministry to work in another. Reproducing leaders from the harvest and for the harvest is a practice of multiplication.” Cole believes that churches should be developing and employing leaders from the disciples that have been made through their own influence. When churches “recruit” new staff, they are taking away from another local church and in doing so, subtracts from God’s kingdom. He calls church leaders to go back to the basics of making disciples and in doing so, there will always be new leaders being developed and employed.

170 Cole. 134.
Although Cole makes a great point, the reality is that most churches will still have a need to recruit from outside their own church. Churches will need to both multiply leaders from within and bring fresh perspectives from the outside to be a healthy functioning staff. Sometimes it is a good thing for a church to be given a new fresh set of eyes to evaluate the health and systems of a church.

When looking to form a recruitment process for next generational leaders, one must first consider the timing of the process. How long should a hiring/interview process take? Typically in the church world, the interview process lasts anywhere between three months to a year. This is generally because there needs to be multiple conversations with multiple people, such as a search team and staff. It simply takes time to line all of this up. But there is a major problem with this in regards to next generational leaders. They will simply not have the patience to endure such a drawn out process. Tulgan makes this suggestion, “The two watchwords of your selection process should be rigorous and fast.”171 The process should be fast and yet also rigorous. This means that it is okay for the process to be hard and with plenty of ways to investigate the potential employee’s character and capabilities. The key to this is to not prolong the timeframe for which the investigation takes place. Why does this matter? Tulgan says, “No matter how much you may decide you want the person, if you don’t make the selection process fast, you will lose a lot of very good potential Gen Y employees.”172 If the process is too long, then the candidate might get frustrated and take another job offer that comes first. Remember this


172 Ibid. 33.
generation wants everything instantly and will not wait around long for anything, not even a job.

When the timeline, job description, qualification grid, and desired qualities have been determined, it is time to start promoting the job for potential candidates to discover. Tulgan offers this advise, “The goal of any recruiting campaign is simple: deliver the most compelling message to large concentrations of potential employees in order to draw a sufficiently large applicant pool so that you can be very selective.”\textsuperscript{173} Communicating your message in a way that will connect to next generational leaders is one of the most important parts of the recruitment process. Communicating a clear and accurate picture of the job and the church is very important. Problems will arise if what is presented in the promotional material is not what the job or the church is really like. Speak the truth during the entire process. Never make claims or promises you don’t intend on keeping. Make sure that no one involved in the interview process speaks out of turn in order to “sell” the position and the church to the candidate. Give the candidate a realistic look at what a typical workweek looks and feels like. Many young leaders have higher expectations than what they really experience and this causes a huge let down for working in the church after being hired.

As part of the rigorous process, churches will need to address all of the concerns the next generational leader will likely want to find out, which will include communicating what the future may hold for them. Tulgan suggests, “You have to talk about what you have to offer them today, tomorrow, next week, this month, the first six

\textsuperscript{173} Ibid. 26.
months, and the first year. If you want your recruiting message to attract them, then you need a recruiting message that speaks to their real concerns.”

Millennials, in general, do not think long term. They will want to know what is in it for them in the near future. A typical interview question that is thrown out is, “Where do you see yourself in five or ten years?” This question is way outside their planning range. This will not give a church leader an accurate understanding of the candidate. A better line of questioning is personal story or behavioral questions that will allow them to give examples of how they have acted or performed in the past or what they might do in the future if given the opportunity. Millennials love to talk about themselves so give them the opportunity. It is very important that the process allow the candidate to ask plenty of questions and be given opportunities to visit the church and get a sense for the work environment and relationships they will be involved with.

How does a church get the word out and engage next generational leaders about their job openings? Alsop comments, “Companies must meet Millennials on their own turf, and today that usually means not on campus but rather somewhere in cyberspace.”

Many churches already utilize pastor career websites such as churchstaffing.com or pastorfinder.com and their own church website to spread the word about open positions. The important thing to consider when using these tools is to allow the next generational leader to get a better “feel” for your church through more than words on a screen.

Churches will need to invest in spending money and time to present their churches visually on the web utilizing sites like YouTube or Vimeo. Churches should at least have samples of the worship music and preaching if not the whole service on the

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174 Ibid. 29.

175 Alsop. 187.
web for potential staff to review. Another web interface that churches should utilize is Skype, a free videophone service through the Internet. This will allow you to see the candidate and for them to see you, no matter the distance. It is a great alternative to the typical phone conversations early in the interview process. Next generational leaders will simply skip over churches that do not connect with them visually on the Internet.

*Career Advancement: No Carrots Please!*

Career advancement is an important piece in helping church leaders make the leadership transition in the coming years. Without having a plan for advancement, next generational leaders will not be ready and/or willing to take responsibility and leadership for the church when they are needed. Seasoned church leaders will need to start the process of letting go of the reigns of the church and begin allowing next generational leaders to lead. Long comments, “If existing leaders today will willingly give up their power and share it with the emerging leaders, we will then have the possibility of a smooth transition of power from the existing to emerging leaders.”

This is what career advancement in church ministry is about. It is allowing new leaders to have a seat at the table. The Church is faced with figuring out how and when to bring new leaders up through management ranks.

The worst thing a seasoned church leader and boss can do is to hold the carrot out in front of their young leaders and make promises like, “Someday it will be your turn.” Someday? What about today? What are the managing pastors and church leaders going to do today, next week and next month to prepare the next generational leader for leadership roles? There is plenty of potential in each young leader and it is the job of the seasoned

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176 Long. 62.
leader to recognize and utilize it. The carrot routine will simply not work with this generation. William Cohen, president of the Institute for Leader Arts suggests,

In the future, leaders who use only the carrot-and-stick method when all workers are volunteers will barely qualify as leaders. Volunteers must be led differently. Leaders of the future who don’t change what I call their “influence tactics” are going to have serious problems, and they deserve them.¹⁷⁷

What this is saying is the reality that at the end of the day, everyone who works in a church is a volunteer. They choose to work at the church they do and will choose to leave if they feel the leadership does not care about them. A leader’s influence is directly related to the way in which followers are treated. This would include expressing a person’s value on the team and to care enough to help each player learn and grow.

**Conclusion**

I do believe seasoned church leaders can effectively prepare the Millennial generation to lead the church into the future. There is hope for the established local church. The Millennial generation has the potential to change the world for the cause of Christ. They will stay engaged in the local church and step up to take leadership if seasoned church leaders lead them the way they need to be led. This study is meant to challenge the way leadership has been imaged and call the church to be open to new images of leadership development. This is to be done with a renewed sense of urgency and intentionality. The church’s need to learn how to connect, develop and retain the Millennials is key to making the upcoming leadership transition. The seasoned church leader’s ability to adapt their leadership and management style to meet the needs of the

¹⁷⁷ Hesselbein. 313.
Google generation is what will allow them to be successful in being able to pass the leadership responsibility to a new generation when it is time for them to retire.
I have chosen to develop a set of six live interactive workshop format experiences that will inspire seasoned leaders to develop future leaders for the church through mentoring relationships, clusters and coaching as a practical solution to this ministry problem. I have included participant workbooks to accompany the workshops and a website/blog that will be used to promote the seminars and also serve as a relational meeting place for leaders to have conversation around developing the next generation of leaders. The workshops developed are as follows:

Workshop 1: Googlees: Understanding The Millennial Generation

An interactive presentation to discover six words that describe those born from 1978-2000 and how they will change the face of the workforce.

Workshop 2: Bridging The Chasm

An interactive presentation as to how to bridge the chasm between seasoned and emerging leaders through following, common vision, empowerment and blessing.

Workshop 3: The Computer Cluster and Two-Way Street

An interactive presentation to explore the use of cross-generational small groups that explore leadership together and encourages two-way mentoring relationships between seasoned and emerging leaders.
Workshop 4: Taxicab Leadership: Driving Millennials Toward Ministry Success

An interactive presentation that re-images management of Millennials to include a coach approach to equip them toward ministry success.

Workshop 5: Taxicab Leadership: Driving Techniques

An interactive presentation of the skills and models of coaching to effectively manage the next generation and identify high-potential leaders for the future of your organization.

Workshop 6: Magnetic Attraction

An interactive presentation of practical recruiting practices that will ensure your organization will be able to attract and retain emerging leaders.

I chose a live workshop format for two main reasons. First, public speaking is a personal strength of mine and I have had experience giving workshops. Second, I believe this is a better way to inspire the healthy transfer of leadership in the church. I do intend to put this artifact into use as a consultant to churches. It will be highly experiential, participatory, image-rich and relationally connective. I could have chosen to do a book proposal for this project, but I figured publishing a book can come later once I have had the chance to put the workshops in action. I feel as though the workshops will give me even greater understanding as to what churches are currently experiencing when it comes to developing the next generation of leaders. The workshops would give me the opportunity to interact with multiple church leaders and be able to include various example stories of how church leaders are applying my recommendations.
SECTION FIVE: PROJECT SPECIFICATIONS

Goals

- Main objective is to use these workshops for equipping seasoned church leaders to effectively develop the Millennial generation for church leadership.
- Use these live format workshops as part of my service offerings as a church leadership development consultant.
- After completion of this project, and after my current ministry transition phase is complete, I will begin to market myself as a consultant.
- Develop a full functioning website/blog to promote my consulting business and workshops.
- Begin blogging twice a week on leadership and next generational issues in the church.
- Gain three church clients the first year of my business, applying this artifact.

Strategies/Standard of Publication

- The workshops themselves will utilize Leonard Sweet’s EPIC (experiential, participatory, image-rich, and connective) approach.
- I will use Dr. Tim Elmore’s recommended outline for what he calls “The Learning Journey” as a basic outline to guide the development of my workshops. I want my audience to take a journey of learning that will allow them to experience…

Stage 1: Incentive
Internal Status: Desire ("I have a need and must find a solution.")

Stage 2: Disequilibrium

Internal Status: Resistance ("This is an uncomfortable, unfamiliar situation.")

Stage 3: Schema

Internal Status: Urge for Connection ("I must relate the unfamiliar concept with a familiar one.")

Stage 4: Emotion

Internal Status: Ignition ("My neurotransmitters spark feelings and emotions inside.")

Stage 5: Social Integration

Internal Status: Processing ("I need to respond and interact.")

Stage 6: Filters and Pushback

Internal Status: Conclusion ("My filters screen out the illogical and produce ideas.")

Stage 7: Active Involvement

Internal Status: Action ("My grasp increases as my experience reinforces what I have learned.")

Audience

- My audience will be current management/senior level church leaders and pastors in larger, multi-staff churches who are over 45 years of age and older and are concerned about making healthy leadership transitions in their churches.

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• These leaders will have some sense of the tension this topic deals with as they are currently experiencing some level of frustration between the generations on their staff and volunteer base of their churches.

• My target audience are minimally convinced there needs to be some action taken to address the problem but don’t know what that action is.

• My audience will also include younger church staff. The idea is to attract both the older and younger pastors to come together for a shared learning experience while providing both targeted teaching/coaching on how to solve the problem from both sides of the age continuum.

Project Scope and Content

• Project scope and content includes speaker notes, participant workbooks, slide show presentation and website/blog for all six workshops.

Budget

• Annual cost of website hosting: $50.00

• Cost to print participant workbooks: $6.00 per workbook

• Speaking fee (income): $300.00 plus expenses and cost of workbooks per workshop

Promotion

• Use of Twitter, Facebook and Vimeo as a way to promote the workshops and begin connecting with potential clients.
• Send out promotional material to local churches.

• Ask George Fox Seminary to send information about my workshops to their email list and or Twitter and Facebook accounts.
SECTION SIX: POSTSCRIPT

Having completed the final written statement and artifact, in time for the January 2011 deadline, I am confident that I chose the right subject to study as part of the DMIN Semiotics and Future Studies at George Fox Evangelical Seminary. I set out on this journey three years ago wanting to learn from Dr. Leonard Sweet about how to study and interpret culture and it’s effect on the future of the church for future generations. I have spent this time being very intentional about becoming an “expert” of the Millennial generation and how the church could best develop them as leaders for the church.

During the course of this study I began to realize though I am from Generation X, I identify myself with much of the characteristics and values of the Millennials. My motivation in doing this specific study came from my own negative experiences as a young leader in vocational pastoral ministry. I desire to take the negative experiences and turn them into a positive learning experience for seasoned leaders in churches. I attempted to approach this problem in such a way as to communicate to my target audience without offending yet not being afraid to deal with it in a direct manner.

I chose to produce the artifact that I did because it allowed me to use a medium I have had some experience in while utilizing my passion and strength of public speaking. I could have easily chosen to do a book proposal and plan to do so in the future. I wanted to be able to put my study into practice for myself to allow for continual dialogue with local church pastors as they are trying to deal with this problem in real-time ministry. I bring my own experiences as a young pastor and research into this artifact and know that a future book will include stories of how the principles and suggestions given in the artifact actual play out in various situations and organizations. I want my workshops to be
a research laboratory for me to continue to learn and pass on what I learn in a future book.

I began this process thinking that I would produce a set of four workshops and quickly realized I could not fit all of the information into that number of workshops. I then decided to produce five workshops. While deciding what to include in the written statement, I realized I needed to yet again expand the workshops to include one more, for a total of six. I also believe that I could probably produce a couple more workshops in the future from all that I have accumulated during this journey. I had to narrow down the content for the purpose of this dissertation.

Although my target audience was seasoned leaders in the church, I have included emerging leaders as an audience in the workshops. I did this because the workshops are intended to be a practical application of helping connect the generations together through the mutual experience. These workshops can be used to encourage the emerging generations to emphasize with their seasoned leaders. The process for readying the emerging leaders for leadership in the church is a two-way street, as I point out.

I would suggest that more study be done in the area of addressing emerging leaders and specifically dealing with their role in the leadership development process. I can foresee this being a follow-up study and resource that I produce in the coming years. This would include teaching the emerging leaders how to connect with their seasoned leaders in the language the seasoned leaders communicate. The study may include how to “coach-up” that answers how can emerging leaders use a coach approach to interacting with their supervisors. The study may also include the role of the emerging leader during the transitional period when seasoned leaders retire. Another concern that I did not
address in this study is the increased need to teach and train emerging generations to think biblically and theologically. Our church culture has not placed theological study as a high priority. On the whole, our emerging leaders have simply not been exposed to historical theology and exegesis of the Scriptures. Our emerging leaders will need to be equipped in these areas in the local church before and congruent to receiving their formal training in seminary.

I truly have enjoyed the process of this dissertation and expect to be able to put this material to use in the very near future. I plan to begin working with local churches and businesses and building a coaching/consulting cliental. On a more personal note, during this three-year journey I experienced being laid off from my full-time pastoral position. I have been in search for a new church ministry position for over a year. During this time, I have come to the conclusion that God wants me to be “picky” as to my next assignment. I need to find a position that will allow me to put this study into practice in some way. I realize this will take God’s leading me to the perfect “fit” where these issues are being experienced and the seasoned leaders are aware their needs to be intentional effort to raise up the next generation of leaders. I know that many pastors would agree with this initially but few are at a place where they are desperate enough to re-image leadership development for Millennials. I trust God will take me to that place so that I may be used to develop Millennials for future leadership in the church.
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APPENDIX A: WORKSHOP SPEAKER NOTES
Googles: Understanding the Millennial Generation

Presented by Scott Ramsey

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SUMMARY
Participants will gain a basic understanding of the Millennial generation and be able to recognize the common complaints they may feel while working with Millennials to ensure better working relationships between the generations.

OBJECTIVES
1. To convince seasoned leaders of the need to invest in the emerging generations now in order to prepare them for leadership in the church.
2. To gain an understanding of the characteristics and values of the Millennial generation.
3. To give seasoned leaders confidence they can connect to the Millennial generation to ensure leadership development practices are initiated.

DISCLAIMER
This session is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth.
whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.

**INCENTIVE (I have a need and must find a solution)**

(20 Minutes)

Video “Gen X and Y”

**Group Discussion:**

What is your response to the message of the video? How do you see this playing out in your church experience?

**THE CHURCH AT A CROSSROADS**

Churches are struggling to attract and retain the current young adult population and need to find a way to bring these young adults, not only into their congregations, but into positions of leadership in the very near future.

Tom and Sam Rainer did a study and wrote a book about the issue of young adult church dropouts called, *Essential Church? Reclaiming a Generation of Dropouts*. The study indicated, “More than two-thirds of young churchgoing adults in America drop out of church between the ages of eighteen and twenty-two!”
CURRENT BOOMER LEADERS ARE FACED WITH THE TASK OF CONNECTING WITH AND INSPIRING THIS GENERATION TO BECOME THE LEADERS THEY NEED TO TAKE THEIR CHURCHES INTO THE FUTURE.

Such is the case because Boomer leaders will be seeking to retire within the next ten to fifteen years.


This drastic slowdown in parallel organizations will prove to be devastating to seasoned church leaders if they have not trained up enough well-equipped emerging leaders to follow them.

Sujansky and Ferri-Reed also claim that as many as 58 million Millennials are expected to be in the workforce around that time. Millennials are already taking their place as major players in the workforce.

Rebecca Ryan, a Millennial expert comments in her book, *Live First, Work Second: Getting inside the Head of the Next Generation*, “By 2010, about 64 million workers—40 percent of the United States
workforce—will be poised for retirement, though not all will choose to leave.”

She also makes clear that, “By 2010, the number of people ages 35 to 44 in the nation’s workforce will decline by 10 percent.” As Baby Boomers retire, a major need for new and younger leaders will develop in order to fill the voids left by the Boomers’ widespread departure.

The Church is at a crossroads in both reaching and developing the next generation of leadership to navigate its future. Seasoned church leaders who seek to retire in the next fifteen years will be rudely awakened when there are no leaders to hand off the leadership of their church.

Churches will be facing the largest leadership transition in American history when the Baby Boomers decide to retire.

Churches and denominations across the country are seeing their pastors aging and not being able to recruit emerging leaders to become vocational pastors. Even though churches are experiencing financial cut backs and seasoned pastors are indicating their need to stay in their positions longer, churches will still need to be intentional about developing new leaders to replace them when they do choose to leave.
Many in Generation X who fled from established churches in search of doing church differently have become disenchanted and left church all together. This has caused many churches to see an age gap in their demographics between high school graduates and young families becoming more than just a stage of life issue that churches in America have previously dealt with.

Knowing that the Millennial generation outnumbers Generation X should be a cause of concern for Boomer leaders.

**THE MILLENNIAL GENERATION WILL SOON OUTNUMBER GENERATION X IN THE WORKPLACE AND WILL BE INFLUENCING THEIR ORGANIZATIONS SOONER RATHER THAN LATER.**

This should propel the seasoned church leader to make an intentional effort now to ready young potential leaders to take the church into the future.

**THE EPIC, GOOGLE WORLD**

Leonard Sweet recently stated that the world is transitioning from a “Guttenberg” to a “Google” frontier. People no longer receive the majority of their information through print. Rather, the world receives information through electronic/internet technology. The way in which people receive and processes information has changed.
Sweet makes this observation, “Anything in business or in the church that is working in this emerging culture is becoming more EPIC (Experiential, Participatory, Image-rich, Connective).”

**DISEQUILIBRIUM** (This is an uncomfortable, unfamiliar situation)

(25 minutes)

Video: “Generation We”

**Discussion**

How does this make you feel? What thoughts come to mind when you watched the video?

**GENERATIONS OF LEADERS**

**Seasoned Leaders:** Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

**Emerging Leaders:** Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

**What about Generation X?**
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.

MILLENNIALS: WHO ARE THEY? SIX KEY WORDS

1. **HOW THEY GREW UP— KEY WORD: ENTITLED**
   Some describe this entitled mindset to an ever increasing narcissistic culture for which this generation has grown up in.

   “Narcissism is one of the few personality traits that psychologists agree is almost completely negative. Narcissists are overly focused on themselves and lack empathy for others, which means they cannot see another person’s perspective. They also feel entitled to special privileges and believe that they are superior to other people.”

   **Jean Twenge**

• Young people have grown up being told they can do and be anything they **want** to be.

   This is not saying that they are so self-absorbed they cannot see anyone else’s needs but that their needs and aspirations are more significant than others and believe they are more special than others around them.
• Being labeled “special” used to have negative meaning attached to it but now it is a buzzword for this generation.

There has been a lot of effort by Boomer parents and teachers to build up the “self-esteem” in the young so they don’t get their feelings hurt. This is a relatively new concept for child development. This self-esteem enhancing environment that was meant to build good feelings seems to have, in a sense, backfired on the Boomers.

• There is a huge problem with teaching young students that they can do and be anything they want; it is simply not the way life really works.

I have personally experienced this kind of attitude from young adults in the church. I have also caught myself thinking this way. There is essentially nothing wrong with developing a healthy self-esteem but it cannot and should not be based on the self. It should always go back to one’s worth in God and in God alone.

It is now the responsibility of seasoned leaders to harness this self worth towards something to benefit the greater good of humanity. Leaders must locate the fine line of encouragement and corrective instruction to be able to combat the entitlement mentality. This will be a difficult task because this generation does not take criticism well.

2. HOW THEY WORK—KEY WORD: MOTIVATED
With the backdrop of being raised to believe they deserve nothing but the best because they are special, one can understand why they have entered the workforce motivated to make an impact. They have been pushed and driven so much by their parents and teachers that they come into the workforce with very high expectation for themselves and for the future of whatever particular field they are working in.

- This also means that when they come into a ministry leadership position, they will come with a list of changes he or she thinks the ministry needs to make.

This generation does have higher expectations then previous generations did at their age.

The root of this generational trait is from the motivation the Millennials received during their educational years. They were pushed to excel to lofty academic levels early in life.

- This is a generation were it is “cool” to be highly educated.

They have learned to work hard when it comes to school but not without having been rewarded for a job well done. Getting good grades that gives them the chance to be sought after by top colleges can make a student out to be a star in their own mind.
“This generation is not motivated by feelings of duty—working hard is not virtuous in itself, but it is worth it if they are singled out and recognized.” Jean Twenge

Many of these young adults want to make a significant impact but some go a bit too far as to how they communicate their enthusiasm.
• Many young adults come on so strong that it causes their leaders to react negatively to their idea.

They are ready to take on the world and yet don’t understand that in the corporate culture, you don’t always get what you want, when you want it. They don’t quite know everything they think they know. They need to be guided and directed in the right way to go about working.

“They want recognition for their accomplishments fast—because that motivates them to keep contributing.” Carolyn Martin

3. WHAT THEY VALUE—KEY WORD: CAUSE
If there were a word to describe what gets Millennials pumped up it would be “cause.”
• It has become incredibly popular to be giving and to serve.

Surveys show this is a rising value for them personally and they will respect others if they share this civic-minded lifestyle.

“Another survey of 13 to 25 year-olds revealed that about 81% of them have volunteered in the last year; 69% consider a company’s social and environmental commitment when deciding where to shop;
and 83% will place more trust in a company that is socially and environmentally responsible.” Gen Y Project

It is a cultural norm now for people to spend money or give of their time to help others in need even while receiving something for themselves. Is this different from other generations? “They are also far more cause-driven than any generation that has preceded them. Coupled with their unflagging confidence, technological superiority, and indomitable self-esteem, Gen Y is a cultural phenomenon.” Gen Y Project

• This generation is passionate about being part of changing someone’s life, starting with his or her own. It is interesting to see that even though they want to be part of something that will benefit others, they expect it to do something for themselves as well. “It’s no longer keeping up with the Joneses, it’s helping the Joneses.” Michael Brown

Does this mean they don’t care about making money for themselves? No, they still do. It is just that they find more significance and meaning when helping others.

What has brought this sense of humanitarianism to this generation?
• Volunteering has become part of many educational requirements that colleges are looking for in incoming students.
• These young adults don’t see much value in simply giving money to a cause.
• They want to participate in the cause.
• This is a hands on generation and will give of their time and energy to a cause they see benefits others.

How does this affect the church in the future?
• It is simple—if churches don’t show how they are giving back to society in some way, then they will be less likely to you’re your church.

They desire to be part of more than just a job or place of worship but they want to be part of a movement to make the world a better place.

Remember they are not looking for lip service so companies and churches have to be able to show them in real time how they give back tangibly. They want to see the real financial numbers. They want to see the life change taking place.

It is highly important for seasoned leaders to understand where the itch is and scratch it in order to engage this next generation in their passion.

**SOCIAL INTEGRATION** (I need to respond and interact)

(10 minutes)

**LET’S TALK ABOUT IT**
Break into groups of 3-4 and discuss the following:

1. Come up with a list of 5 additional words that would describe the Millennials from your experience.

**SCHEMA (I must relate the unfamiliar concept with a familiar one)**

(20 minutes)

**COMMON COMPLAINTS OF SEASONED LEADERS**

Some seasoned leaders think the Millennial generation just needs to “grow up” and face the real world.

1. **EASY THERE. SETTLE DOWN AND PAY YOUR DUES!**

Seasoned leader bosses are completely caught off guard with the high expectations of young emerging when coming into the workforce.

- **OFTEN EMERGING LEADERS ARE AMBITIOUS AND WANT TO BE GIVEN SIGNIFICANT JOBS AND RESPONSIBILITIES FROM DAY **ONE**.**

According to Bruce Tulgan, who has conducted extensive research on Gen Y, there is a myth surrounding this about young adults today and it states, “They won’t do the grunt work.” They will do the grunt work to prove their value to the organization but they will not do it for
long in “exchange for vague long-term promises of rewards that vest in the deep distant future,” as stated by Tulgan.

Why are seasoned leaders having difficulty with understanding this trait about emerging leaders? They had to pay their dues when they were young. Times have changed and this “work ethic” may not necessarily be the case anymore.

2. STOP DEMANDING AND SHOW SOME RESPECT!

According to Tulgan, another myth about the Millennial generation is that they do not respect their elders. Tulgan says this is false as evidenced by how close they are to their parents. The distinction would be that they want to be shown respect too.

- THE BOOMER GENERATION WAS TAUGHT TO RESPECT THEIR ELDERS “JUST BECAUSE,” BUT THIS GENERATION SHOWS RESPECT TO THOSE THEY FEEL THEY ARE RECEIVING RESPECT FROM.

A number of experts would disagree with Tulgan. Twenge says, “GenMe doesn’t just question authority—we disrespect it entirely.” Some people have this experience but others might give Millennials the benefit of the doubt that they are not intentionally showing disrespect. The Gen Y project believes they are not trying to directly challenge the authority of seasoned leaders.
They may not be intentional in trying to show disrespect but their attitude/approach/mannerisms it comes across this way because of the passion they express. They want to continue learning and processing and they love to try to help their organizations, including when their bosses do the same.

3. GET TO WORK…WORK IS HARD AND LONG!

Work for the Boomer generation has been central to life. The emerging leaders, however, do not feel the same way about work as their leaders do. Seasoned leaders can accept another myth as true:

Millennials want their bosses to do their work for them. The reality is that emerging leaders expect their leaders to teach them everything they need to know. Remember these young adults have a lot of head knowledge but not a lot of experience. They know this and rely upon their managers to show them the ropes.

Another aspect to this complaint of seasoned leaders is that they tend to think that if one does not put in over 50 hours a week, one will not succeed and make deadlines. These leaders think they are being a good example to their young leaders but that is not how the Millennials see it.

Carolyn Martin explained this to the Gen Y project, “And, don’t think you’re role modeling it because you put in 60 to 70 hours a week! That’s not work ethic to young people; that’s insanity!”
These young adults will not sacrifice their social life for the job so seasoned leaders need to be prepared. This does not mean they do not produce results on deadline.

- **Millenials are motivated to get their work done so they can have a social life.**

With the technology they have and use and their book smarts, they have the ability to get a lot done in a shorter amount of time. This is actually good news for the seasoned leader.

**Emotion** *(My neurotransmitters spark feelings and emotions inside)*

(5 minutes)

**Personalize it**

Close your eyes and think with me...

Remember what it was like for you when you first entered ministry. What were the things that you that about? What were your dreams? What were your fears? What did not like about the generation that came before you?

**Social Integration** *(I need to respond and interact)*

(10 minutes)

**Let’s talk about it**

Break into groups of 3-4 and discuss the following:
TWO DISCUSSION QUESTIONS
1. Look back over the six key words of the Millennials. What other words would you use to describe them?

2. How have you experienced frustration with the emerging leaders in your church?

FILTERS AND PUSHBACK (My filters screen out the illogical and produce ideas)

(10 minutes)
ASK AWAY (Q/A)

ACTIVE INVOLVEMENT (My grasp increases as my experience reinforces what I have learned)

LEADERSHIP EXERCISE
Take Away Activity

Engage the emerging leaders in your sphere of influence in discussions about their values over a cup of coffee or meal and of course pay for the coffee or meal. Get out of the office and hang out!

Notice I said, “discussions.” The more time you log in with your emerging leaders, the more respect you will receive from them. Intentionally carve out time to spend with them and you will notice your confidence will go up in your ability to connect with them.
BIBLIOGRAPHY


Bridging the Chasm

Presented by Scott Ramsey

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Bridging the Chasm

Workshop Speaker Notes

SUMMARY

To help seasoned and emerging leaders bridge the relational and leadership style chasms in order to effectively lead the church into the future.

OBJECTIVES

1. To understand that leadership styles change with change in culture in order to more effectively build rapport and influence each subsequent generation. And this is equally true with the Millennial generation.
2. To give tools for seasoned church leaders bridge the chasm that exists between them and their emerging leaders.
3. Encourage mutual relationship building, respect and vision for the sake of the church they serve.

Disclaimer

This session is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its
relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.

**INCENTIVE (I have a need and must find a solution)**

(10 Minutes)

Video “Generation Next-The Workplace”

**GENERATIONAL DIFFERENCES**

**Seasoned Leaders:** Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

**Emerging Leaders:** Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

**What about Generation X?**

The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.
There seems to be many multi-generational staff frustrations being experienced in churches. There is an angst that is being experienced by leaders of churches against the new up-and-coming young adults and an angst that young adults are feeling towards the leadership style of those in positions of authority over them.

There is a need to find a way to bridge not only the generation but also the cultural chasm that is currently being experienced in churches. The problem is that many Boomer leaders know very little about who the Millennials are and how they would like to interact in the church.

The current Boomer leaders are faced with the task of connecting with and inspiring this generation to become the leaders they need to take their companies and churches into the future.

**Hope for the Future**

Young adults can and will stay in church if it becomes something they can get excited about and believe in.

This means that church leaders need to show the younger generations by their actions—not just with their words—that they matter and are a valued contributor to the church’s future.
When looking at the end of a long ministry career, the questions for a seasoned church leader need to shift to, “How can I leave a legacy? How do I go out a winner? What do I need to know and do to positively affect the expansion of the Kingdom long after I am gone?”

The urgency of developing emerging leaders truly lies in the ongoing missional advancement of the Kingdom of God. Seasoned church leaders will gain a motivation to both accept emerging leaders as legitimate ministry partners and be willing to change their approach to leading to these young leaders so that the mission of the church does not die. What leader wants the church they have led to fall apart after they depart? There is a lost world out there that needs to hear the Gospel of Jesus. This includes the Millennial generation. Seasoned church leaders will continue to be challenged to think like missionaries in a foreign land when engaging with the Millennial generation and the culture for which they have grown up.

**DISEQUILIBRIUM (This is an uncomfortable, unfamiliar situation)**

(25 minutes)

Some seasoned leaders may not anticipate that leadership styles are affected by culture and, therefore, subscribe to the belief that
leadership development processes and management is static—unchanging.

Some leaders believe that those underneath their leadership must learn and adapt to their style instead of the leader adapting to their followers. Emerging church leaders perceive seasoned church leaders will only “bless” their leadership if they become a “copy” of the seasoned leader. This perception comes from all the times they hear comments like, “We have always done it this way,” or “This is the way to handle the situation.”

The perception of being a copy of the seasoned leader can be felt when a seasoned pastor is being extra critical of the way an emerging leader conducts a service, or a meeting or deals with a volunteer. These are all outward signs of a difference in leadership philosophy. The younger staff must conform to the leadership style of their bosses and this often causes enough frustration to consider leaving the church.

**THE CHASM CREATED BY LEADERSHIP STYLES**

**ADAPTED FROM DR. TIM ELMORE**

Leadership style is something that needs to change to apply his or her substance according to the needs of the cultural context the leader is in. Elmore gives three statements about styles of leadership.
1. There is not just **one** right way to lead.

2. Great leaders will change their **styles**, but not **principles**.

3. Lasting leaders determine their style by observing their people.

**1. Military Commander** (1950’s)- Top down; **loyalty** is the key value

During the 1950s the major leadership style used was “Military Commander.” This style used a very top-down hierarchal approach and leaders were mostly male. The key value of this style was loyalty. Leaders expected their followers to remain loyal to them and their organizations.

**2. CEO** (60’s-70’s)- Leading with Vision; **productivity** is the key value

During the 1960-70s a new style emerged. This was the “CEO” style. This style still used a top-down approach with an added element of vision. Leaders with this style led by casting a compelling vision that inspired people to accomplish the vision. The key value was productivity. This was used in the beginning of the church growth movement. Churches wanted to see growth and productivity.

**3. Entrepreneur** (80’s) – Desiring to be “cutting edge”; **innovation** was key value

Then in the 1980s, the “Entrepreneur” style took the emphasis of productivity to innovation. The 1980s were all about innovation and economic growth through being on the “cutting edge” of everything imaginable. This style took hold in America’s churches and is when churches like Willow Creek Community Church and Saddleback
Community Church began to be on the forefront of church growth. Church leaders wanted to make church “pop” with the latest and greatest technology and entertainment.

4. **Leader as sports coach** (90’s) – Deploying the talent of the players; **teamwork** is key value

Then in the 1990s the leadership style turned from the hype of innovation to team development. The leader as a “Coach” style became the new thing. The key value was teamwork. The leader began to see themselves as a coach of a team, finding and deploying the best people in the right positions to win the game. This leadership style caused leaders to want to experience collaboration and want to have closer relationships with their team players.

5. **Poet-Gardner** (today)- Read before lead; connection and **growth** is key value.

This Leadership style leads in an age of complexity and doesn't pretend to have all the answers. They are learning, reading and synthesizing information in order to lead (that is the Poet part) and they are most interested in growing people under their care (that is the Gardner part). This style is a leader that asks questions and listens.

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**EMOTION (My neurotransmitters spark feelings and emotions inside)**

(5 minutes)
PERSONALIZE IT

Break up into groups of 2-3 according to seasoned and emerging leader groups.

Seasoned Leaders
1. What leadership style do you feel you use?
2. How have your emerging leaders responded to your leadership?

Emerging Leaders
1. Which style describes your boss?
2. Which style do you want to posses?

SCHEMA (I must relate the unfamiliar concept with a familiar one)

(30 minutes)

IMAGE: BRIDGES

Seasoned church leaders will want to bridge the leadership chasm to leave a legacy of people behind them that are ready to lead the church into the future. A leader cannot expect to raise up new leadership without personally investing in developing leaders. It is through bridging the chasm that a seasoned church leader will gain influence over the Millennials.

BRIDGING THROUGH FOLLOWING
1. **WE ARE LIVING IN A CULTURE OF FOLLOWERS.**

Following is not all bad depending on whom it is that one is following. The Christian faith is built upon the concept of following.

For example: Twitter: we follow people by reading status updates they post on the Internet.

Leadership is increasingly downplayed by the Millennials. They are okay with being labeled a follower. Leadership is being redefined by the Millennials to include the concept of being the first follower of a leader. It is the person who follows first that really gets the credit for starting a movement that attracts.

We will discuss the importance of the concept of the “first follower” a bit later.

2. **THE KEY FOR THE CHRISTIAN LEADER IS TO LEARN TO LEAD THROUGH FOLLOWING; FOLLOWING THE WAY OF JESUS.**

The Bible states, “Whoever says ‘I know him’ but does not keep his commandments is a liar, and the truth is not in him, but whoever keeps his word, in him truly the love of God is perfected. By this we may know that we are in him: whoever says he abides in him ought to walk in the same way in which he walked” (1 John 2:4-6 ESV).

The Christian leader has always been evaluated by the criteria that they were actively following God.
The English Standard Version of the Bible uses the words “follow, followed, following, or follows” 286 times as opposed to only using the words “lead, leading, leads” 128 times.

This indicates an emphasis on following as an important part of the life of faith. Think of the kings of Israel. Scripture explains that the kings that were great leaders were the ones who sought after the Lord’s heart and his wisdom. If the king was following God then the people followed God. When the king ignored God, the people forgot the promise of God.

Notice the emphasis on walking as Jesus walked. This is a perfect example of the call to follow Jesus’ example. In fact, it is not a suggestion, but a command. This applies to how leaders lead.

3. **The Apostle Paul wanted the churches in that he ministered, to follow him as he followed the example of Christ.**

The Scripture says, “I urge you, then, be imitators of me. That is why I sent you Timothy, my beloved and faithful child in the Lord, to remind you of my ways in Christ, as I teach them everywhere in every church” (1 Corinthians 4:16-17, ESV). Paul was a leader who understood that he must lead by example.

1Thessalonians 1, we find an example of how he led people by example to follow Christ. He makes it clear that he led with his very life, not just with words. By living among the people and thereby
causing the people to grow spiritually, the people had great influence and impact for the Kingdom of God throughout their region. Paul was more than a great teacher and theologian; he was a great leader.

Following Jesus is first and foremost about leaders developing a close relationship with Jesus alongside of other leaders. Leaders must base their leadership development upon Jesus’ example.

**SOCIAL INTEGRATION (I need to respond and interact)**

(10 minutes)

**LET’S TALK ABOUT IT**

Break into intergenerational groups of 3-4 and discuss the following:

**TWO DISCUSSION QUESTIONS**

1. What are some other Biblical examples of followship? How do they illustrate the concept of followship?

2. What does it mean to lead by following?

**BRIDGING THROUGH COMMON VISION**

Developing common ground is a very important part of the process for developing the next generation of leaders. This generation is especially passionate and motivated to change the world, including their workplaces. This has caused seasoned leaders grief in that the younger seem to show no respect or appreciation for what and who
has gone before them. Neither party means to get frustrated with the vision or direction of the organization or its systems, but it happens.

There is a need to bridge the chasm between organizational goals and individual goals. It is important to directly address both emerging and seasoned leaders to make sure common vision is understood.

For Emerging Leaders:
1. **Seek a Mentor** that has been in the organization a while and can show you the ropes as to how things are done.

You have a lot to offer but so do the seasoned leaders. This will show seasoned leaders that although you have new and innovating ideas, they appreciate the wisdom that has gone before. It will also help mitigate feelings of wanting to be more right than the seasoned leaders. Honoring the past will help bridge the chasm between generations. There is nothing necessarily wrong with what was done in the past. It may be less effective now but be careful in labeling things right or wrong.

2. **Focus on the organization’s needs, not just your own needs.**

This will ensure that you are looked at as a team player. You have to sincerely desire to become a team player. Make sure your motives are truly in the right place. This does not mean that you cannot and should not try to gain credibility with those in leadership above you. Quite the contrary, this will help build the credibility you need to
advance in the organization. Changing the way in which you communicate your vision and dreams from being “your” dreams to the dreams of the organization is a way to gain stronger trust with those above you.

3. **Pick the battles** that will produce the greater good for both you and the organization.

Don’t go to your seasoned leaders with every little thing that annoys you about what is happening. This will be perceived as complaining and this will not help you meet your personal goals. Show a little bit of patience and this will go a long way in bridging toward a common vision. Learn to keep your mouth shut more than spouting off every time there is an opportunity. When the right time comes to communicate an idea, seasoned leaders will be more inclined to listen.

**For seasoned leaders:**

1. **Understand that helping your emerging leaders fulfill their goals** can be a win for both them and the organization.

Just because young emerging leaders have the desire to move up in your organization does not mean they don’t have ideas that can benefit the entire organization.
2. **THE ONLY WAY YOU CAN LEARN YOUR EMERGING LEADER’S GOALS IS TO ALLOW TIME FOR MEANINGFUL **CONVERSATION** **WITH THEM.**

Leadership is not always about getting everything you want anyway. Erwin McManus defines visional leadership as, “awakening the dreams and the visions of those around us.” Allow the young emerging leaders to have a voice in the future of the organization. Ron Carucci comments, “Leadership should never be about only one person getting their way at the expense of others. Nor is leadership ever about everyone getting their way.”

Being the one up top should not translate into “do what I say” leadership. Giving young emerging leaders a chance to give input into the future vision and direction of an organization will motivate them to stay longer since there is some ownership.

Your young emerging leaders will respond to the needs and goals of the organization as long as they have been included and their voices have been heard. Keep in mind they will get discouraged if they never see any changes implemented that they do suggest. They will pick up on this in time and will not stay in your organization long if this is the case.

3. **PUT INTENTIONAL TIME AND EFFORT IN ESTABLISHING CLEAR ORGANIZATIONAL AND PERSONAL GROWTH **PATHWAYS** **FOR YOUNG EMERGING LEADERS TO WALK THROUGH.**
Whatever the established system may be, make sure that you communicate it very clearly to your young emerging leaders. It is the job of the leader to bring clarity to any given situation. This younger generation understands the uncertainty in this world and does not expect the future to be fully known.

But helping them understand the way things work, while at the same time being open to new ideas to improve will create common ground and work towards building a common vision for the organization. It is possible to create a close working partnership with those under you if you open up the doors of communication.

**BRIDGING THROUGH EMPOWERMENT**

If there was one issue that causes many emerging leaders to give up on their leaders it is in the area of empowerment.

1. **IF EMERGING LEADERS DO NOT FEEL LIKE THEY HAVE SOME POWER OR AT LEAST SOME INFLUENCE WITHIN THE ORGANIZATION, THEY WILL BECOME LIKELY TO FIND ANOTHER PLACE TO EXPERIENCE MAKING AN IMPACT.**

2. **THIS CALLS FOR A BALANCE OF CLOSE RELATIONSHIPS AND HANDS-OFF APPROACH TO LEADING.**

Seasoned leaders must learn to engage and empower young leaders in order to successfully transfer leaders upon retiring. The idea of
empowering the next generation to take their place in roles and ranks of leadership is something many are struggling with.

3. Seasoned leaders must be willing to give these young adults more **responsibility** when trust as been established.

4. Knowing the highly motivated nature of the **Millennials**, seasoned leaders can tap into this by giving more **opportunities** for them to prove themselves.

Not everything one does in the workplace is exciting and totally fulfilling. This is part of life. Remember these young adults were raised to believe in instant gratification and entitlement. It may be the seasoned leaders role to teach them that they may not get everything they want, when they want it.

There needs to be a balance in the everyday remedial tasks and the larger more **advanced** types of assignments.

5. Allow them to **rub** shoulders with and have significant relationships with those at all levels in the organization.

One of the things that are being questioned by emerging leaders is the need for hierarchy inside of organizations.

Flattening the structure communicates that everyone is **important** and that everyone has a voice.
Seasoned leaders must find ways to make their younger emerging leaders feel part of not only the execution but of the planning of the organizational goals.

**SOCIAL INTEGRATION (I need to respond and interact)**

(10 minutes)

**LET’S TALK ABOUT IT**

Video: “Dancing Guy”

**DANCING GUY LEADERSHIP**

Break into intergenerational groups of 3-4 and discuss the following:

**TWO DISCUSSION QUESTIONS ABOUT DANCING GUY**

1. What do you find to be the most challenging thought about what was presented?

2. How have you seen or personally experienced the principle of the first follower?

**FILTERS AND PUSHBACK (My filters screen out the illogical and produce ideas)**

(10 minutes)

**ASK AWAY Q/A**

**ACTIVE INVOLVEMENT (My grasp increases as my experience reinforces what I have learned)**
LEADERSHIP EXERCISE

Take Away Activity

Bridge Building Feedback Exercise

The exercise may be done as often as once a quarter but at least once a year. Each exercise would have two components: a written survey and a follow up group meeting. The purpose of this exercise will be to foster ongoing open dialogue to ensure a bridge building culture.

Make clear this process is separate from performance reviews and will in no way hurt the review process. Try to make the written survey anonymous.

The written survey should include questions based upon bridging through following, common vision and empowerment.

Give seasoned and emerging leaders the chance to self-evaluate and to evaluate the each other.

The follow up group meeting should take place in a relational environment (outside the office) and will include the sharing of the data collected in the survey. Allow time for open and honest discussion around the results of the survey. Brainstorm ideas to strengthen the bridges between the leaders.

The result will be a more healthy and unified leadership culture.
BIBLIOGRAPHY


The Computer Cluster and Two-Way Street

Workshop Speaker Notes

SUMMARY
Participants will learn to think of leadership development as more than a program and begin to re-image the way they begin to build leaders of the emerging generations.

OBJECTIVES
1. To understand how to see leadership development through an EPIC lens.
2. To come away with tools to begin “cluster” leadership groups that foster an intergenerational leadership development culture with the church.
3. To see the value of investing in two-way mentoring relationships that allow both seasoned and emerging leaders to learn from one another that results in greater ministry effectiveness.

DISCLAIMER
This session is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church
culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.

**Seasoned Leaders:** Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

**Emerging Leaders:** Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

**What about Generation X?**
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.

**INCENTIVE (I have a need and must find a solution)**

(10 Minutes)

**RE-IMAGE LEADERSHIP DEVELOPMENT**

Video: “Dilbert Mentoring”
The Millennial generation requires leaders to re-image what leadership is to inspire them to be leaders for their culture. This is
a pivotal time with this new generation of adults who desire to make a difference in the world without yet knowing exactly how to do it. Church leadership over the last twenty years has been more about systems and controls than about people development. There needs to be a renewed emphasis on leadership development targeting these new young adults.

**LEADERSHIP DEVELOPMENT:**

“The intentional process of helping established and emerging leaders at every level of ministry to assess and develop their Christian character and to acquire, reinforce, and refine their ministry knowledge and skills.”

Aubrey Mancini & Will Malphurs

An intentional effort to develop future leaders in the church is needed in these areas to be able to see the church reach the changing culture.

1. **THE CHALLENGE FOR MANY CHURCHES WILL BE TO MOVE AWAY FROM A LEADERSHIP DEVELOPMENT “PROGRAM” TO A CULTIVATION OF A LEADERSHIP “CULTURE.”**

2. **PROGRAMS AND OVER-STRUCTURED LEADERSHIP “INTERNSHIPS” WILL SIMPLY NOT CONNECT WITH EMERGING GENERATIONS.**
There is nothing wrong with internship programs per se but they will need to look different from the systems and structures of the past.

Jane Creswell makes a bold statement when she says, “Program organizations of the past just don’t inspire young adults to commit to such leadership positions. Every year it’s harder for churches to fill the job templates with adults who will say yes.”

Why is this so important? Julia Duin in her book, Quitting Church, states,

This generation tends to be disinterested in church unless they are running it. Barna research indicates only one out of eight churchgoing young people (ages twenty-two to forty) has served as a lay leader during a recent two-year period, compared to one out of four baby boomers (ages forty-one to fifty-nine) and one out of three elders (over sixty).

**DISEQUILIBRIUM (This is an uncomfortable, unfamiliar situation)**

(5 minutes)

**THE GOOGLE WORLD**

Leonard Sweet recently stated that the world is transitioning from a “Guttenberg” to a “Google” frontier. People no longer receive
the majority of their information through print. Rather, the world receives information through electronic/internet technology. The way in which people receive and processes information has changed. Sweet makes this observation, “Anything in business or in the church that is working in this emerging culture is becoming more EPIC (Experiential, Participatory, Image-rich, Connective).” This change has implications as to how churches will function in the future.

Because of the change in culture, developing Millennial leaders will be need to be applied in a way that embraces the future. I believe that new pictures for leadership development need to be birthed from the needs of the Millennial generation rather than the needs or preferences of the seasoned leader. The Millennials are a visual generation that understands images. New images are needed to express to them their importance for the continuation of churches across America. The following are the pictures that I believe should guide the seasoned church leader to develop Millennials for leadership in the church.

**LEADERSHIP DEVELOPMENT IN A GOOGLE WORLD**

We need to learn to lead EPICally to reach young leaders.

**Experiential** – Young Leaders don't want to learn only with their **left** brains, but engaging their right brain creativity in a multi-sensory experience.
Participatory - Young leaders are interested in being a part of the outcomes.

Image - Young leaders communicate and learn more in images than whole words.

Connected - Young leaders connect relationally through the use of technologically.

**SCHEMA (I must relate the unfamiliar concept with a familiar one)**

(30 minutes)

**IMAGE: COMPUTER CLUSTER**

Video: “VA Tech Computer Cluster”

Like an individual Personal Computer (PC), a person by themselves has limited capabilities. Scientists have learned to link more than one central processing unit (CPU) together to increase its thinking power. Computer clusters increase power through a network of processors and is more cost effective than building one super computer.

There is a valuable lesson to be learned as one thinks about developing leaders.

1. **THE MORE LEADERS ARE CONNECTED TO EACH OTHER, THE MORE EFFECTIVE AND “POWERFUL” THEY BECOME.**
2. **It is imperative to make leadership development something that young adults **want** to be part of.**

It is my contention that in order to identify potential leaders and begin leadership development of Millennials, they need to be “clustered” together with seasoned leaders.

**Clusters**

A “Cluster” is a small group of seasoned leaders mixed with young emerging leaders that meet once a week for a designated period of time for the purpose of learning to become better leaders.

This method happens to be very effective with the young emerging leaders. They want intergenerational learning relationships.

Ed Stetzer’s research has found that younger adults have a desire for relationships that go beyond their own stages of life. He also found that,

“younger adults are looking for a connection with the church and a connection with people who are willing to walk alongside them and give advice here and there. They’re looking for mentors who are willing to invest in their lives and teach them some things along the way.”

**Qualities of Clusters**

- High **commitment**
- High **accountability**
• Participants commit to reproducing what they have learned in another group of potential leaders.
• Discussion participation based group that fosters open dialogue about their personal, spiritual lives and about issues of leadership in the church.
• Openness to listen to each other without judgment.
• Provides a venue for seasoned church leaders will be able to tell stories of successes and failures in their journey and the young emerging leaders have a venue to express their dreams and ideas for the church.

NOTE: The leadership of the church, particularly the lead or senior pastor, is the linchpin for this catalyst of cross-generational discipleship to occur.

Once the senior or lead pastor gets involved, then the rest of the staff and leadership core of the church will begin to see this importance and begin to identify young men and women to pour themselves into.

Once young emerging leaders begin to be personally invested in by a group of their elders in the church, they will become less frustrated and able to follow their leaders in taking on leadership roles and tasks in the church. This is one of the strongest ways to engage the next generation. Give them a task that includes some recognition, then they will step up.
It is pretty easy to see the major generational gap in leadership in the church. Invest in them and turn them loose to help the church into the future.
AN EXAMPLE OF LEADERSHIP CLUSTER GROUPS

Overview: A Leadership Cluster is a small group of leaders who meet weekly for a set period of time to learn and challenge one another to grow in their leadership. When the time frame is done, the members of the clusters will be expected to find their own potential new leaders to begin a new Leadership Cluster therefore reproducing and multiplying leaders.

- I have done this with men in the church who have leadership potential and yet have not been active in any leadership role.
- This is typically a nine or ten-month commitment that includes weekly Bible reading and weekly reading from assigned books on leadership and cultivating a personal relationship with God.
- We meet to discuss the readings and to challenge one another to live out what we are learning.

Required Book Reading:

There is generally two chapters a week assigned. Participants purchase each of these books in advance so as to be prepared to read and discuss at the scheduled days. I have used the following books:

- *In the Name of Jesus* by Henri Nouwen
- *The Next Generation Leader* by Andy Stanley
- *The Divine Mentor* by Wayne Cordero
• Developing the Leader Within You by John Maxwell
• Crazy Love by Francis Chan
• Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders by Reggie McNeal
• Habitudes: Images that Develop Leadership Habits and Attitudes by Tim Elmore (DVD)

Required Biblical Reading:

There will be weekly required Biblical reading that will focus our attention on leadership as displayed and taught by Jesus and Paul. We generally will read a chapter a week from the following books.

1. Gospel of Mark
2. Ephesians
3. 1 & 2 Timothy

Leadership Advance:

One night and one day of extended learning and hang out time to discuss and learn several leadership principles using Tim Elmore’s Habitudes: Images That Form Leadership Habits And Attitudes.

Lesson Planning
• Have a specific topic to discuss and a ball park goal for the meeting.
• Be sure to have written out lesson/discussion plans for each meeting. This will keep the conversation focused.
• Give out assignment schedule a month ahead of time so the group knows where it is going.

SOCIAL INTEGRATION (I need to respond and interact)
(5 minutes)

LET’S TALK ABOUT IT
Split into mixed generational groups of 2-4.

TWO DISCUSSION QUESTIONS
1. What are some examples of how you see or don’t see the need to provide intergenerational interaction in your church?

2. What would you do if given the opportunity to invest in potential leaders (“clusters” or something else)?

SCHEMA (I must relate the unfamiliar concept with a familiar one)
(20 minutes)

IMAGE: TWO-WAY STREET
Re-imaging leadership for the Millennials requires mentoring relationships that look more like a two-way street rather than a one-way street. There needs to be seasoned leaders who will
humbly look back on their journey and also look ahead to see what kind of an impact they can have in the lives of young leaders.

Consider the freedom a two-way street gives to drivers; if a driver misses an exit or turn, he or she can always turn around and try it again. A driver can learn from glancing behind and giving attention to the flow of traffic. Allowing the traffic flow to go both ways allows for less congestion and less confusion. It benefits the drivers in both directions.

The same is true for mentoring relationships that are considered two-way in nature. Seasoned leaders may learn as much from the emerging leader as the emerging leader will learn from the seasoned leader.

**TWO WAY STREET LEADERSHIP INSIGHTS**

1. THIS IS A GENERATION THAT HAS HAD THEIR HANDS HELD BY THEIR PARENTS AND TEACHERS ALMOST TO A FAULT.
   
   The reality is that they are used to being given a lot of attention. This will continue to be the case as they enter the workforce and ministry. They require more day-to-day management than what seasoned leaders ever received from their predecessors.
The more a manager takes time to show concern for their direct reports, the better response they will receive back when given an assignment.

2. **IT IS IMPORTANT TO DISCOVER THE LINE BETWEEN FREEDOM AND OVERSIGHT WITH EACH ONE AS INDIVIDUALS.**

Tulgan expresses this fine line when he writes, “Lead, but don’t pretend to be a cheerleader. Sympathize, but don’t pretend to be a therapist. Be authoritative, but don’t pretend to be a tyrant. You can lead in a demanding and supportive way and be real all at the same time.”

There is a need to check in with them from time to time but there is no need to micro-manage their every move. It is a good thing to have a once a week meeting where weekly goals and priorities are established and kept track of. This will communicate to the emerging leaders that the manager cares about their performance.

A good idea is to manage with more of a mentoring posture.

3. **MENTORING NEW LEADERS IS SOMETHING THAT CHURCH LEADERS SHOULD ALWAYS BE DOING AS PART OF THEIR LEADERSHIP.**

Niel Cole states, “Life-on-life mentoring is the only way for young leaders to shine.” This mentoring posture is very well suited for
this generation because it levels the playing field and removes the top-down mentality in the relationship.

Church leaders cannot assume their young staff can guide themselves into their new positions in the church.

But…

4. SEASONED CHURCH LEADERS ALSO CANNOT ASSUME THEY HAVE NOTHING TO LEARN FROM THE YOUNG LEADERS EITHER.

Earl Creps offers up a great leadership discipline called “Reverse Mentoring” in his book with the same title. Reverse mentoring is a process where the older leader allows the younger leader to speak into their life and teach them to look at the world through their eyes.

The key is for the seasoned leader to be open to learning from their young staff.

This process requires a lot of question asking and listening. The seasoned leader who shows an attitude of wanting to learn from younger leaders will find the young respecting one’s leadership and authority. Church leaders typically have much to learn about the changing culture around them and what better resource than the young staff members to mentor them in the areas of unfamiliarity? This will ensure a healthy two-way relationship and will blur the lines of mentor to protégé. The relationship may be
messy but the benefits will out number the possible bumps along the way.

5. Emerging leaders look for **honesty** in their two-way relationships.

They desire a feeling of mutuality and humble honesty in character.

Lee Cockerell, former vice president of operations for Disney World Resort claims, “The organization of the future will have caring, humble, inclusive leaders who understand what is expected of them and who are held accountable for conducting themselves professionally and serving their employees.”

This means that seasoned church leaders will be men and women who put themselves under authority and are held accountable by those they report to and those that report to them. This requires humble honesty to do it well. The question then becomes, how does a leader check oneself to make sure his or her integrity is in tact?

Marston suggests, “The simplest test of character is to ask yourself: Do you do what you say and say what you do? (Or do you play political games with your employees?) Are you dependable in your actions, behaviors, and emotions? Are you reliable? Are you true to your word?”
6. **SEASONED LEADERS WHO LEAD THROUGH EMOTIONAL **VULNERABILITY** 
**WILL GAIN THE HONOR AND RESPECT OF THEIR YOUNG STAFF.**

The problem therein lies in the ability for the seasoned leader to let down their guard enough to show weakness and mutuality with those they lead.

Jimmy Long states, “For many of us who are older leaders, we have been taught all our lives to be cautious about what we share with people who work for us. The old wisdom was that if we shared our questions, our pain and our doubts we would not be considered strong leaders.”

Another interesting observation is that many church leaders don’t know how to emotionally connect with their followers and especially their staff. A dead giveaway to this is an authoritarian leadership and management style.

George Fox Evangelical Seminary professor and author MaryKate Morse points out, “Authoritarian leaders generally have low self-esteem. They are characterized by rigidity and conventionalism or traditionalism.”

Leadership styles such as this haunt pastors all over the country. The sad reality is that there are a lot of insecure leaders out there which cripples the Church more than most realize. How can pastors lead with a false sense of confidence that will do anything
to keep power and authority for themselves? With this kind of emotional instability little is left to pour into others. These kinds of leaders do not make themselves personally available to their young staff very often. When they do, they tend to come off as being “too perfect” with few or minor problems. The Millennial generation wants to connect with the brokenness of their leaders.

This problem in its most extreme form is labeled Narcissism. Morse describes characteristics of narcissistic leaders that “include grandiosity, entitlement, arrogance and a need to dominate and control. They do not easily empathize with others, so they may be unaware of or unable to take into consideration another person’s ideas and feelings.”

This type of leader will repel next generational leaders like oil does to water. This will cause tension and point out to the younger leader that their superior has issues they have never dealt with from their past. When this happens, there is a loss of respect and admiration for their leader. The moment the seasoned leader comes clean with their issues, the younger leader will start to see this person as humbly honest.

**EMOTION (My neurotransmitters spark feelings and emotions inside)**

(5 minutes)
PERSONALIZE IT

Every leader has strengths and weaknesses. It is important to have self-awareness and place yourself around leaders or potential leaders who can challenge your thinking. This will take a humble, vulnerable approach to leadership.

I am sure that each one of you have had people in your lives that have invested in you. Write their names down in your notes.

What is their legacy? More importantly, how will you pass on their legacy?

SOCIAL INTEGRATION (I need to respond and interact)

(5 minutes)

Split into mixed generational groups of 2-4.

LET’S TALK ABOUT IT

DISCUSSION ACTIVITY

1. Take a piece of paper and draw a two-way street. Title one lane “seasoned leader” and the other lane “emerging leader.” In each lane, list the ways each could learn from the other.

FILTERS AND PUSHBACK (My filters screen out the illogical and produce ideas)

(10 minutes)

ASK AWAY Q/A
ACTIVE INVOLVEMENT (My grasp increases as my experience reinforces what I have learned)

LEADERSHIP EXERCISE

Take Away Activity

Whether a seasoned or emerging leader, take time to reflect and evaluate yourself as a leader. What are the attitudes and actions that need to change in order to begin to appreciate the opposite generation. What is your level of emotional self-awareness? What holds you back from sharing you weaknesses as leader with others?

Take time to think about the images of the “Computer Cluster” and “Two-way Street” and brainstorm with your staff how to apply these in your church context.
BIBLIOGRAPHY


Taxicab Leadership: Driving Millennials Toward Ministry Success
Workshop Speaker Notes

SUMMARY
Participants will learn how to re-image management of Millennials to ensure they are being equipped for ministry success.

OBJECTIVES
1. Recognize the need for new management best practices that are effective with Millennials.
2. Be able to define and explain the concept of coaching and how it applies to management.
3. Identify the key areas Millennials will need to be coached for long term ministry success.

DISCLAIMER
This session is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.
GENERATIONS OF LEADERS

Seasoned Leaders: Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

Emerging Leaders: Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.

INCENTIVE (I have a need and must find a solution)

(5 Minutes)

A NEED FOR IMPROVED MANAGEMENT

It has been the journey of this emerging church leader to face the sad reality of poor leadership development and management in the churches for which I have served.
Leadership has been more about systems and controls than about people development. I have experienced the type of leadership that only chooses to react against perceived problems instead of proactively participating in a dialogue to help staff become better leaders. I have wondered why my managers have chosen not to engage in positive conversations about becoming a better leader in the church. Often times, the only reason why my supervisors chose to meet with me was when they were fielding complaints from church members about something I had done. I can’t understand why these leaders did not try to challenge my thinking through asking insightful questions. They seem to only know how to *tell* me what to do (if they decide to even do that).

Video “Dilbert Bad Boss”

1. **Poor management** is the biggest reason why emerging leaders will choose to not engage in leadership development processes within the church they attend.

Poor management is the main reason why emerging leaders choose to leave their current place of employment.

Brian Emerson and Ann Loehr claim, “Poor management results in huge costs to an organization. A disturbing truth for managers is that most of the time, when people quit their jobs, they are not leaving an organization; they are leaving their manager.”
This is a problem if churches want to keep their young leaders in their church for any length of time.

2. MANY EMERGING LEADERS FEEL THE ONLY WAY TO ADVANCE IN THEIR MINISTRY CAREER IS TO JUMP FROM CHURCH TO CHURCH PURSUING ADDED LEADERSHIP CAPACITY AS THEY DO IN THE SECULAR WORK PLACE.

Wilson and Gislason give a startling statistic about non-profit organizations and their employees, “Surprisingly, 55 percent of all survey respondents believed that they needed to leave their organizations in order to advance their careers.”

DISEQUILIBRIUM (This is an uncomfortable, unfamiliar situation)

(5 minutes)

MANAGEMENT SHIFT

Video: “Managing Millennials”

What type of leadership from seasoned church leaders will inspire the emerging generations to want to lead the church into the future?

Linda Miller and Chad Hall claim in their book, Coaching for Christian Leaders, “Good leadership is about influencing others forward toward a better reality.”
1. Every seasoned church leader should be helping those under his or her influence become more effective than they are.

It is a less dominating leadership of telling and more a journeying leadership that wants to see others succeed through self-discovery, action and accountability.

Many seasoned church leaders would claim they do this, but are not doing so effectively because of a chasm that exists between them and emerging church leaders.

Some are not identifying and developing high potential leaders because of being intimidated by those under their authority.

Charan suggests, “You can often identify a true leader because the people working under that person are of high caliber, are energized, and have a natural affinity for the leader and want to see him or her succeed.”

2. Preparing and guiding emerging church leaders towards ministry success and longevity will require seasoned church leaders to use a coach approach to management.

There is much that seasoned church leaders need to be doing to prepare their churches for the coming leadership transition. One of the items on the list is to focus on developing the next generation
of leaders for the church and guiding them along their ministry journey.

**SCHEMA (I must relate the unfamiliar concept with a familiar one)**

(30 minutes)

Video: “Take a Cab in NY”

**IMAGE: TAXICAB DRIVER**

A person calls on a taxi to help them get from where they are to where they want to be. A coach, like a taxi driver, only provides the vehicle to get a person where they want to go. The main job of the coach is to take a person on a journey of self-discovery to ensure personal and professional growth. This taxicab leadership puts the driver as the humble servant to the passenger. The passenger chooses the destination and the driver helps deliver them to their destination using effective driving methods in a timely manner. Drivers are experts in the process of the journey and do not pretend to be experts of the lives of their passengers.

**DEFINITIONS**

1. **THE INTERNATIONAL COACH FEDERATION:**

Adheres to a form of coaching that honors the client as the expert in his/her life and work, while believing that every client is creative,
resourceful, and whole. Standing on this foundation, the coach’s responsibility is to:

1. Discover, clarify, and align with what the client wants to achieve
2. Encourage client self-discovery
3. Elicit client-generated solutions and strategies
4. Hold the client responsible and accountable

2. LEADERSHIP GURUS, WILSON AND GISLASON:
“We define coaching as a process that supports individuals to make more conscious decisions and to take new action.”

Although coaching had its genesis in the corporate business world, there are Christian coaches who coach from a more Christ-centered foundation.

3. BUSINESS AND MINISTRY COACHES LINDA MILLER AND CHAD HALL:
“Christian coaching is a focused Christ-centered relationship that cultivates a person’s sustained growth and action.”

Coaching is about developing people to be all that God wants them to be. It is to help them find the answers to their problems from with inside themselves while listening to the Holy Spirit.
Seasoned church leaders may think this leadership approach does not fit within ministry contexts because it stems from the business world. I would argue this is a very biblical and Christ-like approach to building better servants for the Kingdom.

Coaching focuses on a person’s future potential not their past mistakes. Coaching is action-based “real time” learning that allows
the person being coached to learn while doing ministry. Coaching provides an accountable relationship that does not have room for idleness.

Creswell suggests, “Coaching focuses on promoting discovery. Christ-Centered coaching additionally utilizes the power of the Holy Spirit in that discovery process.”

The coaching process should be looked at as a journey of personal and spiritual growth involving the coach, the person being coached and God.

**FILTERS AND PUSHBACK (My filters screen out the illogical and produce ideas)**

(10 minutes)

**ASK AWAY Q/A**

**TAXICAB LEADERSHIP EFFECTIVENESS AND MILLENNIALS**

In an age of complexity and information overload, the rules for education and learning are changing. The new relational and digital landscape will cause seasoned church leaders to lead through influence as opposed to their “position” and their “knowledge.”
Tony Stoltzfus states, “In this generation, if you can’t lead by influence, you can’t lead.

1. **THE EMERGING GENERATION WILL NOT TRUST THE TOP-DOWN, ALL-POWERFUL, ALL-KNOWING LEADER WITHOUT ESTABLISHING A RELATIONSHIP.**

Relationship will precede any knowledge transfer a seasoned leader would like to give to the emerging young leader.

Just because a leader thinks he knows more from education and experience does not mean the younger does not have access to the same information.

2. **TAXICAB LEADERSHIP WILL ALLOW FOR A RELATIONSHIP TO BE ESTABLISHED WHEREIN THE SEASONED CHURCH LEADER CAN **EQUIP** THEIR YOUNG STAFF TO BE MORE EFFECTIVE MINISTERS IN THE MIDST OF DOING MINISTRY.**

Millennials understand the need for formal education in their chosen career field. This formal education is increasingly being offered through the Internet so many will choose to fulfill their educational requirements while doing ministry.

This generation will benefit from the digital way of education only if they are able to be involved in active ministry and an environment where they can receive coaching along the way.
The future training of pastors will be a healthy mix of classroom and on the job training that happens simultaneously.

Taxicab leadership provides this type of equipping for the Millennial generation and will be the most effective way of building high potential leaders to take the church into the future.

Ogne and Roehl state, “Coaching may be the primary vehicle for empowerment and equipping that makes the transition from modern to postmodern ministry paradigms.”

3. **Taxicab Leadership is Effective** in the hyper-connected, relational, participatory world the Church is experiencing today.

It also fits the expectations and experiences of the Millennial generation.

Creswell states, “Coaching really fits the postmodern mind-set. In this relational one-on-one approach, the person being coached—you—will discover your own issues and needs, focus on your concerns, and find your own answers.”

The Millennials are used to customizing their life experiences. Everything from iTunes to building their own websites to ordering their Starbucks coffee; they are used to being in control of what
they want. Couple this with the fact this generation has had their hands held by their parents and teachers more than previous generations.

4. **Millennials do not like feeling like they are being told what to do.**

They are looking for guidance on the issues they want guidance on. This makes it difficult for managers to deal with areas of weakness in performance. If young employees do not see they are weak in an area, using taxicab leadership will be helpful.

**SOCIAL INTEGRATION (I need to respond and interact)**

(10 minutes)

**Let’s Talk About It**

**Two Discussion Questions**

1. How does your ministry culture currently equip the next generation for ministry leadership?

2. What are the roadblocks in your ministry culture that will be encountered when making a transition to Taxicab Leadership?

**Emotion (My neurotransmitters spark feelings and emotions inside)**
(20 minutes)

**DRIVING MILLENNIALS TOWARD MINISTRY SUCCESS**

What are the areas for which you wished someone would have told you about church ministry in your early days? I know for myself, I wish someone had told me how to handle interpersonal conflict. I wished someone had modeled what it looks like to be an emotionally healthy and self-aware person. I have found that many pastors do not know how to deal with their own insecurities. We all have them. Why try to cover them up. I should have been told that it is easy for pastors to become self-centered. These are all issues surrounding one’s emotional and spiritual health as it relates with people. Ministry is people-centered as much as it is God-centered.

Once we are able to deal with our own weaknesses and needs as a leader, we will be able to help our emerging leaders.

What are the specific areas in which young emerging leaders of the church will need to be coached? While the standard taxicab driver does not set the agenda, a seasoned church leader can and should be able to speak into the lives of their young staff with a coach approach.

Managers still have to manage. In doing so, they will often come to a coaching conversation with items to discuss.

It is the role of the seasoned church leader to ready their staff for what is to come. As a taxicab leader, it is possible to address an
emerging leader’s sense of God’s call, their character
development, their people and ministry skills. These are the four
foundational areas to guide Millennials to ministry success and
longevity.

1. **Call**

The Millennial generation is taking longer to officially “grow up”
and find what they are supposed to do with their life as an adult.
This is something that seasoned church leaders will need to guide
them to fully understand.

- **Taxicab Leadership** will ask basic questions that will bring
  **Clarity** to their young staff’s calling.

Gangel suggests, Effectiveness in any ministry requires us to ask,
“Why has God called me here and what does He want me to do?”

Taking the right actions, actions that make us feel productive and
let us know we are fulfilling our God-given purpose, is dependent
on having clarity—clarity of mission, vision, purpose; clarity about
our God-given strengths and what we are best suited to do in the
Kingdom.

- A sense of life **Purpose** will be a huge topic for coaching.
They will need constant reminding of God’s faithfulness to guide their steps. They will need to be reminded of the nature of the call. God is in control; they are not. It is important for them to learn to obey the call of God even if it is not their perfect scenario. Although this is true,

Ogne and Roehl claim, “Coaches can help postmodern leaders dream and plan by helping them see their plan or vision as a story being lived out.”

This can be done through helping them put their passions and sense of call into a life mission statement.

2. **Character**

- **Seasoned church leaders are aware that millennials have grown up in a pluralistic culture with very little emphasis on moral integrity.**

The culture makes it difficult to instill the values of Christ-centered living even for those involved in ministry.

They need to be reminded, according to Stoltzfus, “God is more interested in who you are becoming than in what you are doing.”

- **A great coaching question would be, “What does it look like to become who God wants you to be?”**
Allow them to make a list of the qualities of a Christian leader they want to become. They will show they believe deeply in values that need to be lived out daily.

3. **PEOPLE SKILLS**

   - *With the advent of technology such as cell phones, text messaging, Twitter, Facebook and other screen-driven social outlets, the Millennials have lost the ability, some say, to interact **face-to-face** with people.*

Some people refer to these skills as “Emotional Intelligence.”

**Emotional Intelligence:**
Emerson and Loehr define emotional intelligence as, “awareness of one’s thoughts and feelings as well as those of others so that one can take the appropriate actions to manage oneself in a way that gets the most out of every interaction.”

This skill is not one that can be developed through reading a book or going to school, but rather is developed by being around people of all ages.

   - **Millennials tend to segregate themselves or have been forced into social gatherings with those in their age bracket only.**
This has caused them to not be able to relate well with people older than themselves. Taxicab leadership can help them grow in their ability to relate with and work well with those around them.

4. **MINISTRY SKILLS**
Part of growing as a ministry leader is to grow in the skills of ministry.

**WHAT ARE THE SKILLS THAT ARE NEEDED TO BE AN EFFECTIVE PASTOR?**
**ASK AUDIENCE TO RESPOND**

This is a question that each seasoned church leader must continually ask themselves and those they lead. This can be anything from

- **COMMUNICATION SKILLS**
- **KEEPING A SCHEDULE**
- **MEETING DEADLINES**
- **PREACHING**
- **PASTORAL DUTIES: PRAYING WITH PEOPLE, BEING WITH PEOPLE DURING A CRISIS, COUNSELING**

A seasoned church leader can help a young leader identify their ministry strengths and weakness and allow them to practice to make improvements. Also important for seasoned church leaders is to allow for room in the job description of their staff to be able to concentrate most of their time and energy pursuing their ministry
strengths rather then their weaknesses. In combining a person’s skills with their talent and passion, one finds their strength areas in ministry. A taxicab leader will help identify these and put them into use for the benefit of both the young leader and the church.

SOCIAL INTEGRATION (I need to respond and interact)
(10 minutes)

LET’S TALK ABOUT IT

TWO DISCUSSION QUESTIONS
1. What are differences between Taxicab Leadership and traditional management?
2. What other subjects do you think Millennials need to be coached around?

FILTERS AND PUSHBACK (My filters screen out the illogical and produce ideas)

(10 minutes)

ASK AWAY Q/A

ACTIVE INVOLVEMENT (My grasp increases as my experience reinforces what I have learned)

LEADERSHIP EXERCISE
Take Away Activity

Self-Awareness is an important piece to Taxicab Leadership. You may not think you have areas in your life and leadership for which you need to be coached around.
Take time to take “Self Assessment For Personal Growth” that is provided to open yourself up to being coached. Then provide this assessment to your team. This will begin the process of creating a coaching culture in your church. Ensure each member of the team this is a separate process than the annual evaluation and will serve to build a foundation for coaching.
BIBLIOGRAPHY


Taxicab Leadership: Driving Techniques
Workshop Speaker Notes
NOTE: 2 hours in length

SUMMARY
Participants will learn the how to begin to identify and coach high potential leaders toward ministry success through Taxicab Leadership skills.

OBJECTIVES
1. To identify characteristics of high potential emerging leaders to begin to coach.
2. To determine who and what are coachable situations and the models that guide the conversation.
3. To learn and practice the basic skills of coaching.

Disclaimer
This session is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.
GENERATIONS OF LEADERS

Seasoned Leaders: Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

Emerging Leaders: Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.

INCENTIVE (I have a need and must find a solution)

(15 Minutes)

FINDING NEW DRIVERS

One of the great benefits to taxicab leadership is the ability to identify and intentionally monitor high potential leaders for the
church. As has been mentioned, seasoned church leaders will not always be in their leadership positions.

1. **It is the job of a leader to identify and raise up new leaders as a replacement when the time comes for them to step away from the ministry.**

Charan states, “A leader is not a great leader if he [she] does not produce great leaders for the future.”

It should be at the top of the seasoned leaders priority list to be actively pursuing young potential leaders to take the church into the future. It is interesting that many have not thought about this issue.

For those who have, they might be stuck in starting the process. There are many potential reasons for the delay. Some are just so busy with the ministry needs of the day that thinking forward ten to fifteen years is too much to handle. Some struggle with their own identity and confidence. But when these fears and confidence problems are conquered, the seasoned church leader can concentrate on making others shine.

This is important to do because churches rarely like to hire pastors without much ministry experience behind them.
2. SEASONED CHURCH LEADERS MUST BE WILLING TO GIVE YOUNG LEADERS THE CHANCE TO LEARN, WATCH AND PARTICIPATE IN CHURCH LEADERSHIP DUTIES IN A BROAD SENSE.

They also need to coach them along their early career to see that the young leader has developed the skills and experience to take on high-level jobs in the future.

For example, how can a young pastor gain experience teaching large multi-aged groups of people if never given the opportunity? Many churches are looking for experience of multiple years of doing ministry. Even so, churches can give these young leaders valuable experiences that will prepare them to take on high-level leadership roles sooner in their ministry career than past generations.

IDENTIFYING HIGH POTENTIAL LEADERS

What characteristics can a taxicab leader identify in the young leader that would indicate high potential?

1. THE DESIRE TO LEARN AND GROW IS A SIGN OF A HIGH-POTENTIAL LEADER.

Charan states, “A high-potential candidate will exhibit the drive to master new skills, the ability to rapidly absorb knowledge and then
communicate it, and a natural bent to build lasting relationships and mobilize others to get things done.”

2. **IT IS THROUGH A COACHING RELATIONSHIP THAT THESE HIGH POTENTIAL LEADERS WILL BE ENCOURAGED TO KEEP **STRIVING** FOR AND DEVELOPING THEIR STRENGTHS FOR THE CHURCH.**

Wilson and Gislason comment, “When you meet, discuss what aspiration this person has and state your own aspirations for this person. Talk about how the additional leadership duties link to those aspirations and how the duties will aid the organization and its mission.

This can and should help with retaining young high-potential leaders from leaving the church they are serving in.

3. **IT IS IMPORTANT AT SOME POINT TO **COMMUNICATE** TO THESE YOUNG HIGH-POTENTIAL LEADERS THAT THE CHURCH INTENDS TO DEVELOP THEM FOR GREATER LEADERSHIP ROLES IN THE CHURCH.**

This may not feel comfortable for some seasoned church leaders because they don’t want to communicate false promises.

The remedy for this is to have more of a Kingdom mindset. The seasoned church leader does not have to promise a leadership
role in their church but to communicate their desire to ready them for a leadership role in any church in the future.

The fact that the seasoned church leader is taking the time and energy to develop the young leader communicates the young leader’s value and worth enough for them to stay unless God calls them to another place.

SOCIAL INTEGRATION (I need to respond and interact)
(10 minutes)
LET’S TALK ABOUT IT
DISCUSSION QUESTION
1. What characteristics you look for in high potential leaders?

DISEQUILIBRIUM (This is an uncomfortable, unfamiliar situation)
(20 minutes)
DRIVING VS. GIVING DIRECTIONS

1. ONE IMPORTANT DISTINCTION TO MAKE FOR TAXICAB LEADERSHIP IS THAT NEITHER EVERYONE NOR EVERYTHING IS COACHABLE.

Driving a taxi is distinct from giving directions. A taxicab driver typically does not explain to the passenger the exact directions they are taking to get to the final destination. The driver simply takes the journey with the passenger.
A manager may need to play the manager role and give clear step-by-step directions for their staff. The manager may need to clarify if the employee needs to be trained how to do a task resulting in a non-coachable issue.

2. **IF THE ONLY WAY A SEASONED CHURCH LEADER CHOOSES TO LEAD IS THROUGH THE DIRECT “TELLING” APPROACH, THEY WILL HAVE A HARD TIME ADJUSTING TO THE TAXICAB LEADERSHIP STYLE.**

Sometimes the “telling” approach leads employees to fear their boss or at least not think the boss is approachable. Keeping the communication lines open is necessary for seasoned church leaders to show concern and care for the young emerging leader’s growth. What leader does not want to be approachable? Coaching gives the seasoned church leader the tools to become more approachable through engaging conversations.

**WHEN TO TAKE A TAXI?**

When is coaching helpful for employee performance growth?

Linda Miller and Chad Hall suggest, “Coaching works best when the follower has some competence for a task or decision but lacks confidence and/or commitment.”
1. **When an employee has shown the competence or skill to do a task but yet the task is failing.**

In this type of situation, it is clearly an issue of attitude or commitment to the task.

In ministry, there are times a pastor must do things he/she does not really enjoy and yet it needs to get done.

- **When there is a lack of motivation to get a task done, the ability to creatively problem solve is halted as if they feel there is no feasible way to get the task done in the amount of time given.**

The task, like writers block, begins to look bigger and bigger and the workload keeps piling so that there is no end in sight. The confidence of the leader is shaken and they can begin to feel they are inadequate for the job and is a great opportunity to coach.

Brian Emerson and Ann Loehr give an equation for success.

\[
\text{Aptitude} + \text{Attitude} + \text{Available Resources} = \text{Level of Success.}
\]

Coaching deals specifically with the attitude part of the equation.

2. **Coaching provides another vehicle for learning that emphasizes knowledge a person already has but does not recognize they have it.**
Jane Creswell explains how people can learn from a coach in her

**Knowledge Model.**

A person starts at the bottom when they do not know what they do not know (DKDK), which is a lack of understanding that there needs to be understanding. Once a person becomes aware they do not know something, they move up on the right side of the model to knowing they don’t know (KDK). They will then seek to learn through books, college, seminars and other classroom style learning to get to the point of knowing that they know (KK). But coaching offers another approach to learning. Sometimes
knowledge is inside a person without them knowing it. They can then move up the left side of the model because they do not know what they know (DKK). A coach can then connect the dots of knowledge that has been gained but never used so the person knows that the know what to do (KK). The taxicab leader simply leads them on the journey of discovering what they already knew but did not know they knew.

Seasoned church leaders have expectations for their young staff but coaching is a powerful and effective way to get their staff to connect with those expectations for themselves. It is a way to give staff the motivation and confidence they need to take the ministry to the next level.

Nobody enjoys being told or feeling like they don’t know what they are doing. It would be a tragedy for a seasoned church leader to be known for making people feel low and small compared to their own ministry knowledge, skills and experience.

**Taxicab Leadership is a skill that can be acquired.**

**SOCIAL INTEGRATION (I need to respond and interact)**

(15 minutes)

**SAMPLE COACHING CONVERSATION**

Take a volunteer who would like to receive some coaching centered around a practical ministry situation. This will provide a
window into what taxicab leadership looks like. Set a timer for ten minutes.

Discussion
What did you notice about the conversation that stood out to you?

SCHEMA (I must relate the unfamiliar concept with a familiar one)

(20 minutes)

THE TAXICAB ROADMAP

When a taxicab driver starts his career as a driver, he has to learn the streets and roads in the area he will be servicing. In the old days, he would have to carry a map with him in the car.

Today, there are GPS devices to help navigate one’s way. When the taxicab driver has driven in the area long enough, he no longer has to think about how to get to the destination, he just knows how. The same is true for taxicab leadership.

There are many different maps (models) that can be used to guide the coaching conversation to the desired destination. The map the taxicab leader chooses to use depends upon his or her own
personal style of driving. Once this map is used for a while, the taxicab leader will no longer have to think about how to guide the conversation; it will come naturally.

The taxicab leader will have a plan to the conversation, which will have a certain shape to it. The key to a map is its simplicity. Linda Miller and Jane Creswell offer the simple image of an hourglass as the shape of the conversation.

**THE HOURGLASS COACHING MAP**

![Hourglass Diagram]

The idea is to move toward having less clarity to becoming very focused as to what needs to be talked about and then moving to finding solutions that lead to action.

The point is to move the conversation with clarity and focus to an action and plan for accountability for the action.
Coaching puts the ball in the court of the person being coached. It is vital to allow them to come up with the action plan and determine the accountability. When they do, there will be ownership for the plan of action.

**DRIVING TECHNIQUES**

It is very important to understand the basics when it comes to driving a car. Likewise, knowing the basic skills of coaching is also important.

Coming with the right frame of reference is important to a successful coaching conversation.

1. A SEASONED CHURCH LEADER MUST ASK HIMSELF OR HERSELF, “WHAT DO I NEED TO DO AND SAY TO HELP THIS PERSON GROW?”

2. A TAXICAB LEADER MAY BEGIN A COACHING CONVERSATION BY ASKING, “WHAT WOULD BE MOST HELPFUL FOR YOU RIGHT NOW?”

3. THE JOB OF A COACH IS TO GET HIMSELF OR HERSELF OUT OF THE EQUATION AND PUT THE PERSON BEING COACHED AS NUMBER ONE IN PRIORITY.

**INPUT SKILLS**
Input skills are the actions a coach takes to receive and take in information from the person being coached. The input skills of a coach are to observe, listen and receive insight from the Holy Spirit as to what the person being coached is saying.

1. **Observe**:
   - Content that’s being shared
   - Context that surrounds the content
   - Unspoken messages
   - What the person knows
   - Determining meaning from all these sources that give clues to creating awareness
   - Pace is important.

2. **Active Listening**
   - Be fully engaged and focused
   - Avoid distractions
   - Don’t interrupt
   - Use casual phrases
   - Paraphrase what’s said
   - Listen and learn, following the conversation and clarifying briefly as needed.

3. **Receive Insight from Holy Spirit**
• Creating an environment in which you and the PBC can hear from the Lord
• Being in the spirit of prayer
• Hearing from God
• Discerning what and how to share
• Responding to what you’re hearing

**SOCIAL INTEGRATION** (I need to respond and interact)
(15 minutes)

**TAXICAB SKILLS PRACTICE**
Taxicab Leadership requires active listening skills. Find a partner near you. We are going to take five minutes for each person to talk about whatever they want to while the other person listens. The person listening cannot say a word. At the end of the five minutes, you will switch roles for a second five minutes. At the end of the second five minutes, each of you will recap/summarize what the other has said in a minute a piece.

How many of you found this difficult? What made this difficult? What was harder: listening or summarizing?

**DRIVING TECHNIQUES**
(15 minutes)

**OUTPUT SKILLS**
Output skills are just as important as the input skills. Output skills are the actions a coach takes to communicate information to the
person being coached. Output skills fall into three categories: asking powerful questions, giving encouragement and delivering concise messages.

1. **Ask Powerful Questions**
   Asking powerful questions begins with a posture of curiosity. A coach must be curious to help the person being coached to dig deeper inside to find the solutions to the problems being faced. The coach is not curious for one’s own sake but for the sake of the person being coached. Curiosity helps people connect.

   - Ask open-ended questions: encourage sharing of ideas
   - Closed questions produce “yes” and “no” or brief answer. Use sparingly or not at all.
   - Use “what” and “how” questions.
   - Never use “why?” It is confrontational, judgmental, assumes right and wrong answer. It is past centered and puts people on the defensive.
   - Use- What do you think? Say more. What’s underneath that? Use less I language. Why can be curiosity? Your role as a coach isn’t to be curious. It is to get the data you need to help people.
   - Focused questions can help others to: gain information, promote personal discovery, generate options, uncover obstacles, determine next steps

2. **Giving Encouragement**
• Encouragement can be accomplished by:
  • Supporting with words
  • Approving the excellent
  • Speaking hope
  • Empowering
  • Using “and” more than “but”
  • Seeing potential
  • Blessing

3. Deliver Concise Messages

Concise messages are based on:
  • Listening
  • Observing
  • Insight from the Holy Spirit
  • Useful information

Listen for metaphors they use.
  • Desired outcomes

Concise messages are delivered in bullet form (rather than paragraph form), followed by silence.
  • 7 words or less
  • Forward thrust
A coach wants to make sure the person he or she is coaching feels a sense of connection. This encourages the person being coached to be curious along with the coach. This sense of curiosity gives the foundation to creative thinking. Claire Raines and Lara Ewing list the qualities of curious people. They say,

Curious People

- Are open-minded
- Learn from everything and everyone
- Are focused
- Are more satisfied
- Seem younger than their years
- Stay mentally sharp longer

SOCIAL INTEGRATION (I need to respond and interact)

(20 minutes)

TAXICAB SKILLS PRACTICE

It is important to build the skill of ask powerful, thought-provoking questions. This exercise will test your ability to ask open-ended questions. Find a partner and spend 10 minutes coaching each other. Each person will play the role of coach and person being coached. This will take a total of 20 minutes. The coach is only allowed to ask questions, nothing else. The burden of the conversation will rest on the person being coached. After the first ten minutes, you will switch roles.
What was the most difficult for you as a coach? Was the conversation helpful for you when you were being coached?

FILTERS AND PUSHBACK (My filters screen out the illogical and produce ideas)

(5 minutes)

ASK AWAY Q/A

ACTIVE INVOLVEMENT (My grasp increases as my experience reinforces what I have learned)

LEADERSHIP EXERCISE
Take Away Activity

To Tell Or Not To Tell

Purpose
This is an energizing exercise designed to show the difference between direct instructions and feedback. In other words, it shows that shaping seems to be alot more effective than telling.

Objective
An instructor and a group compete with two different styles of communication to guide a volunteer to do a task.

Setup
Ask the delegates for two volunteers. One will be the Instructor and the other will be the performer. Ask the performer to leave the room until you come and ask for him.
Ask the delegates to select a behavior for the performer to perform. For example this can be placing hands in a certain configuration. Tell the instructor to give instructions to the performer to move his legs to a particular configuration. Now ask the performer to come back to the room. Explain that the performer should listen to the instructor and the audience.

Start the exercise. The instructor should instruct the performer to move his legs.

The rest of the audience should shout ‘Yes’ every time the hands move closer to the target configuration. Effectively, the performer might listen to the instructor to move his legs, which may then move his hands at which point he may get a ‘Yes’ from the audience.

The instructor can then use stronger and more direct words to get the performer to move his legs while the audience may respond back accordingly.

Let this go for a while until the performer finds the target configuration and then follow this with a discussion. Otherwise stop the exercise after 10 minutes.

**Timing**
Explaining the Test: 5 minutes.
Activity: 15 minutes
Group Feedback: 10 minutes.

**Discussion**
As you can imagine, this game can be quite entertaining and tense. It certainly produces a lot of laughter so it is great to soften the mood.
The performer will usually figure out that the responses are diverging and usually will go with the audience. The exercise shows that despite strong counter instructions, it is easy to get clues from a feedback and get closer to a goal.
Ask the delegates what they thought of this exercise and ask them the following questions:

Which one wins, instructions (telling) or feedback (shaping)?

Do you have any examples form work that demonstrates the power of feedback over instructions?

Is it good for a supervisor only to tell what should be done? What happens if feedback is missing?

How motivated will you feel when you receive feedback as opposed to direct telling instructions?

Can you provide examples of telling that have not worked in the past, but that you can easily see that giving feedback could have been more effective?
BIBLIOGRAPHY


Magnetic Attraction
Workshop Speaker Notes

SUMMARY
Participants will learn practical principles of how to attract and retain emerging leaders in the church.

OBJECTIVES
1. Learn what Millennials are looking for in a work/ministry environment that will help seasoned leaders create a movement toward a healthy leadership transition.
2. Become proficient in attracting high potential emerging leaders to church staff teams.
3. Create effective recruitment practices that will ensure emerging leaders will stay on the staff team.

Disclaimer
This session is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.
Seasoned Leaders: Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

Emerging Leaders: Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.

INCENTIVE (I have a need and must find a solution)

(3 Minutes)

The Problem of Attraction
Current church leaders will not always be in leadership of the church. There will always be the need to turn to the next generation to move the church into the future.
Seasoned church leaders start at a disadvantage compared to seasoned professionals in the marketplace. The disadvantage is that there is a very small pool to choose from when it comes to the Millennials, a generation that by-and-large exist outside the church. Many were raised in the church—going to youth group—but do not make the transition into adult life in the church.

**THE ROLE OF SEASONED LEADERS**

There is a real need to understand how the Millennial generation views leadership and how they want to be lead and managed. This is crucial in helping seasoned church leaders be successful in their attempts to pass the leadership of the church to the next generation.

1. **BOTTOM LINE, THE NEXT GENERATION DESIRES LEADERS TO LEAD.**

2. **THE MILLENNIAL GENERATION WANT AND REQUIRE STRONG LEADERSHIP.**

**2. THE PROBLEM FACING MANY NEXT GENERATIONAL LEADERS IS A LACK OF REAL LEADERSHIP FROM THOSE IN LEADERSHIP POSITIONS.**

George Barna made a bold statement when he said, “Most people who are in positions of leadership in local churches aren’t leaders. They’re great people, but they’re not really leaders.”

If there was ever a time the church needed a healthy dose of Jesus style servant leaders, it is now.
DISEQUILIBRIUM (This is an uncomfortable, unfamiliar situation)

(5 minutes)

WHAT MILLENNIALS THINK ABOUT THEMSELVES

Video “Millennials Thinking”

Discussion
In what ways do Millennials understand themselves correctly and what ways do they not see themselves correctly?

EMOTION (My neurotransmitters spark feelings and emotions inside)

(5 minutes)

CREATING A MOVEMENT

A movement, or a cause, is what will attract the next generation of church leaders. What greater cause is there then the cause of Christ?

Seth Godin, a marketing guru, comments on the power of a movement, “A movement is thrilling. It’s the work of many people, all connected, all seeking something better.”

1. CREATING A MOVEMENT BEGINS WITH CULTIVATING AN ENVIRONMENT OF INNOVATION AND CHANGE.
Godin states, “People yearn for change, they relish being part of a movement, and they talk about things that are remarkable, not boring.”

2. **Churches that are Boring and Experiencing the Same Old, Same Old Will Not Start a Movement for the Next Generation.**

They will want to be part of something being led by a heretic. Not a theological heretic but a status quo heretic. These are leaders who challenge the status quo and color outside the lines of the conventional church.

3. **If a Church is Stagnant and Is Not Seeing People Come to Faith Christ and Lives Being Radically Transformed, Do Not Expect to Create a Movement for the Next Generation.**

They want to be part of something exciting and that will give them opportunity to do something big for God. When a movement of God begins in a church, it will have no problem attracting next generational leaders to their staff.

**Schema (I must relate the unfamiliar concept with a familiar one)**

(30 minutes)

**Image: Magnet**

Video “Cool Magnet Trick”
Attraction to work in the church ought to be so strong for Millennial leaders that it is considered “magnetic.” The problem therein lies in churches being able to be magnetic to emerging leaders. Without being flashy magnets still attract metal. What causes metal to be attracted to a magnet? It creates a magnetic field that invisibly attracts materials like iron to it. The bigger the magnet, the bigger object it can attract.

Churches and their leaders will need to find a magnetic field that will attract Millennials to it. This may be an obvious point but it is harder to put into practice. It is always easier for churches to attract people who are culturally similar to the senior leader. This is the opposite from magnets. Magnets attract objects different from it and repel other magnets. Similar to business organizations, churches are now going to need to do some inspection of their professional workplace environments, policies and procedures in order to find a way to attract and maintain a new and younger workforce.

**WORKPLACE ENVIRONMENT: WHAT ARE THEY LOOKING FOR IN A PLACE OF MINISTRY?**

Experts in the business field are mixed when it comes to creating a workplace environment that will attract the Millennial generation worker.
THE IMPORTANT IDEA IS THAT THE WORKPLACE ENVIRONMENT IS A BIG DEAL TO THIS GENERATION.

The church, in like kind, should take this generation seriously and try its best to relate to them without giving into all of their demands. Creating a good working environment is a huge part of leadership.

The question then becomes, what kind of environment are they looking for? In the broad sense, next generational leaders need a holistic experience.

CHURCH LEADERS NEED TO ASK THEMSELVES THREE VERY IMPORTANT QUESTIONS WHEN EVALUATING THEIR WORKPLACE ENVIRONMENT:

• What do I want my next generational leaders to LEARN?
• What do I want my next generational leaders to FEEL?
• What do I want my next generational leaders to DO?

These three questions should guide the seasoned leader in the right direction in their pursuit to make their workplace experience sticky for the next generation.

LET’S TALK ABOUT IT

Break into intergenerational groups of 2-4 and discuss the following:
DISCUSSION

1. Spend time trying to answer the three questions regarding workplace environment.

Four specific areas should be addressed in developing a workplace experience that will attract and keep the next generation.

1. **Fun**
   This is a generation that likes to have fun and will expect fun in the workplace/ministry environment. They want their workplace environment to be a place they enjoy coming to.

   **THE WORKPLACE ENVIRONMENT SHOULD FOSTER RELATIONAL CONNECTIVITY AMONG THE STAFF.**

How does one know how to make the work environment fun? Lisa Orrell suggests hosting creative staff social events on a regular basis to attract and keep talented workers. Bosses may think this is not necessary or that it will cut out efficiency on the job. The key to overcoming this is to make these events on the emerging leader’ time. They will go to them if they are something they would find fun and interesting.

Ron Alsop comments, “Millennials just want to have fun—at work. That may sound like heresy to managers, but this generation detests nothing as much as drudgery and boredom. ‘They look at
the workplace as a social organization, not just a job,’ one
corporate recruiter told me.”

2. **FREEDOM**

This one will be a little more difficult to understand and to apply.

**THIS GENERATION IS MIXED WHEN IT COMES TO HAVING FREEDOM
VERSUS BEING GIVEN **BOUNDARIES**.**

They want the freedom to choose when, where and how they will
get their work done. Yet, they do require guidance and boundaries
to enable them to get the work done. The trick is to give them the
ground rules or boundaries in such a way they think they are the
ones in control.

This generation works smart but can get distracted easily without
proper management. It is important to see the fine line between
giving a sense of freedom, yet setting control monitors over
workflow. Bruce Tulgan suggests, “If you want to give Gen Yers
more freedom at work, the biggest favor you can do for them is
establish clear boundaries and give them a structure within which
they can function with some autonomy.”

Church leaders will need to figure out what this looks and feels like
for each workplace environment.
3. **Technology**

There is no doubt about it that the next generation of leaders will be more technologically savvy than any previous generation serving the church. With this in mind, churches should foster the work environment with the latest technology in order to attract and maintain next generational leaders.

**Bruce Tulgan gives what he calls Gen Y’s technological imperatives for the workplace environment:**

- **Constant Connectivity** with whoever they want
- **Immediate Access to whatever Information** they want
- **Total Customization** of their information environment
- **The ability to learn from and Collaborate** with experts in real time

Seasoned church leaders will need to find the right working balance to allow next generational leaders the freedom to use technology as long as workflow is not effected.

4. **Team**

The Millennial generation is a highly relational and tribal generation. In a work environment, Millennials often prefers to work in teams rather than by themselves. Why?

Ryan suggests, “Next Gen’ers want to feel that they’re a part of something bigger. Teams matter.”
WHEN WORKING IN TEAMS, THEY WANT TO BE ABLE TO **INFLUENCE** THE BIGGER PICTURE OF THE ORGANIZATION.

This means they want to be able to rub shoulders with the top leaders of the organization from time to time. This brings up another very important workplace environment issue: hierarchical structure.

**SOME EXPERTS SUGGEST THAT** **FLATTENING** **THE STRUCTURE** **AS MUCH AS POSSIBLE WILL ENABLE A FAR MORE EFFICIENT AND HEALTHY WORK ENVIRONMENT.**

The more strict and rigid the structure, the less likely next generational leaders will be attracted to the church. It has yet to be seen how structure and hierarchy effects the church workplace environment in the future.

Jimmy Long makes a bold prediction, “Churches that are based on a senior pastor model that gives complete authority and power to the senior pastor, and organizations that are based on a strict hierarchical view of leadership, are going to be in crisis as we move further into this emerging culture.”

**ATTRACTING HIGH PERFORMER POTENTIAL CHURCH LEADERS**
1. **Being able to attract the next generation is about more than creating a growing church but cultivating a **Healthy** place to live and work.**

- Is the church showing, by its actions, that it cares for the people it serves?
- Does the church have obvious signs of relational health both on the staff and in the congregation?
- How well does the staff relate to one another?
- Is there unity of purpose and of strategy?
- Is there alignment to the vision of the church?

These are things that high performing next generational leaders will be looking for in a church. Tulgan says, “They often look to values issues when they are considering a new job: Do they believe in the company’s mission? Do they approve of how you do business? This, I believe, is good news.” Mission and values are more than a pretty framed picture on the wall to the next generation. They will want to see them lived out within and outside the church staff. If there are obvious signs that what is said is not what is done, they will not stay on staff for very long, if they even come in the first place.

2. **The need to provide **Reasonable** work hours and flexibility with time schedules.**
This generation, as stated above, does not live to work so it is important to note that if a company communicates required working hours that are far above 40 hours a week, they will have a harder time convincing them to work for them.

Ron Alsop notes, “In a 2007 Wall Street Journal/Harris Interactive survey, more than 70% of M.B.A. recruiters said they increasingly find that job candidates are seeking positions offering them benefits for balancing work-life issues.”

This means attracting them with better vacation and flex-time packages. This does not mean they will not work hard and long, they just want to be rewarded for the hard work done.

So how does this work with the lifestyle of ministry? Will this generation understand that ministry is not an eight to five type of job?

They may well need to learn that ministry comes with a bit more responsibility and need to be flexible as to the time frames of work. Seasoned church leaders need to coach them as to what the work/life balance may be in their church environment.

3. **The need to keep up to date as to what a competitive salary and benefits package would be for their area.**
If a church wants to attract the best and brightest then it needs to be willing to pay a reasonable amount.

A huge consideration for next generational leaders to think about when choosing a place to work is cost of living.

There are many Internet sites that give cost of living indexes that include base salaries for pastors in the area.

Rebecca Ryan asks it this way, “How much cabbage do young people need to keep a roof over their heads, clothes on their backs, and fuel in their tanks?” This number changes all the time and with the current economic condition, it will play more of a role than it perhaps should in ministry.

SOCIAL INTEGRATION (I need to respond and interact)
(5 minutes)

NO CARROTS PLEASE!

Leadership position advancement is an important piece in helping church leaders make the leadership transition in the coming years. Without having a plan for advancement, next generational leaders will not be ready and/or willing to take responsibility and leadership for the church when they are needed. Seasoned church leaders will need to start the process of letting go of the reigns of the church and begin allowing next generational leaders to lead.
This is what position advancement in church ministry is about. It is allowing new leaders to have a seat at the table. The Church is faced with figuring out how and when to bring new leaders up through management ranks.

The worst thing a seasoned church leader and boss can do is to hold the carrot out in front of their young leaders and make promises like, “Someday it will be your turn.” Someday? What about today? What are the managing pastors and church leaders going to do today, next week and next month to prepare the next generational leader for leadership roles? There is plenty of potential in each young leader and it is the job of the seasoned leader to recognize and utilize it. The carrot routine will simply not work with this generation.

William Cohen suggests,
In the future, leaders who use only the carrot-and-stick method when all workers are volunteers will barely qualify as leaders. Volunteers must be led differently. Leaders of the future who don’t change what I call their “influence tactics” are going to have serious problems, and they deserve them.

What this is saying is the reality that at the end of the day, everyone who works in a church is a volunteer. They choose to work at the church they do and will choose to leave if they feel the leadership does not care about them. A leader’s influence is directly related to the way in which followers are treated. This
would include expressing a person’s value on the team and to care enough to help each player learn and grow.

**LET’S TALK ABOUT IT**

(10 minutes)

Break into intergenerational groups of 2-4 and discuss the following:

**DISCUSSION QUESTION**

1. What do you sense is the greatest tension for the church in creating an environment to attract high potential Millennials?

**THE RECRUITMENT PROCESS—THE DO’S AND DON’TS**

(15 minutes)

Churches need to put together recruiting campaigns and processes to attract next generational leaders.

The reality is that most churches will have a need to recruit from outside their own church. Churches will need to both multiply leaders from within and bring fresh perspectives from the outside to be a healthy functioning staff.

**WHEN LOOKING TO FORM A RECRUITMENT PROCESS FOR NEXT GENERATIONAL LEADERS,**

1. **CONSIDER THE TIMING** OF THE PROCESS.
How long should a hiring/interview process take? Typically in the church world, the interview process lasts anywhere between three months to a year. This is generally because there needs to be multiple conversations with multiple people, such as a search team and staff. It simply takes time to line all of this up. But there is a major problem with this in regards to next generational leaders.

They will simply not have the **patience** to endure such a drawn out process.

The process should be **fast** and yet also rigorous.

This means that it is okay for the process to be hard and with plenty of ways to investigate the potential employee’s character and capabilities. The key to this is to not prolong the timeframe for which the investigation takes place. Why does this matter?

If the process is too long, then the candidate might get **frustrated** and take another job offer that comes first.

When the timeline, job description, qualification grid, and desired qualities have been determined, it is time to

2. **Start promoting the job for potential candidates to discover.**
Communicating your message in a way that will connect to next generational leaders is one of the most important parts of the recruitment process.

Many churches already utilize pastor career websites such as churchstaffing.com or pastorfinder.com and their own church website to spread the word about open positions.

- **Provide emerging leaders a visual** to get a better “feel” for your church through more than words on a screen.

Churches will need to invest in spending money and time to present their churches visually on the web utilizing sites like YouTube or Vimeo.

- **Churches should at least have samples** of the worship music and preaching if not the whole service on the web for potential staff to review.
- **Churches should utilize is Skype, a free videophone service through the Internet.**

This will allow you to see the candidate and for them to see you, no matter the distance. It is a great alternative to the typical phone conversations early in the interview process.

Next generational leaders will simply skip over churches that do not connect with them visually on the Internet.
3. **During the interview process, communicating a clear and accurate picture of the job and the church is very important.**

- **Problems will arise if what is presented in the promotional material is not what the job or the church is really like.**
- **Speak the truth during the entire process. Never make claims or promises you don’t intend on keeping.**
- **Make sure that no one involved in the interview process speaks out of turn in order to “sell” the position and the church to the candidate.**
- **Give the candidate a realistic look at what a typical workweek looks and feels like. Many young leaders have higher expectations than what they really experience and this causes a huge let down for working in the church after being hired.**

4. **Allow plenty of opportunity for the questions and concerns of the emerging leader.**

This includes communicating what the future may hold for them.

Tulgan suggests, “You have to talk about what you have to offer them today, tomorrow, next week, this month, the first six months, and the first year. If you want your recruiting message to attract them, then you need a recruiting message that speaks to their real concerns.”
SOCIAL INTEGRATION (I need to respond and interact)
(10 minutes)
Video “Dan Pink-Loosing Talent”
Daniel H. Pink is the author of four provocative books about the changing world of work — including the New York Times bestsellers, *A Whole New Mind* and *Drive*, which together have been translated into 29 languages. www.danpink.com

LET’S TALK ABOUT IT
Break into intergenerational groups of 2-4 and discuss the following:

TWO DISCUSSION QUESTIONS
1. How does what Dan says apply to the church?
2. What must your church do to retain talent?

FILTERS AND PUSHBACK (My filters screen out the illogical and produce ideas)
(9 minutes)

ASK AWAY Q/A

ACTIVE INVOLVEMENT (My grasp increases as my experience reinforces what I have learned)

LEADERSHIP EXERCISE
Put together a team of both seasoned and emerging leaders from your staff or lay leadership to explore and put into place magnetic attraction “best practices” for the church. This would include systems and processes that help develop healthy working environments and effective interviewing for the emerging generation.
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SUMMARY

Participants will gain a basic understanding of the Millennial generation and be able to recognize the common complaints they may feel while working with Millennials to ensure better working relationships between the generations.

OBJECTIVES

1. To convince seasoned leaders of the need to invest in the emerging generations now in order to prepare them for leadership in the church.
2. To gain an understanding of the characteristics and values of the Millennial generation.
3. To give seasoned leaders confidence they can connect to the Millennial generation to ensure leadership development practices are initiated.

Disclaimer

This session is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.

THE CHURCH AT A CROSSROADS

Churches are struggling to attract and retain the current young adult population and need to find a way to bring these young adults, not only into their congregations, but into positions of leadership in the very near future.

“More than two-thirds of young churchgoing adults in America drop out of church between the ages of eighteen and twenty-two!”

Tom and Sam Rainer

- CURRENT BOOMER LEADERS ARE FACED WITH THE TASK OF CONNECTING WITH AND THIS GENERATION TO BECOME THE LEADERS THEY NEED TO TAKE THEIR CHURCHES INTO THE FUTURE.
“The U.S. Bureau of Labor Statistics predicts a slowdown in the pace of the labor-force growth and productivity in 2016, as some of the 70 million-plus Baby Boomers retire.” Survey quoted by Joanne Sujansky and Jan Ferri-Reed

“By 2010, about 64 million workers—40 percent of the United States workforce—will be poised for retirement, though not all will choose to leave.” Rebecca Ryan

Churches will be facing the largest leadership ___________ in American history when the Baby Boomers decide to retire.

The Millennial generation will soon _______________ Generation X in the workplace and will be influencing their organizations sooner rather than later.

The Epic, Google World

Leonard Sweet recently stated that the world is transitioning from a “Guttenberg” to a “Google” frontier.

“Anything in business or in the church that is working in this emerging culture is becoming more EPIC (Experiential, Participatory, Image-rich, Connective).” Leonard Sweet

Generations of Leaders

Seasoned Leaders: Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

Emerging Leaders: Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.
**Millennials: Who Are They? Six Key Words**

1. **How They Grew Up—Key Word:**
   
   “Narcissism is one of the few personality traits that psychologists agree is almost completely negative. Narcissists are overly focused on themselves and lack empathy for others, which means they cannot see another person’s perspective. They also feel entitled to special privileges and believe that they are superior to other people.” Jean Twenge

   - Young people have grown up being told they can do and be **anything** they **______________** to be.

   - Being labeled “**______________**” used to have negative meaning attached to it but now it is a buzzword for this generation.

   - There is a huge problem with teaching young students that they can do and be anything they want; it is simply not the way life really **______________**.

2. **How They Work—Key Word:**
   
   - They have been pushed and driven so much by their parents and teachers that they come into the workforce with very high expectation for themselves and for the future of whatever particular field they are working in.

   - This means that when they come into a ministry leadership position, they will come with a list of **______________** they think the ministry needs to make.

   - This is a generation where it is “**______________**” to be highly educated.

   “This generation is not motivated by feelings of duty—working hard is not virtuous in itself, but it is worth it if they are singled out and recognized.” Jean Twenge

   - Many young adults come on so **______________** that it causes their leaders to react negatively to their idea.

   “They want recognition for their accomplishments fast—because that motivates them to keep contributing.” Carolyn Martin

3. **What They Value—Key Word:**

   **______________**
• IT HAS BECOME INCREDIBLY __________________________ TO BE GIVING AND TO SERVE. SURVEYS SHOW THIS IS A RISING VALUE FOR THEM PERSONALLY AND THEY WILL RESPECT OTHERS IF THEY SHARE THIS CIVIC-MINDED LIFESTYLE.

“Another survey of 13 to 25 year-olds revealed that about 81% of them have volunteered in the last year; 69% consider a company’s social and environmental commitment when deciding where to shop; and 83% will place more trust in a company that is socially and environmentally responsible.” Gen Y Project

“They are also far more cause-driven than any generation that has preceded them. Coupled with their unflagging confidence, technological superiority, and indomitable self-esteem, Gen Y is a cultural phenomenon.” Gen Y Project

• THIS GENERATION IS PASSIONATE ABOUT BEING PART OF CHANGING SOMEONE’S LIFE, STARTING WITH HIS OR HER __________________________.

WHAT HAS BROUGHT THIS SENSE OF HUMANITARIANISM TO THIS GENERATION?

• VOLUNTEERING HAS BECOME PART OF MANY EDUCATIONAL __________________________ THAT COLLEGES ARE LOOKING FOR IN INCOMING STUDENTS.
• THESE YOUNG ADULTS DON’T SEE MUCH VALUE IN SIMPLY GIVING MONEY TO A CAUSE.
• THEY WANT TO __________________________ IN THE CAUSE.

HOW DOES THIS AFFECT THE CHURCH IN THE FUTURE?

• IT IS SIMPLE—IF CHURCHES DON’T SHOW HOW THEY ARE __________________________ BACK TO SOCIETY IN SOME WAY, THEN THEY WILL BE LESS LIKELY TO YOU’RE YOUR CHURCH.

LET’S TALK ABOUT IT

Break into groups of 3-4 and discuss the following:

1. Come up with a list of 5 additional words that would describe the Millennials from your experience.
**COMMON COMPLAINTS OF SEASONED LEADERS**

1. **EASY THERE. SETTLE DOWN AND_____________________ YOUR DUES!**

   • **OFTEN EMERGING LEADERS ARE AMBITIOUS AND WANT TO BE GIVEN SIGNIFICANT JOBS AND RESPONSIBILITIES FROM DAY _______.**

   “They will do the grunt work to prove their value to the organization but they will not do it for long in exchange for vague long-term promises of rewards that vest in the deep distant future,” **Bruce Tulgan**

2. **STOP DEMANDING AND SHOW SOME _______________!**

   • **THE BOOMER GENERATION WAS TAUGHT TO RESPECT THEIR ELDERS “JUST ______ _________,” BUT THIS GENERATION SHOWS RESPECT TO THOSE THEY FEEL THEY ARE RECEIVING RESPECT FROM.**

3. **GET TO WORK…WORK IS ____________________ AND ____________________!**

   “And, don’t think you’re role modeling it because you put in 60 to 70 hours a week! That’s not work ethic to young people; that’s insanity!” **Carolyn Martin**

   • **MILLENIALS ARE MOTIVATED TO GET THEIR WORK DONE SO THEY CAN HAVE A _______________ LIFE.**

**PERSONALIZE IT**

Close your eyes and think with me…
Remember what it was like for you when you first entered ministry. What were the things that you that about? What were your dreams? What were your fears? What did not like about the generation that came before you?
**LET’S TALK ABOUT IT**

Break into groups of 3-4 and discuss the following:

**TWO DISCUSSION QUESTIONS**

1. Look back over the six key words of the Millennials. Are they any other words that you would use to describe them?

2. How have you experienced frustration with the emerging leaders in your church?

**ASK AWAY (Q/A)**

**LEADERSHIP EXERCISE**

Engage the emerging leaders in your sphere of influence in discussions about their values over a cup of coffee or meal and of course pay for the coffee or meal. Get out of the office and hang out!

Notice I said, “discussions.” The more time you log in with your emerging leaders, the more respect you will receive from them. Intentionally carve out time to spend with them and you will notice your confidence will go up in your ability to connect with them.
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Bridging the Chasm

Presented by Scott Ramsey

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SUMMARY

To help seasoned and emerging leaders bridge the relational and leadership style chasms in order to effectively lead the church into the future.

OBJECTIVES

1. To understand that leadership styles change with change in culture in order to more effectively build rapport and influence with each subsequent generation. And this is equally true with the Millennial generation.

2. To give tools for seasoned church leaders bridge the chasm that exists between them and their emerging leaders.

3. Encourage mutual relationship building, respect and vision for the sake of the church they serve.

DISCLAIMER

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GENERATIONAL DIFFERENCES

Seasoned Leaders: Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

Emerging Leaders: Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.
What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.

There is a need to find a way to bridge not only the generation but also the cultural chasm that is currently being experienced in churches.

• The current Boomer leaders are faced with the task of ___________________________ with and ___________________________ this generation to become the leaders they need to take their companies and churches into the future.

Hope for the Future
• Young adults can and will stay in church if it becomes something they can get ___________________________ about and believe in.

The Chasm Created by Leadership Styles
Adapted from Dr. Tim Elmore

Leadership style is something that needs to ___________________________ to apply his or her substance according to the needs of the cultural ____________ the leader is in.

• There is not just ___________________________ right way to lead.
• Great leaders will change their _________________, but not principles.
• Lasting leaders determine their style by observing their people.

1. Military Commander (1950’s)- Top down; ___________________________ is the key value

2. CEO (60’s-70’s)- Leading with Vision; ___________________________ is the key value
3. **Entrepreneur (80’s)** – Desiring to be “cutting edge”; __________________ was key value

4. **Leader as Sports Coach (90’s)** – Deploying the talent of the players; ____________________________ is key value

5. **Poet-Gardner (Today)** – Read before lead; connection and __________ ____ is key value.

**Personalize It**

Break up into groups of 2-3 according to seasoned and emerging leader groups.

**Seasoned Leaders**

1. What leadership style do you feel you?

2. How has your emerging leaders responded to your leadership?

**Emerging Leaders**

1. Which style describes your boss?

2. Which style do you want to posses?
Seasoned church leaders will want to bridge the leadership chasm to leave a legacy of people behind them that are ready to lead the church into the future. A leader cannot expect to raise up new leadership without personally investing in developing leaders. It is through bridging the chasm that a seasoned church leader will gain influence over the Millennials.

**BRIDGING THROUGH FOLLOWING**

1. WE ARE LIVING IN A CULTURE OF _________________.

**IMAGE: BRIDGES**

![Bridges Image](image-url)
2. **The key for the Christian leader is to learn to lead through following; following the way of _____________.**

   “Whoever says ‘I know him’ but does not keep his commandments is a liar, and the truth is not in him, but whoever keeps his word, in him truly the love of God is perfected. By this we may know that we are in him: whoever says he abides in him ought to walk in the same way in which he walked.” 1 John 2:4-6 (ESV)

   The English Standard Version of the Bible uses the words “follow, followed, following, or follows” ______________ as opposed to only using the words “lead, leading, leads” _______________.

3. **The Apostle ____________ wanted the churches in that he ministered, to follow him as he followed the example of Christ.**

   The Scripture says, “I urge you, then, be imitators of me. That is why I sent you Timothy, my beloved and faithful child in the Lord, to remind you of my ways in Christ, as I teach them everywhere in every church.” 1 Corinthians 4:16-17 (ESV)

   1 Thessalonians 1: Paul’s example of how he led people by example to follow Christ.

**LET’S TALK ABOUT IT**

Break into intergenerational groups of 3-4 and discuss the following:

**TWO DISCUSSION QUESTIONS ABOUT DANCING GUY**

1. What are some other Biblical examples of followship? How do they illustrate the concept of followship?

2. What does it mean to lead by following?
BRIDGING THROUGH COMMON VISION

There is a need to bridge the chasm between organizational goals and individual goals. It is important to directly address both emerging and seasoned leaders to make sure common vision is understood.

FOR EMERGING LEADERS:
1. SEEK A ____________________ THAT HAS BEEN IN THE ORGANIZATION A WHILE AND CAN SHOW YOU THE ROPES AS TO HOW THINGS ARE DONE.

2. FOCUS ON THE ORGANIZATION’S NEEDS, NOT JUST _________________ OWN NEEDS.

3. PICK THE ____________________ THAT WILL PRODUCE THE GREATER GOOD FOR BOTH YOU AND THE ORGANIZATION.

FOR SEASONED LEADERS:
1. UNDERSTAND THAT HELPING YOUR EMERGING LEADERS FULFILL THEIR ________________ CAN BE A WIN FOR BOTH THEM AND THE ORGANIZATION.

2. THE ONLY WAY YOU CAN LEARN YOUR EMERGING LEADER’S GOALS IS TO ALLOW TIME FOR MEANINGFUL __________________________ WITH THEM.

Visional leadership as, “awakening the dreams and the visions of those around us.”
Erwin McManus

“Leadership should never be about only one person getting their way at the expense of others. Nor is leadership ever about everyone getting their way.” Ron Carucci

3. PUT INTENTIONAL TIME AND EFFORT IN ESTABLISHING CLEAR ORGANIZATIONAL AND PERSONAL GROWTH __________________________ FOR YOUNG EMERGING LEADERS TO WALK THROUGH.
Bridging through Empowerment

If there was one issue that causes many emerging leaders to give up on their leaders it is in the area of empowerment.

1. If emerging leaders do not feel like they have some power or at least some influence within the organization, they will become likely to find __________________________ place to experience making an impact.

2. This calls for a balance of close relationships and __________________________ approach to leading.

3. Seasoned leaders must be willing to give these young adults more __________________________ when trust has been established.

4. Knowing the highly motivated nature of the Millennials, seasoned leaders can tap into this by giving more __________________________ for them to prove themselves.

• There needs to be a balance in the everyday remedial tasks and the larger more __________________________ types of assignments.

5. Allow them to __________________________ shoulders with and have significant relationships with those at all levels in the organization.

• Flattening the structure communicates that everyone is __________________________ and that everyone has a voice.

Let’s Talk About It

Dancing Guy Leadership
Break into intergenerational groups of 3-4 and discuss the following:

Two Discussion Questions About Dancing Guy
1. What do you find to be the most challenging thought about what was presented?
2. How have you seen or personally experienced the principle of the first follower?

**ASK AWAY Q/A**

**LEADERSHIP EXERCISE**

**Bridge Building Feedback Exercise**

The exercise may be done as often as once a quarter but at least once a year. Each exercise would have two components: a written survey and a follow up group meeting. The purpose of this exercise will be to foster ongoing open dialogue to ensure a bridge building culture.

Make clear this process is separate from performance reviews and will in no way hurt the review process. Try to make the written survey anonymous.

The written survey should include questions based upon bridging through following, common vision and empowerment.

Give seasoned and emerging leaders the chance to self-evaluate and to evaluate the each other.

The follow up group meeting should take place in a relational environment (outside the office) and will include the sharing of the data collected in the survey. Allow time for open and honest discussion around the results of the survey. Brainstorm ideas to strengthen the bridges between the leaders.

The result will be a more healthy and unified leadership culture.
BIBLIOGRAPHY


SUMMARY

Participants will learn to think of leadership development as more than a program and begin to re-image they way they begin to build leaders of the emerging generations.

OBJECTIVES

1. The understand how to see leadership development though an EPIC lens.
2. To come away with tools to begin “cluster” leadership groups that foster an intergenerational leadership development culture with the church.
3. To see the value of investing in two-way mentoring relationships that allow both seasoned and emerging leaders to learn from one another that results in greater ministry effectiveness.

DISCLAIMER

This session is in meant to address the subject in general terms as in pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.

Seasoned Leaders: Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

Emerging Leaders: Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.
RE-IMAGE LEADERSHIP DEVELOPMENT

LEADERSHIP DEVELOPMENT:
“The intentional process of helping established and emerging leaders at every level of ministry to assess and develop their Christian character and to acquire, reinforce, and refine their ministry knowledge and skills.” Aubrey Mancini & Will Malphurs

1. THE CHALLENGE FOR MANY CHURCHES WILL BE TO MOVE AWAY FROM A LEADERSHIP DEVELOPMENT “PROGRAM” TO A CULTIVATION OF A LEADERSHIP “____”.

2. PROGRAMS AND OVER-STRUCTURED LEADERSHIP “________________” WILL SIMPLY NOT CONNECT WITH EMERGING GENERATIONS.

“Program organizations of the past just don’t inspire young adults to commit to such leadership positions. Every year it’s harder for churches to fill the job templates with adults who will say yes.” Jane Creswell

WHY IS THIS SO IMPORTANT?

Barna research indicates only 1 out of 8 churchgoing young people (ages 20-24) has served as a lay leader during a recent two-year period, compared to 1-4 baby boomers (ages 41-59) and 1-3 elders (ages 60+).

THE GOOGLE WORLD

Leonard Sweet recently stated that the world is transitioning from a “Guttenberg” to a “Google” frontier.

“Anything in business or in the church that is working in this emerging culture is becoming more EPIC (Experiential, Participatory, Image-rich, Connective).” Leonard Sweet
LEADERSHIP DEVELOPMENT IN A GOOGLE WORLD

WE NEED TO LEARN TO LEAD EPICALLY TO REACH YOUNG LEADERS.

EXPERIENTIAL – YOUNG LEADERS DON’T WANT TO LEARN ONLY WITH THEIR \underline{BRAINS}, BUT ENGAGING THEIR RIGHT BRAIN CREATIVITY IN A MULTI-SENSORY EXPERIENCE.

PARTICIPATORY - YOUNG LEADERS ARE INTERESTED IN BEING A \underline{OF} THE OUTCOMES.

IMAGE - YOUNG LEADERS COMMUNICATE AND LEARN MORE IN \underline{THAN WHOLE WORDS}.

CONNECTED - YOUNG LEADERS CONNECT \underline{THROUGH THE USE OF TECHNOLOGICALLY}.

IMAGE: COMPUTER CLUSTER

Like an individual Personal Computer (PC), a person by themselves has limited capabilities. Scientists have learned to link more than one central processing unit (CPU) together to increase its thinking power. Computer clusters increase power through a network of processors and is more cost effective than building one super computer.

THERE IS A VALUABLE LESSON TO BE LEARNED AS ONE THINKS ABOUT DEVELOPING LEADERS.
1. **The more leaders are connected to each other, the more effective and “________________” they become.**

2. **It is imperative to make leadership development something that young adults ________________ to be part of.**

**Clusters**

A “Cluster” is a small group of seasoned leaders mixed with young emerging leaders that meet once a week for a designated period of time for the purpose of learning to become better leaders.

“younger adults are looking for a connection with the church and a connection with people who are willing to walk alongside them and give advice here and there. They’re looking for mentors who are willing to invest in their lives and teach them some things along the way.” **Ed Stetzer**

**Qualities of Clusters**

• **High ________________**

• **High ________________**

• **Participants commit to ____________________________ what they have learned in another group of potential leaders.**

• **Discussion participation based group that fosters open __________ about their personal, spiritual lives and about issues of leadership in the church.**

• **Openness to listen to each other without ________________**.

• **Provides a venue for seasoned church leaders will be able to tell ____________ of successes and failures in their journey and the young emerging leaders have a venue to express their ____________ __________ and ideas for the church.**

**Note:** The leadership of the church, particularly the lead or senior pastor, is the linchpin for this catalyst of cross-generational discipleship to occur.
AN EXAMPLE OF LEADERSHIP CLUSTER GROUPS

Overview: A Leadership Cluster is a small group of leaders who meet weekly for a set period of time to learn and challenge one another to grow in their leadership. When the time frame is done, the members of the clusters will be expected to find their own potential new leaders to begin a new Leadership Cluster therefore reproducing and multiplying leaders.

• I have done this with men in the church who have leadership potential and yet have not been active in any leadership role.
• This is typically a nine or ten-month commitment that includes weekly Bible reading and weekly reading from assigned books on leadership and cultivating a personal relationship with God.
• We meet to discuss the readings and to challenge one another to live out what we are learning.

Required Book Reading:

There is generally two chapters a week assigned. Participants purchase each of these books in advance so as to be prepared to read and discuss at the scheduled days. I have used the following books:
• *In the Name of Jesus* by Henri Nouwen
• *The Next Generation Leader* by Andy Stanley
• *The Divine Mentor* by Wayne Cordero
• *Developing the Leader Within You* by John Maxwell
• *Crazy Love* by Francis Chan
• *Practicing Greatness: 7 Disciplines of Extraordinary Spiritual Leaders* by Reggie McNeal
• *Habitudes: Images that Develop Leadership Habits and Attitudes* by Tim Elmore (DVD)

Required Biblical Reading:

There will be weekly required Biblical reading that will focus our attention on leadership as displayed and taught by Jesus and Paul. We generally will read a chapter a week from the following books.

• Gospel of Mark
• Ephesians
• 1 & 2 Timothy

Leadership Advance:

One night and one day of extended learning and hang out time to discuss and learn several leadership principles using Tim Elmore’s *Habitudes: Images That Form Leadership Habits And Attitudes*. 
Lesson Planning
• Have a specific topic to discuss and a ball park goal for the meeting.
• Be sure to have written out lesson/discussion plans for each meeting. This will keep the conversation focused.
• Give out assignment schedule a month ahead of time so the group knows where it is going.

Let’s Talk About It

Split into mixed generational groups of 2-4.

TWO DISCUSSION QUESTIONS

1. What are some examples of how you see or don’t see the need to provide intergenerational interaction in your church?

2. What would you do if given the opportunity to invest in potential leaders (“clusters” or something else)?
Consider the freedom a two-way street gives to drivers; if a driver misses an exit or turn, he or she can always turn around and try it again. A driver can learn from glancing behind and giving attention to the flow of traffic. Allowing the traffic flow to go both ways allows for less congestion and less confusion. It benefits the drivers in both directions.

**TWO WAY STREET LEADERSHIP INSIGHTS**

1. **THIS IS A GENERATION THAT HAS HAD THEIR _____________________ HELD BY THEIR PARENTS AND TEACHERS ALMOST TO A FAULT.**

2. **IT IS IMPORTANT TO DISCOVER THE LINE BETWEEN ___________________ AND OVERSIGHT WITH EACH ONE AS INDIVIDUALS.**

“Lead, but don’t pretend to be a cheerleader. Sympathize, but don’t pretend to be a therapist. Be authoritative, but don’t pretend to be a tyrant. You can lead in a demanding and supportive way and be real all at the same time.” **Bruce Tulgan**
3. **MENTORING NEW LEADERS IS SOMETHING THAT CHURCH LEADERS ALWAYS BE DOING AS PART OF THEIR LEADERSHIP.**

“Life-on-life mentoring is the only way for young leaders to shine.” *Niel Cole*

4. **SEASONED CHURCH LEADERS ALSO CANNOT ASSUME THEY HAVE NOTHING TO LEARN FROM THE YOUNG LEADERS EITHER.**

• **THE KEY IS FOR THE SEASONED LEADER TO BE TO LEARNING FROM THEIR YOUNG STAFF.**

5. **EMERGING LEADERS LOOK FOR IN THEIR TWO-WAY RELATIONSHIPS.**

“The organization of the future will have caring, humble, inclusive leaders who understand what is expected of them and who are held accountable for conducting themselves professionally and serving their employees.” *Lee Cockerell, former executive vice president of Walt Disney Resorts*

6. **SEASONED LEADERS WHO LEAD THROUGH EMOTIONAL WILL GAIN THE HONOR AND RESPECT OF THEIR YOUNG STAFF.**

“For many of us who are older leaders, we have been taught all our lives to be cautious about what we share with people who work for us. The old wisdom was that if we shared our questions, our pain and our doubts we would not be considered strong leaders.” *Jimmy Long*

“Authoritarian leaders generally have low self-esteem. They are characterized by rigidity and conventionalism or traditionalism.” *MaryKate Morse*
PERSONALIZE IT

Every leader has strengths and weaknesses. It is important to have self-awareness and place yourself around leaders or potential leaders who can challenge your thinking. This will take a humble, vulnerable approach to leadership.

I am sure that each one of you have had people in your lives that have invested in you. Write their names down in your notes.

What is their legacy? More importantly, how will you pass on their legacy?

LET’S TALK ABOUT IT

Split into mixed generational groups of 3-4.

DISCUSSION ACTIVITY

Take a piece of paper and draw a two-way street. Title one lane “seasoned leader” and the other lane “emerging leader.” In each lane, list the ways each could learn from the other.

ASK AWAY Q/A

LEADERSHIP EXERCISE

Whether a seasoned or emerging leader, take time to reflect and evaluate yourself as a leader. What are the attitudes and actions that need to change in order to begin to appreciate the opposite generation. What is your level of emotional self-awareness? What holds you back from sharing your weaknesses as leader with others?

Take time to think about the images of the “Computer Cluster” and “Two-way Street” and brainstorm with your staff how to apply these in your church context.
BIBLIOGRAPHY


SUMMARY

Participants will learn how to re-image management of Millennials to ensure they are being equipped for ministry success.

OBJECTIVES

1. Recognize the need for new management best practices that are effective with Millennials.
2. Be able to define and explain the concept of coaching and how it applies to management.
3. Identify the key areas Millennials will need to be coached for long term ministry success.

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GENERATIONS OF LEADERS

Seasoned Leaders: Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

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What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.
A NEED FOR IMPROVED MANAGEMENT

1. Poor _______________________________ is the biggest reason why emerging leaders will choose to not engage in leadership development processes within the church they attend.

Poor management is the main reason why emerging leaders choose to leave their current place of employment.

“Poor management results in huge costs to an organization. A disturbing truth for managers is that most of the time, when people quit their jobs, they are not leaving an organization; they are leaving their manager.” Brian Emerson and Ann Loehr

2. Many emerging leaders feel the only way to ___________________________ in their ministry career is to jump from church to church pursuing added leadership capacity as they do in the secular work place.

“Surprisingly, 55 percent of all survey respondents believed that they needed to leave their organizations in order to advance their careers.” Judith Wilson and Michelle Gislason

MANAGEMENT SHIFT

“Good leadership is about influencing others forward toward a better reality.”
Linda Miller and Chad Hall

1. Every seasoned church leader should be helping those under his or her influence become more ____________________________ than they are.

“You can often identify a true leader because the people working under that person are of high caliber, are energized, and have a natural affinity for the leader and want to see him or her succeed.” Ram Charan
2. PREPARING AND GUIDING EMERGING CHURCH LEADERS TOWARDS MINISTRY SUCCESS AND LONGEVITY WILL REQUIRE SEASONED CHURCH LEADERS TO USE A ______ APPROACH TO MANAGEMENT.

IMAGE: TAXICAB DRIVER

A person calls on a taxi to help them get from where they are to where they want to be. A coach, like a taxi driver, only provides the vehicle to get a person where they want to go. The main job of the coach is to take a person on a journey of self-discovery to ensure personal and professional growth. This taxicab leadership puts the driver as the humble servant to the passenger. The passenger chooses the destination and the driver helps deliver them to their destination using effective driving methods in a timely manner. Drivers are experts in the process of the journey and do not pretend to be experts of the lives of their passengers.
DEFINITIONS

1. THE INTERNATIONAL COACH FEDERATION:
   Adheres to a form of coaching that honors the client as the expert in his/her
   life and work, while believing that every client is creative, resourceful, and
   whole. Standing on this foundation, the coach’s responsibility is to:
   1. Discover, clarify, and align with what the client wants to achieve
   2. Encourage client self-discovery
   3. Elicit client-generated solutions and strategies
   4. Hold the client responsible and accountable

2. LEADERSHIP GURUS, WILSON AND GISLASON:
   “We define coaching as a process that supports individuals to make more
   conscious decisions and to take new action.”

3. BUSINESS AND MINISTRY COACHES LINDA MILLER AND CHAD HALL:
   “Christian coaching is a focused Christ-centered relationship that cultivates a
   person’s sustained growth and action.”

KEY DISTINCTIONS

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<td>To form solutions</td>
<td>To understand why</td>
<td>To empathize</td>
<td>Teaching Holy listening</td>
<td>For gaps</td>
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<td>To gather data</td>
<td>To diagnose</td>
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<td>To go deeper</td>
<td>From the mentee</td>
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<td>Past, present and future</td>
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<td>Reactive or Ready</td>
<td>Present and future</td>
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<td>Intentional action by PBC</td>
<td>Recommended solutions</td>
<td>Understanding and acceptance</td>
<td>Biblically-based advice</td>
<td>Holy listening and responding</td>
<td>Be like me, move forward</td>
<td>Closer walk, conversion</td>
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Taxicab Leadership: Driving Millennials Toward Ministry Success 4
ASK AWAY Q/A

TAXICAB LEADERSHIP EFFECTIVENESS AND MILLENNIALS

“In this generation, if you can’t lead by influence, you can’t lead.” Tony Stoltzfus

1. THE EMERGING GENERATION WILL NOT TRUST THE TOP-DOWN, ALL-POWERFUL, ALL-KNOWING LEADER WITHOUT ESTABLISHING A _____________________.

2. TAXICAB LEADERSHIP WILL ALLOW FOR A RELATIONSHIP TO BE ESTABLISHED WHEREIN THE SEASONED CHURCH LEADER CAN ______________ THEIR YOUNG STAFF TO BE MORE EFFECTIVE MINISTERS IN THE MIDST OF DOING MINISTRY.

“Coaching may be the primary vehicle for empowerment and equipping that makes the transition from modern to postmodern ministry paradigms.” Steve Ogne and Tim Roehl

3. TAXICAB LEADERSHIP IS ___________________ IN THE HYPER-CONNECTED, RELATIONAL, PARTICIPATORY WORLD THE CHURCH IS EXPERIENCING TODAY.

“Coaching really fits the postmodern mind-set. In this relational one-on-one approach, the person being coached—you—will discover your own issues and needs, focus on your concerns, and find your own answers.” Jane Creswell
4. **The Millennials do not like feeling like they are being ____________ what to do.**

**LET’S TALK ABOUT IT**

**TWO DISCUSSION QUESTIONS**
Split up into groups of 3-4 and discuss.

1. How does your ministry culture currently equip the next generation for ministry leadership?

2. What are the roadblocks in your ministry culture that will be encountered when making a transition to Taxicab Leadership?

**DRIVING MILLENNIALS TOWARD MINISTRY SUCCESS**

What are the areas for which you wished someone would have told you about church ministry in your early days?

What are the specific areas in which young emerging leaders of the church will need to be coached?

1. ________________

- **Taxicab Leadership will ask basic questions that will bring ____ ______ to their young staff’s calling.**
“Why has God called me here and what does He want me to do?” Kenneth Gangel

- A SENSE OF LIFE WILL BE A HUGE TOPIC FOR COACHING.

“Coaches can help postmodern leaders dream and plan by helping them see their plan or vision as a story being lived out.” Steve Ogne and Tim Roehl

2. ____________________

- SEASONED CHURCH LEADERS ARE AWARE THAT MILLENNIALS HAVE GROWN UP IN A CULTURE WITH VERY LITTLE EMPHASIS ON MORAL INTEGRITY.

- A GREAT COACHING QUESTION WOULD BE, “WHAT DOES IT LOOK LIKE TO BECOME WHO GOD WANTS YOU TO BE?”

3. ____________________ SKILLS

- WITH THE ADVENT OF TECHNOLOGY SUCH AS CELL PHONES, TEXT MESSAGING, TWITTER, FACEBOOK AND OTHER SCREEN-DRIVEN SOCIAL OUTLETS, THE MILLENNIALS HAVE LOST THE ABILITY, SOME SAY, TO INTERACT WITH PEOPLE.

EMOTIONAL INTELLIGENCE:

“awareness of one’s thoughts and feelings as well as those of others so that one can take the appropriate actions to manage oneself in a way that gets the most out of every interaction.” Steve Ogne and Tim Roehl

- MILLENNIALS TEND TO THEMSELVES OR HAVE BEEN FORCED INTO SOCIAL GATHERINGS WITH THOSE IN THEIR AGE BRACKET ONLY.
4. ________________ SKILLS

WHAT ARE THE SKILLS THAT ARE NEEDED TO BE AN EFFECTIVE PASTOR?

- COMMUNICATION SKILLS
- KEEPING A SCHEDULE
- MEETING DEADLINES
- PREACHING
- PASTORAL DUTIES: PRAYING WITH PEOPLE, BEING WITH PEOPLE DURING A CRISIS, COUNSELING

LET’S TALK ABOUT IT

TWO DISCUSSION QUESTIONS
Split up into groups of 3-4 and discuss.

1. What are differences between Taxicab Leadership and traditional management?

2. What other subjects do you think Millennials need to be coached around?

ASK AWAY Q/A
**LEADERSHIP EXERCISE**

Self-Awareness is an important piece to Taxicab Leadership. You may not think you have areas in your life and leadership for which you need to be coached around.

Take time to take “Self Assessment For Personal Growth” that is provided to open yourself up to being coached. Then provide this assessment to your team. This will begin the process of creating a coaching culture in your church. Ensure each member of the team this is a separate process than the annual evaluation and will serve to build a foundation for coaching.
### Self Assessment for Spiritual Growth

On the following pages is a self assessment which reflects where you are right now in several areas.

Read the following statements and check the ones that are complete. Change any language to better suit your situation. If you see areas that are missing, write them in!

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<tr>
<th><strong>My Spiritual Life</strong></th>
<th>Complete – no changes needed - Date</th>
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<tbody>
<tr>
<td>1. I have a consistent quiet time that includes prayer, Bible reading, etc.</td>
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<td>2. I pray faithfully.</td>
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<td>3. I tithe on a regular basis.</td>
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<td>4. I participate in corporate worship services on a regular basis.</td>
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<td>5. I have accountability with Christian friends.</td>
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<td>6. I have regular fellowship with other believers.</td>
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<td>7. I have open relationships with Christian friends.</td>
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<tr>
<td>8. My relationship with the Lord is growing.</td>
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<td>9. I like my walk with God.</td>
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<tr>
<td>10. I am using my gifts and talents to build up the Body of Christ.</td>
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<td>11. I risk getting close to others.</td>
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<td>12. I rejoice when others in the Christian community succeed.</td>
<td></td>
</tr>
<tr>
<td>13. I feel loved unconditionally by God.</td>
<td></td>
</tr>
<tr>
<td>14. I readily admit when I have sinned, seeking God’s forgiveness.</td>
<td></td>
</tr>
<tr>
<td>15. I know what to do when I feel convicted by God about something and I do it immediately.</td>
<td></td>
</tr>
<tr>
<td>16. I experience God’s grace and I extend it to others.</td>
<td></td>
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<tr>
<td>17. I am growing in my knowledge of God’s Word like I want to.</td>
<td></td>
</tr>
<tr>
<td>18. I seek out wisdom and counsel either from friends or from the Holy Spirit.</td>
<td></td>
</tr>
<tr>
<td>19. I am compassionate and forgiving with myself and others.</td>
<td></td>
</tr>
<tr>
<td>20. I clearly see God at work in my life in all situations I encounter.</td>
<td></td>
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<table>
<thead>
<tr>
<th><strong>My Ministry or Work</strong></th>
<th>Complete – no changes needed - Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I like my job/ministry.</td>
<td></td>
</tr>
<tr>
<td>2. I like the people I work with.</td>
<td></td>
</tr>
<tr>
<td>3. I am making enough money.</td>
<td></td>
</tr>
<tr>
<td>4. I pray regularly for those with whom I work/minister.</td>
<td></td>
</tr>
<tr>
<td>5. No one at work (co-workers, other pastors, etc) drives me crazy.</td>
<td></td>
</tr>
<tr>
<td>6. I live with little or no stress.</td>
<td></td>
</tr>
<tr>
<td>7. I spend time thinking and praying about my career.</td>
<td></td>
</tr>
<tr>
<td>8. My files and paperwork are orderly.</td>
<td></td>
</tr>
<tr>
<td>9. I arrive at work on time, looking forward to the day.</td>
<td></td>
</tr>
</tbody>
</table>
10. I resolve issues with others at work as quickly as possible.
11. I know that I am qualified and doing good work.
12. I am challenged and inspired at work.
13. I trust God as the source of my livelihood.
14. I seem to keep up with or stay ahead of my work.
15. I know I am doing exactly what God wants me to be doing right now.
16. My work environment is comfortable and pleasing.
17. My job rarely bores me.
18. I have enough freedom at work.
19. I believe the Scripture that says, “I know the plans that I have for you…”
20. I am rarely late for work.

**My Relationships**

1. I have great relationships that are satisfying.
2. I am completely honest with those I love.
3. I receive love easily.
4. I tell the right people that I love them.
5. I keep my commitments and my word.
6. My spouse and I get along well.
7. People seem to listen to me.
8. I have resolved any issues from past relationships.
9. I take responsibility for my mistakes, apologize and ask for forgiveness.
10. I rarely criticize or judge others.
11. I almost always get along well with my friends.
12. I rarely hold grudges and I easily forgive.
13. I seek the counsel of others.
14. I focus on changing myself rather than trying to change those around me.
15. I invite feedback about myself and take action on it when appropriate.
16. I schedule time with my friends.
17. I keep in touch with former friends on a regular basis.
18. I have at least one close friend.
19. My relationships are healthy so I rarely avoid people.
20. I have enough time with my friends.

**My Home**

1. My house is orderly.
2. My yard is the way I want it.
3. I enjoy relaxing at home.
4. I am living within my means.
5. I have furniture that suits how I live.
6. I have the right amount of stuff without it being too much.
7. I like where I live.
8. I like being at home.
9. I know my neighbors.
10. I can find anything in my house when I want it.
11. My closets aren’t cluttered or too full.
12. I get rid of unused or unneeded things on a regular basis.
13. My bed is very comfortable.
14. I have privacy or a quiet place at home.
15. I rarely dream of a better place.
16. There are few, if any, things that are broken around the house.
17. My car is maintained to the best of my ability.
18. My living space reflects me.
19. My living space invites God’s presence.
20. I praise God for his provision for me.

<table>
<thead>
<tr>
<th>Personal Well-Being</th>
<th>Complete – no changes needed - Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>I have regular physical exams.</td>
</tr>
<tr>
<td>2.</td>
<td>I am rarely tired or run down.</td>
</tr>
<tr>
<td>3.</td>
<td>My appearance is neat and clean.</td>
</tr>
<tr>
<td>4.</td>
<td>I exercise like I want to.</td>
</tr>
<tr>
<td>5.</td>
<td>I eat right.</td>
</tr>
<tr>
<td>6.</td>
<td>I plan enough free time to relax.</td>
</tr>
<tr>
<td>7.</td>
<td>I take vacations on a regular basis.</td>
</tr>
<tr>
<td>8.</td>
<td>I don’t use substances that are not good for me (tobacco, illegal drugs, etc).</td>
</tr>
<tr>
<td>9.</td>
<td>I am the correct weight.</td>
</tr>
<tr>
<td>10.</td>
<td>I like my clothes.</td>
</tr>
<tr>
<td>11.</td>
<td>I look forward to starting each day.</td>
</tr>
<tr>
<td>12.</td>
<td>I have a life beyond my job (or children, or...).</td>
</tr>
<tr>
<td>13.</td>
<td>I am honest with myself and others about my bad habits.</td>
</tr>
<tr>
<td>14.</td>
<td>I have a current will or other documents that I need.</td>
</tr>
<tr>
<td>15.</td>
<td>My finances are in good order.</td>
</tr>
<tr>
<td>16.</td>
<td>I have enough savings and it’s growing.</td>
</tr>
<tr>
<td>17.</td>
<td>I pay my bills on time.</td>
</tr>
<tr>
<td>18.</td>
<td>I have a current budget which I use.</td>
</tr>
<tr>
<td>19.</td>
<td>I don’t spend much time watching TV (movies, videos, etc).</td>
</tr>
<tr>
<td>20.</td>
<td>I have goals and plans that excite me.</td>
</tr>
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BIBLIOGRAPHY


SUMMARY

Participants will learn how to begin to identify and coach high potential leaders toward ministry success through Taxicab Leadership skills.

OBJECTIVES

1. To identify characteristics of high potential emerging leaders to begin to coach.
2. To determine who and what are coachable situations and the models that guide the conversation.
3. To learn and practice the basic skills of coaching.

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This session is meant to address the subject in general terms as it pertains to the patterns in North American culture and does not always apply to the individual. Although much of the research for this study came from the business culture of America and its literature, one must remember the church is a distinct organization and allow room for the supernatural power of the Holy Spirit. The Christian church should always be treated with reverence, understanding its relational and spiritual distinctiveness. All Truth is God’s Truth whether it comes from business culture or church culture. This study is an attempt to bridge the two cultures in a culturally relevant and Biblically accurate way.

GENERATIONS OF LEADERS

Seasoned Leaders: Leaders who have been in positions of leadership in their organization for a long time coming from the Baby Boomer (born between 1946-1964) and Builder (born between 1922-1945) that are expected to step down from their positions in the next 10-15 years.

Emerging Leaders: Leaders or potential leaders from the Millennial generation (the current teenage and young adult population of those born between 1978-2000 that are coming into the workforce in record numbers) who either aspire to lead or have the potential to lead in the organizations they find themselves in.

What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.
FINDING NEW DRIVERS

One of the great benefits to taxicab leadership is the ability to identify and intentionally monitor high potential leaders for the church.

1. IT IS THE JOB OF A LEADER TO ________________ AND RAISE UP NEW LEADERS AS A REPLACEMENT WHEN THE TIME COMES FOR THEM TO STEP AWAY FROM THE MINISTRY.

“A leader is not a great leader if he [she] does not produce great leaders for the future.” Ram Charan

2. SEASONED CHURCH LEADERS MUST BE WILLING TO GIVE YOUNG LEADERS THE CHANCE TO LEARN, WATCH AND _________________ IN CHURCH LEADERSHIP DUTIES IN A BROAD SENSE.

For example, how can a young pastor gain experience teaching large multi-aged groups of people if never given the opportunity?

IDENTIFYING HIGH POTENTIAL LEADERS

WHAT CHARACTERISTICS CAN A TAXICAB LEADER IDENTIFY IN THE YOUNG LEADER THAT WOULD INDICATE HIGH POTENTIAL?

1. THE DESIRE TO LEARN AND ________________ IS A SIGN OF A HIGH-POTENTIAL LEADER.

“A high-potential candidate will exhibit the drive to master new skills, the ability to rapidly absorb knowledge and then communicate it, and a natural bent to build lasting relationships and mobilize others to get things done.” Ram Charan
2. **IT IS THROUGH A COACHING RELATIONSHIP THAT THESE HIGH POTENTIAL LEADERS WILL BE ENCOURAGED TO KEEP ____________________ FOR AND DEVELOPING THEIR STRENGTHS FOR THE CHURCH.**

“When you meet, discuss what aspiration this person has and state your own aspirations for this person. Talk about how the additional leadership duties link to those aspirations and how the duties will aid the organization and its mission. **Judith Wilson and Michelle Gislason**

3. **IT IS IMPORTANT AT SOME POINT TO ____________________ TO THESE YOUNG HIGH-POTENTIAL LEADERS THAT THE CHURCH INTENDS TO DEVELOP THEM FOR GREATER LEADERSHIP ROLES IN THE CHURCH.**

**LET’S TALK ABOUT IT**

**DISCUSSION QUESTION**

1. What characteristics you look for in high potential leaders?

**DRIVING VS. GIVING DIRECTIONS**

1. **ONE IMPORTANT DISTINCTION TO MAKE FOR TAXICAB LEADERSHIP IS THAT NEITHER EVERYONE NOR ____________________ IS COACHABLE.**

Driving a taxi is distinct from giving directions. A taxicab driver typically does not explain to the passenger the exact directions they are taking to get to the final destination. The driver simply takes the journey with the passenger.

2. **IF THE ONLY WAY A SEASONED CHURCH LEADER CHOSES TO LEAD IS THROUGH THE DIRECT “_________” APPROACH, THEY WILL HAVE A HARD TIME ADJUSTING TO THE TAXICAB LEADERSHIP STYLE.**

Coaching gives the seasoned church leader the tools to become more approachable through engaging conversations.
WHEN TO TAKE A TAXI?

WHEN IS COACHING HELPFUL FOR EMPLOYEE PERFORMANCE GROWTH?

“Coaching works best when the follower has some competence for a task or decision but lacks confidence and/or commitment.” Linda Miller and Chad Hall

1. WHEN AN EMPLOYEE HAS SHOWN THE ________________ OR SKILL TO DO A TASK BUT YET THE TASK IS FAILING.

2. COACHING PROVIDES ANOTHER VEHICLE FOR LEARNING THAT EMPHASIZES KNOWLEDGE A PERSON ________________ HAS BUT DOES NOT RECOGNIZE THEY HAVE IT.

BRIAN EMERSON AND ANN LOEHR EQUATION FOR SUCCESS

APTITUDE + ATTITUDE (COACHABLE) + AVAILABLE RESOURCES = LEVEL OF SUCCESS.

KNOWLEDGE MODEL.
SAMPLE COACHING CONVERSATION

THE TAXICAB ROADMAP

When a taxicab driver starts his career as a driver, he has to learn the streets and roads in the area he will be servicing. In the old days, he would have to carry a map with him in the car.

Today, there are GPS devices to help navigate one’s way. When the taxicab driver has driven in the area long enough, he no longer has to think about how to get to the destination, he just knows how. The same is true for taxicab leadership.
The Hourglass Coaching Map

The idea is to move toward having less clarity to becoming very focused as to what needs to be talked about and then moving to finding solutions that lead to action.

The point is to move the conversation with clarity and focus to an action and plan for accountability for the action.

Driving Techniques

1. A Seasoned Church Leader must ask himself or herself, “What do I need to do and say to help this person ________________?”

2. A Taxicab Leader may begin a coaching conversation by asking, “What would be most ________________ for you right now?”

3. The job of a coach is to get himself or herself out of the equation and put the person being coached as number ________________ in priority.
INPUT SKILLS

INPUT SKILLS ARE THE ACTIONS A COACH TAKES TO RECEIVE AND TAKE IN INFORMATION FROM THE PERSON BEING COACHED.

1. ________________:
   - Content that’s being shared
   - Context that surrounds the content
   - Unspoken messages
   - What the person knows
   - Determining meaning from all these sources that give clues to creating awareness
   - Pace is important.

2. ACTIVE ________________
   - Be fully engaged and focused
   - Avoid distractions
   - Don’t interrupt
   - Use casual phrases
   - Paraphrase what’s said
   - Listen and learn, following the conversation and clarifying briefly as needed.

3. RECEIVE INSIGHT FROM ________________
   - Creating an environment in which you and the PBC can hear from the Lord
   - Being in the spirit of prayer
   - Hearing from God
   - Discerning what and how to share
   - Responding to what you’re hearing
**Taxicab Skills Practice**

Taxicab Leadership requires active listening skills. Find a partner near you. We are going to take five minutes for each person to talk about whatever they want to while the other person listens. The person listening cannot say a word. At the end of the five minutes, you will switch roles for a second five minutes. At the end of the second five minutes, each of you will recap/summarize what the other has said in a minute a piece.

How many of you found this difficult? What made this difficult? What was harder: listening or summarizing?

**Driving Techniques**

**Output Skills**

Output Skills are the actions a coach takes to communicate information to the person being coached.

1. **Ask Powerful**

- Ask open-ended questions: encourage sharing of ideas
- Closed questions produce “yes” and “no” or brief answer. Use sparingly or not at all.
- Use “what” and “how” questions.
- Never use “why?” It is confrontational, judgmental, assumes right and wrong answer. It is past centered and puts people on the defensive.
- Use- What do you think? Say more. What's underneath that? Use less I language. Why can be curiosity? Your role as a coach isn’t to be curious. It is to get the data you need to help people.
- Focused questions can help others to: gain information, promote personal discovery, generate options, uncover obstacles, determine next steps

Taxicab Leadership: Driving Techniques
2. **Giving**

- Encouragement can be accomplished by:
  - Supporting with words
  - Approving the excellent
  - Speaking hope
  - Empowering
  - Using “and” more than “but”
  - Seeing potential
  - Blessing

3. **Deliver**

Concise messages are based on:
- Listening
- Observing
- Insight from the Holy Spirit
- Useful information

Listen for metaphors they use.
- Desired outcomes

Concise messages are delivered in bullet form (rather than paragraph form), followed by silence.
- 7 words or less
- Forward thrust

**Taxicab Skills Practice**

It is important to build the skill of ask powerful, thought-provoking questions. This exercise will test your ability to ask open-ended questions. Find a partner and spend 10 minutes coaching each other. Each person will play the role of coach and person being coached. This will take a total of 20 minutes. The coach is only allowed to ask questions, nothing else. The burden of the conversation will rest on the person being coached. After the first ten minutes, you will switch roles.

What was the most difficult for you as a coach? Was the conversation helpful for you when you were being coached?
LEADERSHIP EXERCISE

To Tell Or Not To Tell

Purpose
This is an energizing exercise designed to show the difference between direct instructions and feedback. In other words, it shows that shaping seems to be a lot more effective than telling.

Objective
An instructor and a group compete with two different styles of communication to guide a volunteer to do a task.

Setup
Ask the delegates for two volunteers. One will be the Instructor and the other will be the performer. Ask the performer to leave the room until you come and ask for him. Ask the delegates to select a behavior for the performer to perform. For example, this can be placing hands in a certain configuration. Tell the instructor to give instructions to the performer to move his legs to a particular configuration. Now ask the performer to come back to the room. Explain that the performer should listen to the instructor and the audience.

Start the exercise. The instructor should instruct the performer to move his legs. The rest of the audience should shout ‘Yes’ every time the hands move closer to the target configuration. Effectively, the performer might listen to the instructor to move his legs, which may then move his hands at which point he may get a ‘Yes’ from the audience.

The instructor can then use stronger and more direct words to get the performer to move his legs while the audience may respond back accordingly.

Let this go for a while until the performer finds the target configuration.
and then follow this with a discussion. Otherwise stop the exercise after 10 minutes.

**Timing**
Explaining the Test: 5 minutes.
Activity: 15 minutes
Group Feedback: 10 minutes.

**Discussion**
As you can imagine, this game can be quite entertaining and tense. It certainly produces a lot of laughter so it is great to soften the mood. The performer will usually figure out that the responses are diverging and usually will go with the audience. The exercise shows that despite strong counter instructions, it is easy to get clues from a feedback and get closer to a goal.

Ask the delegates what they thought of this exercise and ask them the following questions:

Which one wins, instructions (telling) or feedback (shaping)?

Do you have any examples form work that demonstrates the power of feedback over instructions?

Is it good for a supervisor only to tell what should be done? What happens if feedback is missing?

How motivated will you feel when you receive feedback as opposed to direct telling instructions?

Can you provide examples of telling that have not worked in the past, but that you can easily see that giving feedback could have been more effective?
BIBLIOGRAPHY


SUMMARY

Participants will learn practical principles of how to attract and retain emerging leaders in the church.

OBJECTIVES

1. Learn what Millennials are looking for in a work/ministry environment that will help seasoned leaders create a movement toward a healthy leadership transition.
2. Become proficient in attracting high potential emerging leaders to church staff teams.
3. Create effective recruitment practices that will ensure emerging leaders will stay on the staff team.

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What about Generation X?
The smallest generation currently in the workforce born between 1965-1977 that is expected to be overshadowed by the Millennials. This generation is stuck in between two generations that do not look at them positively.
THE PROBLEM OF ATTRACTION

The church’s disadvantage is that there is a very small pool to choose from when it comes to the Millennials, a generation that by-and-large exist outside the church.

THE ROLE OF SEASONED LEADERS

1. BOTTOM LINE, THE NEXT GENERATION DESIRES LEADERS TO _______________.

The Millennial generation wants and requires strong leadership.

2. THE PROBLEM FACING MANY NEXT GENERATIONAL LEADERS IS A ___________ OF REAL LEADERSHIP FROM THOSE IN LEADERSHIP POSITIONS.

“Most people who are in positions of leadership in local churches aren’t leaders. They’re great people, but they’re not really leaders.” George Barna

WHAT MILLENNIALS THINK ABOUT THEMSELVES

Discussion
In what ways do Millennials understand themselves correctly and what ways do they not see themselves correctly?
CREATING A MOVEMENT

A MOVEMENT, OR A CAUSE, IS WHAT WILL ATTRACT THE NEXT GENERATION OF CHURCH LEADERS. WHAT GREATER CAUSE IS THERE THEN THE CAUSE OF CHRIST?

“A movement is thrilling. It’s the work of many people, all connected, all seeking something better.” Seth Godin

1. CREATING A MOVEMENT BEGINS WITH CULTIVATING AN ENVIRONMENT OF __________________________ AND CHANGE.

“People yearn for change, they relish being part of a movement, and they talk about things that are remarkable, not boring.” Seth Godin

2. CHURCHES THAT ARE __________________ AND EXPERIENCING THE SAME OLD, SAME OLD WILL NOT START A MOVEMENT FOR THE NEXT GENERATION.

3. IF A CHURCH IS __________________ AND IS NOT SEEING PEOPLE COME TO FAITH CHRIST AND LIVES BEING RADICALLY TRANSFORMED, DO NOT EXPECT TO CREATE A MOVEMENT FOR THE NEXT GENERATION.
IMAGE: MAGNET

Attraction to work in the church ought to be so strong for Millennial leaders that it is considered “magnetic.” The problem therein lies in churches being able to be magnetic to emerging leaders. Without being flashy magnets still attract metal. What causes metal to be attracted to a magnet? It creates a magnetic field that invisibly attracts materials like iron to it. The bigger the magnet, the bigger object it can attract.

It is always easier for churches to attract people who are culturally similar to the senior leader. This is the opposite from magnets. Magnets attract objects different from it and repel other magnets. Similar to business organizations, churches are now going to need to do some inspection of their professional workplace environments, policies and procedures in order to find a way to attract and maintain a new and younger workforce.

WORKPLACE ENVIRONMENT: WHAT ARE THEY LOOKING FOR IN A PLACE OF MINISTRY?

The important idea is that the workplace environment is a ____________ deal to this generation.

Church leaders need to ask themselves three very important questions when evaluating their workplace environment:

• What do I want my next generational leaders to ____________?
• What do I want my next generational leaders to ____________?
• What do I want my next generational leaders to ____________?
LET’S TALK ABOUT IT

Break into intergenerational groups of 2-4 and discuss the following:

DISCUSSION

1. Spend time trying to answer the three questions regarding workplace environment.

FOUR SPECIFIC AREAS SHOULD BE ADDRESSED IN DEVELOPING A WORKPLACE EXPERIENCE THAT WILL ATTRACT AND KEEP THE NEXT GENERATION.

1. _____________________

THE WORKPLACE ENVIRONMENT SHOULD FOSTER ____________________________
CONNECTIVITY AMONG THE STAFF.

“Millennials just want to have fun—at work. That may sound like heresy to managers, but this generation detests nothing as much as drudgery and boredom. ‘They look at the workplace as a social organization, not just a job,’ one corporate recruiter told me.”

Ron Alsop

2. _____________________

THIS GENERATION IS MIXED WHEN IT COMES TO HAVING FREEDOM VERSUS BEING GIVEN ____________________________.

“If you want to give Gen Yers more freedom at work, the biggest favor you can do for them is establish clear boundaries and give them a structure within which they can function with some autonomy.” Bruce Tulgan
3. _________________

BRUCE TULGAN GIVES WHAT HE CALLS GEN Y’S TECHNOLOGICAL IMPERATIVES FOR THE WORKPLACE ENVIRONMENT:

• CONSTANT ______________________ WITH WHOMEVER THEY WANT

• IMMEDIATE ACCESS TO WHATEVER____________________ THEY WANT

• TOTAL ______________________ OF THEIR INFORMATION ENVIRONMENT

• THE ABILITY TO LEARN FROM AND _______________________ WITH EXPERTS IN REAL TIME

4. _________________

“Next Gen’ers want to feel that they’re a part of something bigger. Teams matter.”
Rebecca Ryan

WHEN WORKING IN TEAMS, THEY WANT TO BE ABLE TO ___________________
THE BIGGER PICTURE OF THE ORGANIZATION.

SOME EXPERTS SUGGEST THAT ______________________ THE STRUCTURE AS MUCH AS POSSIBLE WILL ENABLE A FAR MORE EFFICIENT AND HEALTHY WORK ENVIRONMENT.

“Churches that are based on a senior pastor model that gives complete authority and power to the senior pastor, and organizations that are based on a strict hierarchical view of leadership, are going to be in crisis as we move further into this emerging culture.” Jimmy Long
ATTRACTING HIGH PERFORMER POTENTIAL CHURCH LEADERS

1. BEING ABLE TO ATTRACT THE NEXT GENERATION IS ABOUT MORE THAN CREATING A GROWING CHURCH BUT CULTIVATING A ____________ PLACE TO LIVE AND WORK.

   • Is the church showing, by its actions, that it cares for the people it serves?
   • Does the church have obvious signs of relational health both on the staff and in the congregation?
   • How well does the staff relate to one another?
   • Is there unity of purpose and of strategy?
   • Is there alignment to the vision of the church?

“They often look to values issues when they are considering a new job: Do they believe in the company’s mission? Do they approve of how you do business?” Bruce Tulgan

2. THE NEED TO PROVIDE __________________ WORK HOURS AND FLEXIBILITY WITH TIME SCHEDULES.

“In a 2007 Wall Street Journal/Harris Interactive survey, more than 70% of M.B.A. recruiters said they increasingly find that job candidates are seeking positions offering them benefits for balancing work-life issues.” Ron Alsop

SO HOW DOES THIS WORK WITH THE LIFESTYLE OF MINISTRY? WILL THIS GENERATION UNDERSTAND THAT MINISTRY IS NOT AN EIGHT TO FIVE TYPE OF JOB?

3. THE NEED TO KEEP UP TO DATE AS TO WHAT A ________________ SALARY AND BENEFITS PACKAGE WOULD BE FOR THEIR AREA.

   • IF A CHURCH WANTS TO ATTRACT THE BEST AND BRIGHTEST THEN IT NEEDS TO BE WILLING TO PAY A REASONABLE AMOUNT.
“How much cabbage do young people need to keep a roof over their heads, clothes on their backs, and fuel in their tanks?” **Rebecca Ryan**

**NO CARROTS PLEASE!**

The worst thing a seasoned church leader and boss can do is to hold the carrot out in front of their young leaders and make promises like,

“Someday it will be your turn.”

Someday? What about today?

What are the managing pastors and church leaders going to do today, next week and next month to prepare the next generational leader for leadership roles? There is plenty of potential in each young leader and it is the job of the seasoned leader to recognize and utilize it. The carrot routine will simply not work with this generation.

“In the future, leaders who use only the carrot-and-stick method when all workers are volunteers will barely qualify as leaders. Volunteers must be led differently. Leaders of the future who don’t change what I call their ‘influence tactics’ are going to have serious problems, and they deserve them.” **William Cohen**
LET’S TALK ABOUT IT

Break into intergenerational groups of 2-4 and discuss the following:

DISCUSSION QUESTION

1. What do you sense is the greatest tension for the church in creating an environment to attract high potential Millennials?

THE RECRUITMENT PROCESS—THE DO’S AND DON’TS

WHEN LOOKING TO FORM A RECRUITMENT PROCESS FOR NEXT GENERATIONAL LEADERS:

1. CONSIDER THE _______________ OF THE PROCESS.

HOW LONG SHOULD A HIRING/INTERVIEW PROCESS TAKE?

- THEY WILL SIMPLY NOT HAVE THE _______________ TO ENDURE SUCH A DRAWN OUT PROCESS.
- THE PROCESS SHOULD BE _______________ AND YET ALSO RIGOROUS.
- IF THE PROCESS IS TOO LONG, THEN THE CANDIDATE MIGHT GET __________ _______ AND TAKE ANOTHER JOB OFFER THAT COMES FIRST.

2. START PROMOTING THE JOB FOR POTENTIAL CANDIDATES TO _______________.

COMMUNICATING YOUR MESSAGE IN A WAY THAT WILL CONNECT TO NEXT GENERATIONAL LEADERS IS ONE OF THE MOST IMPORTANT PARTS OF THE RECRUITMENT PROCESS.
• **Provide emerging leaders a ____________** to get a better “feel” for your church through more than words on a screen.

• **Churches should at least have ____________ of the worship music and preaching if not the whole service on the web for potential staff to review.**

• **Churches should utilize ____________, a free videophone service through the Internet.**

3. **During the interview process, communicating a clear and accurate ____________ of the job and the church is very important.**

• **Problems will arise if what is presented in the promotional material is not what the job or the church is ____________ like.**

• **Speak the truth during the entire process. Never make claims or ____________ you don’t intend on keeping.**

• **Make sure that no one involved in the interview process speaks out of turn in order to “sell” the position and the church to the candidate.**

• **Give the candidate a ____________ look at what a typical workweek looks and feels like.**

4. **Allow plenty of opportunity for the ____________ and concerns of the emerging leader.**

“You have to talk about what you have to offer them today, tomorrow, next week, this month, the first six months, and the first year. If you want your recruiting message to attract them, then you need a recruiting message that speaks to their real concerns.”

*Bruce Tulgan*
LET’S TALK ABOUT IT

Daniel H. Pink is the author of four provocative books about the changing world of work — including the New York Times bestsellers, *A Whole New Mind* and *Drive*, which together have been translated into 29 languages. www.danpink.com

Break into intergenerational groups of 2-4 and discuss the following:

TWO DISCUSSION QUESTIONS

1. How does what Dan says apply to the church?

2. What must your church do to retain talent?

ASK AWAY Q/A

LEADERSHIP EXERCISE

Put together a team of both seasoned and emerging leaders from your staff or lay leadership to explore and put into place magnetic attraction “best practices” for the church. This would include systems and processes that help develop healthy working environments and effective interviewing for the emerging generation.
BIBLIOGRAPHY


APPENDIX C: PRESENTATION POWERPOINT SLIDE EXAMPLE
"More than two-thirds of young churchgoing adults in America drop out of church between the ages of eighteen and twenty-two!"
Tom and Sam Rainer

"The U.S. Bureau of Labor Statistics predicts a slowdown in the pace of the labor-force growth and productivity in 2016, as some of the 70 million-plus Baby Boomers retire."
Survey quoted by Joanne Sujansky and Jan Ferri-Reed

"By 2010, about 64 million workers—40 percent of the United States workforce—will be poised for retirement, though not all will choose to leave.”
Rebecca Ryan

Current Boomer leaders are faced with the task of connecting with and inspiring this generation to become the leaders they need to take their churches into the future.
the church at a crossroads

Churches will be facing the largest leadership transition in American history when the Baby Boomers decide to retire.

the church at a crossroads

The Millennial generation will soon outnumber Generation X in the workplace and will be influencing their organizations sooner rather than later.

the EPIC, Google world

“Anything in business or in the church that is working in this emerging culture is becoming more EPIC (Experiential, Participatory, Image-rich, Connective).”
Leonard Sweet

Millennials: who are they?

six key words
Millennials: who are they?

1. HOW THEY GREW UP—

**KEY WORD:** ENTITLED

“Narcissism is one of the few personality traits that psychologists agree is almost completely negative. Narcissists are overly focused on themselves and lack empathy for others, which means they cannot see another person’s perspective. They also feel entitled to special privileges and believe that they are superior to other people.” Jean Twenge

Millennials: who are they?

• Young people have grown up being told they can do and be anything they want to be.

• Being labeled “special” used to have negative meaning attached to it but now it is a buzzword for this generation.

• There is a huge problem with teaching young students that they can do and be anything they want; it is simply not the way life really works.

2. HOW THEY WORK—

**KEY WORD:** MOTIVATED
Millennials: who are they?

- This means that when they come into a ministry leadership position, they will come with a list of changes he or she thinks the ministry needs to make.

- This is a generation where it is "cool" to be highly educated.

- This generation is not motivated by feelings of duty—working hard is not virtuous in itself, but it is worth it if they are singled out and recognized.”

  Jean Twenge

- Many young adults come on so strong that it causes their leaders to react negatively to their idea.

3. WHAT THEY VALUE—

  KEY WORD: CAUSE

- It has become incredibly popular to be giving and to serve.
Millennials: who are they?

"Another survey of 13 to 25 year-olds revealed that about 81% of them have volunteered in the last year; 69% consider a company’s social and environmental commitment when deciding where to shop; and 83% will place more trust in a company that is socially and environmentally responsible."

Gen Y Project

what has brought this sense of humanitarianism to this generation?

• Volunteering has become part of many educational requirements that colleges are looking for in incoming students.

what has brought this sense of humanitarianism to this generation?

• They want to participate in the cause.

how does this affect the church in the future?

• It is simple—if churches don’t show how they are giving back to society in some way, then they will be less likely to your church.

common complaints of seasoned leaders
common complaints of seasoned leaders

1. Easy there. Settle down and pay your dues!

2. Stop demanding and show some respect!

3. Get to work... work is hard and long!

• Often emerging leaders are ambitious and want to be given significant jobs and responsibilities from day one.

“...They will do the grunt work to prove their value to the organization but they will not do it for long in exchange for vague long-term promises of rewards that vest in the deep distant future,” Bruce Tulgan

• The boomer generation was taught to respect their elders “just because,” but this generation shows respect to those they feel they are receiving respect from.
common complaints of seasoned leaders

• Millennials are motivated to get their work done so they can have a social life.

PERSONALIZE IT

LET'S TALK ABOUT IT

1. Look back over the six key words of the Millennials. Are they any other words that you would use to describe them?

2. How have you experienced frustration with the emerging leaders in your church?

ASK AWAY (Q/A)

Googles: Understanding the Millennial Generation
APPENDIX D: WEBSITE
Get to work!
01/08/2011

A common complaint of seasoned leaders is, “Get to work...work is hard and long!” Work for the Boomer generation has been central to life. The emerging leaders, however, do not feel the same way about work as their leaders do. Seasoned leaders can accept another myth as true: Millennials want their bosses to do their work for them. The reality is that emerging leaders expect their leaders to teach them everything they need to know. Remember these young adults have a lot of head knowledge but not a lot of experience. They know this and rely upon their managers to show them the ropes.

Another aspect to this complaint of seasoned leaders is that they tend to think that if one does not put in over 50 hours a week, one will not succeed and make deadlines. These leaders think they are being a good example to their young leaders but that is not how the Millennials see it. Generational diversity and management expert Carolyn Martin, explained this to the Gen Y project, “And, don’t think you’re role modeling it because you put in 60 to 70 hours a week! That’s not work ethic to young people; that’s insanity!” These young adults will not sacrifice their social life for the job so seasoned leaders need to be prepared. This does not mean they do not produce results on deadline. Millennials are motivated to get their work done so they can have a social life.

How can seasoned church leaders respond to a generation that will tend put their own needs above the needs of the church? How many hours a week should church leaders work to be healthy? What will the typical

Pay your dues!
12/01/2010

Some seasoned leaders think the Millennial generation just needs to “grow up” and face the real world.

Many of the complaints seasoned leaders have against emerging leaders are understandable from a managerial perspective. These complaints are linked to some of the characteristics of the Millennials that will be discussed, which often stem from the leader wanting the younger generations to approach life as he or she did. These complaints are expressed as responses to the characteristics they don’t like.
Workshops

Scott can present the following topics to your staff/volunteers to assist you in leadership development and connecting to the next generation. Please fill out the “contact us” form on this website if interested in booking Scott for an engagement.

1. Googlees: Understanding The Millennial Generation
An interactive presentation to discover six words that describe those born from 1978–2000 and how they will change the face of the workforce.

2. Bridging The Chasm
An interactive presentation as to how to bridge the chasm between seasoned and emerging leaders through following, common vision, and empowerment.

3. The Computer Cluster and Two-Way Street
An interactive presentation to explore the use of cross-generational small groups that explore leadership together and encourages two-way mentoring relationships between seasoned and emerging leaders.

4. Taxicab Leadership: Driving Millennials Toward Ministry Success
An interactive presentation that re-images management of Millennials to include a coach approach to equip them toward ministry success.

5. Taxicab Leadership: Driving Techniques
An interactive presentation of the skills and models of coaching to effectively manage the next generation and identify high-potential leaders for the future of your organization.

6. Magnetic Attraction
An interactive presentation of practical recruiting practices that will ensure your organization will be able to attract and retain emerging leaders.

7. The Coach Approach to Leading Small Groups
An interactive presentation as to how to use the skills of a coach in facilitating small group discussions.

Church Preaching

Scott has ten years of Bible teaching and preaching experience and is available for pulpit fill and guest preaching. Please fill out the “contact us” form on this website if interested in booking Scott for an engagement.