

GET READY FOR GROWTH

Throughout my time as a pastor and an entrepreneur, I have noticed the systems and processes present in many medium to large businesses are absent in small businesses, churches, and nonprofits. There is typically a big emphasis on leadership in Christian-led organizations, which is absolutely vital in cultivating a healthy culture. However, a component that is just as essential, yet frequently underdeveloped, is management.

Here's why this matters: God is looking for businesses and ministries who have the capacity to carry His vision, which is always bigger than we can dream up ourselves. We have a responsibility to prepare our organizations to receive this kind of growth.

Think about it— if your church gets 10x more people in attendance than normal this Sunday, would you be ready? If you sell 10x more products or attract 10x more clients, does your business have the systems to sustain the traffic?

As Christian ministers, entrepreneurs, and business leaders, the purpose of our work is to advance the Kingdom of God. We can create spaces, goods, and services which invite people to “taste and see that the Lord is good” (Psalm 34:8). In Matthew 9:37 (NKJV), Jesus said, “The harvest truly is plentiful, but the laborers are few.” What if there is a harvest urgently waiting for what you have to offer, but you haven’t built the systems and processes necessary to receive them?

This short book will show you how to position yourself, others, and your organization for growth.

It's applicable to you whether you are the CEO or a ground-level worker. Let me explain why.

In his book, *The E-Myth Revisited*, Michael E. Gerber classifies people in an organization into three categories: the entrepreneur, the manager, and the technician. I like to refer to them as the leader, the manager, and the doer.

We will dive more into these distinctions later, but here's a short description:

- The leader is primarily focused on creating and communicating the organization's vision. They concentrate more on people and relationship development than on tasks. A leader is transformational.
- On the other hand, the manager is more

transactional. They operate within established systems and spend the bulk of their time directing the workflow of others.

- Doers spend the strong majority of their time completing tasks.

Positioning yourself as a leader and a manager is the first step to scaling your organization. If you are hired to be a 'doer' in this season, thinking like a leader and a manager is the first step to promotion. Why? As you'll come to find, being a leader-manager helps you operate the most efficiently while maximizing your unique gifts and talents. You bring value, not time to the marketplace. So, you bring the most value to an organization when you focus on the activities only you can do. Now, this doesn't mean you get to focus all your time on passion projects immediately. We all have to spend time as the grunt, even as entrepreneurs. (Really, especially as

entrepreneurs. Anyone who starts a business or plants a church knows that for a season, you do all of the work for minimal pay.) However, the goal is not to stay there. In fact, you can't stay there.

God has blessed you to increase. In Genesis 1:28, He said, "Be fruitful and multiply; fill the earth and subdue it; have dominion over the fish of the sea, over the birds of the air, and over every living thing that moves on the earth." God is a God of multiplication, and His call on your life will stretch you beyond yourself. This is what being a leader manager is all about— making room for increase in yourself, others, and your organization for the glory of God. When we operate in this way, we are imitating our Heavenly Father! So, let's get started by unpacking exactly what a leader manager is.

THE LEADER MANAGER

The key to making your organization flourish is to make sure you are providing the two elements that only you can provide. These two elements ensure forward momentum. They inspire and empower your team to get to work. They produce vision and the systems required to bring that vision to life. So, what are these two elements?

You guessed it.

Number one is leadership.

Number two is management.

To be successful, you—the boss, founder, pastor, whomever—must be both a leader and a manager. It is only as you serve your people in both capacities that you can advance your organization towards its goals.

I once heard someone say that leadership is essentially a “relationship between individuals—between the leader and every member of the group he leads.” Leadership inspires people. It makes them want to work.

Management, on the other hand, provides the know-how, the sound planning, and the means for stability in an organization. It enables people to reach the objectives inspired by leadership. Both leadership and management are essential in the work of any dynamic organization. If the manager is the head of the organization, the leader is the heart. Nowhere is the balance between leader and manager more important than in the person leading the organization.

The people of your organization require a sense of mission. They must have inspiration to become involved in the work of the organization. Leadership

supplies this inspiration. Without leadership, morale will falter.

However, people also want and need guidance for how to fulfill the mission. Without providing clear direction, morale also dips. Other people in your organization, no matter how capable they are, simply cannot satisfy these two needs.

Each organization and section within an organization must have one person who is ultimately responsible for motivating the team and coordinating their efforts. This person can delegate many duties but not the top leadership and management responsibilities. To do so creates problems within the organization.

LEARN FROM A FOOTBALL COACH:

Bill Belichick has more Super Bowl wins than any other coach. He is an excellent leader and manager who has demonstrated how one person can propel an organization to great success. When Belichick was approached about coaching the Patriots, he said he would accept the job offer under one condition: he wanted to be the coach and the general manager.

Belichick knew a successful football organization could have only one leader. He was a man who had direct control over all phases of the operation. In this way, he was able to move the team's efforts in one direction, toward one specific goal.

Belichick also knew how to select the right talent. He knew football inside and out and was able to communicate his knowledge to his team.

He formulated game plans and was able to effectively use his players' talents to win.

Like Belichick, every good manager must know how to do three things:

1. Select the right people.
2. Train the right people.
3. Use the right people's talents in the most efficient way to get the job done.

On the flip side, every good leader must know how to do three things:

1. Empower the right people to be the best they can be.
2. Envision a goal for the right people.
3. Inspire the right people to achieve that goal.

When the key person of an organization combines these six traits, momentum will really start to accelerate.

HOW TO IMPROVE AS A LEADER

LEADERSHIP WITHOUT MANAGEMENT:

What happens if you offer your team leadership or management, but not both?

If you provide only leadership, your team will remain enthusiastic for a while as you impart loads of vision and inspiration. But without clear direction, people lose sight of the objective and become frustrated by unnecessary rabbit trails. Even while working hard, a team can fail to move toward the goals of the organization. The end result? Nothing really happens.

Without management, your team can feel as if they are going nowhere. They need someone to coordinate and direct their work. We all know people with amazing leadership qualities who are lacking

in management abilities. People love them in the beginning, but very quickly become frustrated and disillusioned. A company cannot function on ideas alone. Leadership without management generates dozens of new ideas without the discipline and direction to bring them to completion. Ideas without execution will breed frustration in your team.

Leadership by itself can create a beautiful display of fireworks, and everyone is impressed by the great ideas. However, with no one to work those ideas into reality, nothing of significance happens. Your team will tire of the fireworks and begin to lag. Eventually, they will look for someone who can manage their efforts to help them reach their goals.

IMPROVING AS A LEADER:

Are you functioning as both a leader and a

manager? Are there skills you are lacking in your leadership and/or management?

You can always improve as a leader. There is quite a bit of information available on the subject of leadership and quite a few camps to choose from. Many believe there is a mysterious ingredient people must possess to be a leader. Trying to pinpoint the exact ingredient or quality has created the idea that leaders are born and not made.

There is no denying that people with qualities like self-confidence, enthusiasm, and personal charisma emerge as leaders faster than others. However, if you don't possess these qualities naturally, you are not doomed as a leader. The qualities and wisdom you need to become a good leader can be learned and developed.

TWO BASIC INGREDIENTS:

There are two basic ingredients found in strong, effective leaders: connection and communication.

First, a leader builds connection with the team by identifying with them and creating space for them to identify with him or her. There is a reciprocal bond when this relationship is felt by both the leader and the team.

A leader needs to know their team members. He or she needs to be aware of dreams, hopes, fears and even feelings of inadequacy. The world's greatest leaders enjoy the devoted support of those around them. Why? They took the time to identify and relate. These leaders lived with, ate with, and shared the hopes, dreams, dangers, experiences, and discomforts of those around them.

A leader is generally granted some privileges along with their responsibilities, but it is important to remain humble and relatable. Too many leaders become greedy and feel entitled to privileges which, in the long run, make them proud and distant. People can no longer identify with them and begin to disconnect. As a result, they turn into a boss instead of a leader. Greed will inhibit a leader's ability to inspire and be relatable. A true leader must build and maintain a connection with his or her team to be effective.

Secondly, communication is vital for effective leadership. A leader must be able to communicate clearly with their team as a group and to individuals within the group. From the opposite side, the team members need to feel their leader hears them. One of the best ways to keep high-performers on your team is to give them an open platform for their ideas, dreams and concerns.

A leader communicates confidence to his or her team through sharing a sense of hope and assurance. Your team needs hope to feel like their desires will be met and their problems will be solved in a timely manner. They also communicate the connection between the vision, the work, and the team. They explain the ‘why’ which empowers their team to take ownership.

Be encouraged. It is never too late to improve your communication skills. You can start today by listening more intently. As the saying goes, “People don’t care how much you know until they know how much you care.” So, take the time to be with your team physically and to speak with them directly. This is a vital tool for an effective leader to have in their toolbelt.

THE IMPORTANCE OF SYSTEMS FOR A LEADER:

If it's not in writing, it does not count!

As a leader, systems are the secret sauce to having the time to focus on relationships and vision. Systems will make your management tasks 100% easier. Here's an example:

A while back I was a guest speaker at a church with a very frustrated senior pastor. On a Sunday morning when he needed to be focused on leading the congregation, he was complaining about a nursery leader. Dirty diapers from the week before were still in the diaper pail even though the leader had been told multiple times precisely how to clean the rooms and be sure to empty the pails.

Before the service was not the time to discuss this matter, but the pastor brought it up again on our way to the airport. After he vented for a minute, I said, "If

the direction you provide is not in writing, it doesn't count."

Completely in shock, he pulled the car to a stop.

"Say that again," he said.

"If it's not in writing and people have not been given clear instructions about expectations and standard operating procedures, then you cannot be frustrated if they have not done what you verbally told them."

This small piece of information radically changed his life and his leadership style. He not only wrote up operating procedures for the different departments (including the nursery); he wrote job descriptions, policies, and procedures for every person and area of the church. He quickly learned the value of clearly

defined systems in his organization. Work was regulated and directed without his personal supervision which freed him to focus on his primary responsibility of leading the church.

Developing systems for your organization begins with clearly identifying what work needs to be done. The next step is to sort out and classify the work into jobs. If your organization has never been systemized, you will need to begin by interviewing your team. This is the best way to get an overall picture of your organization and be able to systemize accordingly.

Periodically sitting down with your team and going through their daily and weekly tasks is highly beneficial. This will help you redirect efforts which are no longer necessary and maintain a high level of efficiency.

Leadership books today place more emphasis on being a leader and not enough emphasis on being a manager. There's no question whether today's world needs good leaders. However, small businesses and organizations need to put in the effort to identify the work in the management process. Without a full picture of what work is being done, an organization can become paralyzed. Your team will have no idea what is missing or what is unnecessary. Discovering those things will help you streamline your processes.

After identifying the work, it is time to standardize it. Standardization is the process of creating systems which allow the work to be done in a consistent manner with little variation (standard operating procedures). The management technique called Six Sigma provides a helpful model for standardization. Six Sigma Methodology comprises five data-driven stages—data, measure, analyze, improve and control—

intended to improve business processes and greatly reduce the probability of error or defect. When work is correctly standardized, you will be able to control the work by directing the right amount of effort to the right job, at the right place, at the right time. Work will no longer control you.

So, identifying, standardizing, and directing work are the heart and core of systems. They allow leader managers the world over to get more work done with less effort. Systems are the foundational definition of ‘work smarter, not harder.’

Any organization that uses systems to delegate work, supervise less, and promote better working conditions will enjoy great results. You may even find there is less tension and happier people on your team. These are just a few attainable goals to reach for in this journey of improving your leadership.

MANAGEMENT WITHOUT LEADERSHIP

What does management skill without leadership look like? Wasted effort.

Focusing strictly on management leaves little room for inspiration or building team culture. You can organize every little thing and produce a plethora of well-engineered programs, but without leadership, you are spinning your wheels.

With management alone, your team will feel uninspired and lack motivation. Everything is laid out for them, but they have no vision or purpose. They have no connection to the ‘why’ and where they fit in the overall vision. Managers are not generally loved the way leaders are simply because management is cut and dried—black and white. By contrast, the leader is buoyant, charismatic, and full of vibrant color. Your

team needs both.

Managers write the playbook with all the policies, procedures, and systems. They are not like a coach who gives inspirational pep talks with the goal of motivating their team to get behind the vision. Your team needs a leader to keep their interest hooked and inspired, but they also need a manager who has the processes in place.

IMPROVING AS A MANAGER:

Your skills as a manager can be learned, honed, and developed. Management is a term coined by the Romans and was first applied to training wild horses. The Romans believed in utilizing the energy of horses to increase productivity. They used horses for everything from moving large quantities of materials to transportation from one place to another. Horsepower could carry more for greater distances and in much

less time than manpower. The Romans were adept at analyzing the job, selecting the right horse, and training it accordingly.

Over time, the term management came to describe the task of using manpower to get a job done. Improving as a manager can be as simple as following the steps the Romans used to leverage horsepower. Stand back to see the big picture and assess the need, then put systems in place to meet the need. And finally, know how to pick and train the right people within your chosen systems.

DELEGATION:

As a manager, you are responsible for getting work done, but not by doing it all yourself. Without assistance, you will only produce exhaustion. True management bears fruit by getting work done through others. A manager's work is regulated by the amount

of personal effort and time dedicated to it. However, it is also regulated by determining how much of the work can be done through the time and effort of others.

Delegation is not a means for the manager to shirk his or her responsibility onto others. By delegating, the manager expands the capacity of the entire team and eventually of the business through the efforts of the entire team.

CASE STUDY:

Exodus 18 provides an excellent example of delegation. When Moses was running himself ragged trying to meet the needs of the children of Israel in the wilderness, his father-in-law, Jethro, shared some great wisdom:

Next day Moses sat to judge the people, and the people stood around Moses from morning till evening. When Moses' father-

in-law saw all that he was doing for the people, he said, What is this that you do for the people? Why do you sit alone, and all the people stand around you from morning till evening? Moses said to his father-in-law, Because the people come to me to inquire of God. When they have a dispute they come to me, and I judge between a man and his neighbor, and I make them know the statutes of God and His laws.

Moses' father-in-law said to him, The thing that you are doing is not good. You will surely wear out both yourself and this people with you, for the thing is too heavy for you; you are not able to perform it all by yourself. Listen now to [me]; I will counsel you, and God will be with you. You shall represent the people before God, bringing their cases and causes to Him, Teaching them the decrees and laws,

showing them the way they must walk and the work they must do. Moreover, you shall choose able men from all the people—God-fearing men of truth who hate unjust gain—and place them over thousands, hundreds, fifties, and tens, to be their rulers. And let them judge the people at all times; every great matter they shall bring to you, but every small matter they shall judge. So it will be easier for you, and they will bear the burden with you. If you will do this, and God so commands you, you will be able to endure [the strain], and all these people also will go to their [tents] in peace.

So Moses listened to and heeded the voice of his father-in-law and did all that he had said. (Exodus 18:13-24, AMPC)

What exactly was Jethro saying to Moses?

1. Jethro told Moses he wasn't regulating his work well which caused both he and the people to suffer (verses 17-18). Moses had a heart for the people and their needs, but he was wearing himself out. In the process, the people were not being well served (verse 13).
2. Moses had two mandates (verse 20): Show them the way they must walk (leader) and show them the work they must do (manager).
3. Moses was to divide his management responsibilities into 2 parts: great matters and small matters (verse 22). Moses was to handle the great matters (developmental work), while the small matters were to be delegated to vetted managers (routine work).

4. Moses followed Jethro's advice, (verse 23) putting a system in place to spread out the management load. Moses benefitted from the support and the people were able to go to their homes in peace (well served).

HOW TO IMPROVE AS A LEADER MANAGER

Since no one is born with all the wisdom and character traits of a penultimate leader, the process of leading your organization to success includes becoming the leader your team needs and the manager your organization wants. It is a step-by-step process, so here are some practical tools to help get started!

RECOGNIZE YOUR NEED FOR A TEAM.

Leadership is not a one-person show. You were not intended to lead alone. Your health—mental, spiritual and emotional—will benefit from utilizing a diverse team to its fullest potential. In the same way Moses learned he was never meant to lead God's people alone, Paul lists the varied gifts Jesus gave to a team of believers for the leadership needed to grow the Church:

And He Himself gave some to be apostles, some prophets, some evangelists, and some pastors and teachers, for the equipping of the saints for the work of ministry, for the edifying of the body of Christ, ‘ Ephesians 4:11-12 NKJV

EVALUATE THE JOB AND EXACTLY WHAT WILL BE REQUIRED.

Set clear, achievable objectives, and write your thoughts and ideas down while you strategize. As you study your goals and plans, be sure you know exactly what you want to do. This will help define your processes.

PUT DIRECTION IN WRITING.

Put direction in writing to help the ones receiving the direction implement it well. Remember, if it's not in writing, it doesn't count. An organization needs to have handbooks, systems, processes, job descriptions and expectations written for easy access. Be sure your

team knows where to find all these items for quick reference.

'Then the Lord answered me and said: "Write the vision And make it plain on tablets, That he may run who reads it." Habakkuk 2:2 NKJV

Write the vision and make it plain is not simply stating the vision. Effective direction comes with vision, clear expectations, and systems communicated in writing! Guess work is a highly inefficient system in any organization.

HAVE THE RIGHT PEOPLE ON THE BUS.

Establish the qualifications your team needs to go to the next level, and hire people accordingly. You may not be involved in every level of the selection process, but you can set the standard. When you have the right people with you on the bus, it is only a matter of time before you ensure they are in the right seat.

SET A CONSISTENT REPORTING SCHEDULE.

Dialogue with your team on a regular basis to maintain an open pathway to the heartbeat of the organization. Determine how a process is functioning on the front end— don't wait for problems.

TRAIN. TRAIN. TRAIN.

Team members who are trained in job requirements, systems, and procedures are more efficient. A team member's enthusiasm does not cancel out the need for proper training. Equip your team well and harness their enthusiasm to move the organization forward.

STEWARD YOUR TEAM WISELY.

Overworking and underworking are both damaging to an organization. Be aware of the gifts, talents, and abilities of your team and the value they bring to the table. Plan, communicate, and consult with

your team when setting expectations—both yours and theirs.

AS A LEADER, MONITOR MORALE. AS A MANAGER, MONITOR RESULTS.

The first produces harmony and enthusiasm, the second produces pride and enjoyment in the work being done. Together, they will bring success to your organization.

UNDERSTAND WHAT YOU PERSONALLY BRING TO THE TABLE

The best leader managers have a healthy self-awareness and awareness of others. Knowing yourself increases your ability to understand those around you. And knowing your own strengths and weaknesses lets you know what you need to look for in your team members. For example, if you are the ‘big picture’ guy or gal, you are going to need a ‘detail’ guy or gal right off the bat. Take some time with the list below and rate yourself on where you are and where you want to be.

BE SELF-AWARE.

Learn where you are personally and how you may be affecting others around you. Being self-aware helps you evaluate, manage, and align your actions with your values. In turn, this helps you understand how

others perceive you and helps you make necessary adjustments.

Lifelong learners are aware of themselves and the world in general. So, expand your capacity as a learner by reading at least one new book per month on a subject meant to move you forward in the direction of your goals.

BE AWARE OF OTHERS.

A team is as important to the organization as your arms and legs are to your body. Pay attention to what they need and what they are saying. As you speak with people on your team, listen with intent to understand. Don't formulate your response as the other person is talking!

Listening is a full-body exercise (85% nonverbal) which is enhanced by recognizing that everyone

can teach you something. Learn to listen from the perspective of other people, and withhold judgment. Passing judgment alters what you hear and how you interpret it (Matthew 7:1). Concentrate on listening with discernment.

SET THE ATMOSPHERE.

Be able to read a room, and set or reset the dynamics in the room as needed. Help your team identify with you by developing a degree of relatability. Take care to separate your own circumstances from any interactions with your team. Don't bring your personal problems to the table with you. When hard decisions have to be made, remember that it is more important to be respected than to be loved. The goal is always to move the organization forward into success.

Here is how the leadership expert John Maxwell

articulates vision versus culture: “Don’t tell them what you’re going to do—that’s vision. Do what you’re going to do—that’s culture.” You lead by doing, not saying.

UTILIZE PERSONAL OBSERVATION.

Nothing takes the place of personal observation, but observation does not mean micromanagement. Spend some time with the employees who work on the ground level of your organization (downline). However, don’t promise things that the people they report to (upline) will be required to uphold. Don’t lead your team blindly; instead, be willing to personally touch the organization at all levels.

WORK ON PERSONAL DEVELOPMENT.

This is important for you and your team. Work harder on yourself than you do on your job. Your team will see the results and they will be grateful for the

opportunities you give them to improve.

The Word says you are covered with favor. Recognize God's divine connections and Kairos moments. If you focus on your own personal growth and preparation, God will do His part, too. Create rhythms of personal growth into your organizational culture, and lead by example.

*“For You, O Lord, will bless the righteous;
With favor You will surround him as with a
shield.” Psalm 5:12.*

MODEL SERVANTHOOD.

Though it is quite the opposite of the corporate world, serving is the pathway to promotion. Business is a cutthroat grind to the top, but the Bible encourages us to put on a posture of service:

So Jesus called them together and said, “You know that the rulers in this world lord it over their people, and officials flaunt their authority over those under them. But among you it will be different. Whoever wants to be a leader among you must be your servant, and whoever wants to be first among you must be the slave of everyone else. For even the Son of Man came not to be served but to serve others and to give his life as a ransom for many.”’ Mark 10:42-45 NLT

As a leader manager, it is important to lead from a position of service, and the people you lead will follow suit. If you find they are not following your example, spend some time publicly reviewing the culture and vision for the organization. Also, be sure to reward servant leadership publicly and often.

CONCLUSION

I always say that you can't change your destination overnight, but you can change your direction. Guiding your organization to success through your position as a leader manager is no different. You will without a doubt have wins and losses, but each one will bring you closer to your goal. Knowing yourself, the call on your life, and where you want to go is the first step to seeing your leadership produce fruit in the marketplace and the Kingdom.