

Instructions:

Given what you have been reading this week, write a 2 page plan for how you would address, improve, correct this scenario. What types of actions would you take? What would be your priorities? What steps would you take? Consider the trellis/vine review, the stages of leadership, the Nehemiah principle, decision making, organizational structure, 5 Dysfunctions.

Case Study:

You have just been asked to provide leadership to your church's growing student ministry. The previous leader stepped down and has left the church.

The student ministry that you have taken over is comprised of 3 full time staff (two coordinators and an admin staff), 2 part time employees, and 12 volunteer leaders. In addition, there are about 30 parent volunteers who assist with the various events and classes.

The previous leader was a gifted person who had a passion for students, but his/her leadership style was a burden to the staff and volunteers, leaving the ministry without momentum and energy.

Because your church will be hiring a full time Pastor for this role, you don't have to have a passion, knowledge, or experience in student ministry. You have been asked to help with the organizational/team aspects of the ministry. This is what you are walking into...

The previous leader was a micro managing leader who wanted and needed to know not only what every person was doing, but also needed to be part of most decisions. This leader expected his staff to report daily what they were working on and the volunteers to report weekly what was happening in the groups and ministry. The staff team knew they were not as good as the leader, and consequently were fearful of making decisions that were not already approved by the leader or weren't considered his/her idea.

Because the former leader micro managed everything, both the staff team and volunteer team have been on edge. There was little or no trust among the team which resulted in an odd competitiveness driving everyone to try and get on the leader's 'good side'. Two of the staff members had issues with the volunteers, which they talked about incessantly with one another but never addressed with the volunteers. And several volunteer leaders regularly expressed doubt and questions about the direction of the ministry, which were never addressed.

The volunteer leaders enjoyed serving in the ministry but were often unclear with what they were trying to accomplish. There was confusion around what the ministry was about and how they should best reach and minister to students. Again, the ministry leader, when meeting with the volunteers, would use their time talking about superficial, social issues and not necessarily addressing ministry questions, barriers, or even helping the volunteer leaders lead. As a result, the number of volunteer leaders were dropping off and fewer were participating in the ministry or helping. The staff leaders were getting burned out from doing everything and having to pick up the slack.

Lastly, though many people had a lot of ideas about how to improve things (several staff had great experiences elsewhere and many volunteers had come from other churches serving in student ministry), the main leader never gave room for those ideas to be discussed or tried. He/she held on only to what they had done previously, and relished in his/her past successes in ministry. The team is competent and capable, but underutilized and disorganized.

Questions to Guide Your plan...

- What will you do to help the staff that now reports to you?
- What specific issues need to be addressed? How will you fix them?
- How/what will you do to help the volunteer leaders?
- What will you do organizationally and practically to try and restore confidence? Momentum? Team?