

TRAIN THE TRAINER: LEADERSHIP DEVELOPMENT SYSTEM

1. I do, You watch. (We talk)

In this example, me, the trainer is the mentor and “Charlie” is the apprentice. The first time we meet, I tell Charlie to simply come to kids with me. I will lead the group, and all that Charlie has to do that first week is just watch me – see how I interact, what I say, what I do, how I lead the material. Then Charlie and I are going to talk after Kids is done. Maybe it’s a Wednesday night after the kids are in bed, or we go out for coffee on a Saturday morning for an hour.

2. I do. You help. (We talk)

In the second step, I'm going to do, Charlie is going to help, and we're still going to talk. In Kids, (or maybe just a couple weeks later), Charlie is going to lead the prayer time and gather the prayer requests. I'm going to make sure that Charlie and I meet that week and talk about it. This is Charlie’s opportunity to process what he's learning about leading the group, leading the material, and so on. Leaders are available to and for each other, so for whatever is on his heart or what he's challenged with, I'm available to him.

3. You do. I help. (We talk)

In the third step, Charlie does, I help him, and we talk. You see how it's just starting to switch on us? As time goes on, he's taking more and more of the responsibility for the group.

4. You do. I watch. (We talk)

In the fourth step, Charlie does everything, and I simply watch. And don't worry, I've got his back because I want Charlie to succeed. Leaders invest in other people. We want other leaders to win. And we still talk afterward. *Never forget that part.* It's really important because leaders are often made over a coffee table.

5. You do. Someone else watches

Then in the last step, Charlie does. But now, he's the mentor and he has his own apprentice, and the cycle continues on from there.

So what's the time frame for each of these five steps? It could be as little as a week or as much as a month or more. It's all about how fast the leader develops, and that process will be unique to each person.

you want to take a person who signs up to serve, connect them with someone who already is serving, and let them do the work together. However, before you train them for the specific task (or pair them up with someone to do so), make sure that your training includes the vision behind your Team. In other words, photographers do the work of documenting the life of the church, but they are doing this so that people will remember what God has done. It's as if every time we see a photo, it's like an altar the Israelites established as they walked through the desert.

When a team member first joins, you might put them through an 'Orientation Training' in which you share the vision, job description, and org chart and then train for the actual job duties (OTJ training). As you think about your training, make sure you include the following:

1. An explanation of the end goal of the training. What are the results that I want from this training? If I train people correctly, what is it that I am hoping that they will do
Pre-requisites: • Redeemer is your home church; this means you regularly attend. The ultimate goal of serving is to build purposeful relationships that we can then use to remind each other of God's love. What a waste it would be if someone came and served in Communications Team, did a great job in serving in their specific capacity, but then missed the love of God for them. As you talk about the end goal of your training, make sure to include the fact that serving is a great way to build community and purposeful relationships. It is great to be able to admit the fact up front that not everything is going to go as planned, and that there will be tension that is created as we work together. However, in these moments there is great opportunity to speak the gospel into one another's lives. This is the true end goal of the training so don't skip it.

2. The "how to" of the job The 'how to' of training is for the practical tasks included in the job. The people you are training need to walk away understanding not only the expectations and tasks but 'how to' do them. While you are not expected to teach a person how take photographs or work on a website (you need to have people join these teams that already have these skills), you will need to teach them the systems that you want them to work in. For example, if you want a photographer to upload all the pictures they take to a Google album or a Dropbox account, do they know how to do that? Do they know how to create folders for each event instead of just dumping them into one huge file that is impossible to search? When putting graphics together, do they have the logos that you want them to use and do they know what information is always pertinent on a flier? There is no doubt that you have a certain methodology in mind when you think about a task that needs to be accomplished. If you do not develop training for this methodology, be prepared to accept any methodology possible, even ones you do not agree with. Since this methodology may already be inside your head, make sure that you lay out each individual step, and then do your training based upon it. The 'how to' of training should start with you thinking through all the various parts of what you want to have happen in the specific area of each team. Write down each of these parts and then begin to work on a training document. Remember that most people come with some sort of prior experience; we are all a product of our experiences. This means that if you don't want to end up looking like the last church they attended, you'll have to rework the expectations in specific details.

3. How to get to the next level In every training session, you should address the next step on the GEM. If you are training Video Team Assistants, take time to tell them about the next step, Video Team Leader. You might include the expectations, pre-requisites, and time commitment. Although not everyone will become a Team Leader, the few who will take that next step will have just learned how to do so. Make sure you include the next steps that a person should take if they are interested in going to the next level.

4. How can I live on mission inside and outside the church with this training? The training you are doing has ramifications for building the kingdom that goes beyond the church. The skills that people have as a result of what you have just taught can be used in their homes, neighborhoods, and communities. Isn't it

wonderful to think that this one type of training could have so many potential practical uses? In order to make this a reality, you'll have to help people see the connection. In Engage the Church, we spent time learning about living on mission inside and outside the church. We learned that mission includes working in all parts of our community for the purpose of building purposeful relationships. Remember, just like church, one of the end goals of knowing 'how to' be a part of the Communications Team is building relationships with people whom you can hear from and speak to, the life giving words of the love of God. In the same way that this is our goal inside the church, this is also our goal outside the church. How can we build purposeful relationships with people, through the skills we have learned (or are doing) in the Communications Team, so that they can hear that they are loved by God? The training you have are giving is a key that will open the door to many opportunities for building purposeful relationships.

All this organizational structure and training is wasted unless we are building purposeful relationships inside and outside the church. It is exciting to think that the Holy Spirit has gone before us preparing people's hearts to hear God's love, and even to speak God's love back into our hearts. In our compartmentalized world of work, sports, family, church, and automatic garage doors that keep us all separated, to see our training as the way to open the doors for purposeful relationships is helpful for disciples who know they are called to go and make disciples. You might use a team of people to develop training for each position. We have always found that experienced people (and professionals) are invaluable to help us create training. This is because they have been trained to think through so many scenarios, that they offer incredibly helpful and time saving suggestions. It is also helpful to call other churches to find out what their training programs are like and adapt ideas to your situation. Practical thoughts on training: If you want your training to be successful, there are some easy planning items that you might consider.

First, provide childcare, food, and drinks. Recognize that people are giving up time for training, so make it as convenient as possible for them. We do most of our training on Sundays directly after the service or in the evenings and we provide lunch and childcare each time. If you can limit the training to shorter periods, make sure these timeframes are convenient for families.

Second, training is never a one-time activity. Although you might have an intensive training once or twice a year, you can also do VIP trainings throughout the year if you plan well. I introduced the concept of VIP trainings in Engage the Church. The idea is to share Vision, Instruction, and Pray, all in about 10 minutes. You might do them VIP times at the beginning of new rotation of Team Members, or when you are having a larger special event. In VIP times you can reiterate the vision, give short but useful instructions, and pray for the team. Think of all the other creative ways that you can train: emails, podcasts, blogs, or videos. Don't inundate your people, but providing a variety in your training will actually help people feel connected and cared for.

Third, training needs to be multi-tasked. When setting up your training system, think about the following steps and how you might incorporate them into the training. • Tell me what to do • Let me watch you do it • Let me do it with you • You watch me do it • I do it by myself Training at Each Level of the GEM: Make sure that you provide specific training for each level on the GEM. While you might want

to start out with “Orientation Training” for the process of going from the START to team member, you also want to provide separate training for the next two steps (Team leader and Director). The more specific the training, the more confidence you will build in your team. Training that gives specific instruction brings security in doing the task well. At first, you can do a large training for each level of the GEM, but as your church grows, you will want to divide your training up into the areas of your org chart. You might do five different “Orientation Training”, one for Website, one for Social Media, one for Graphics, one for Photography, and another for the Video team. Developing training will take time, but it will pay great dividends as your church begins to grow. Many churches grow to a certain point (say 150 people) and plateau until they realize that their growth has been limited by the fact that they have not really set up an organizational system or trained anyone. Sometimes churches that don’t recognize this problem can thwart growth for years; they say they want to grow and to see people come to know Jesus, but the work that they are doing behind the scenes doesn’t match up with this mission. This was certainly the story at Redeemer—seven years of relying on the people who came to us disciplined/trained by other churches to do the work at Redeemer. I can’t tell you that setting up an org chart, writing job descriptions, or developing training is easy work, but I can tell you it is profitable work for your ministry; it will pay huge dividends both in your ministry and wherever God calls your people over their lifetime.

USING THE GEM Now that you have done the behind the scenes work, you are ready to start working with the GEM. Keep in mind that the GEM has two penultimate purposes: First, it serves to show people how to get connected into the church. Second, it serves to help you (as the leader) know how to get people connected and onto the next level. The GEM’s ultimate purpose is building purposeful relationships inside and outside the church, all the while doing the work that God has called us to glorify Him!

STEP 5: Get People involved Using the GEM (Attract) The first goal in building purposeful relationships through the Communications Team is to get people involved. How can we get people to start thinking about serving in the Communications Team? How can we get them from the START to “Team Member” and beyond? As discussed in Engage the Church, one of the main reasons that people do not get involved is because they do not know what they are signing up for. What do we mean by team member? Therefore, to get people involved you must spend time clearly articulating what is expected for each position on the GEM for Service Teams. You can do this task by answering the following five questions:

- What you are asking the person to do
- What their commitment will be
- The prerequisites (if any)
- The training requirements
- The next step(s) to take