



# **Guest Services Manual & Leadership Development**

# Calling all servant leaders!

- As a member of the Guest Services Team, you are the front line of ministry. You create the first impression. In fact, you are the owner of Guest Services. And, our goal at Anthem is to create the most welcoming and accepting environment anyone steps into all week.
- **MOST PEOPLE DECIDE TO RETURN TO A CHURCH WITHIN THE FIRST TEN MINUTES OF THEIR FIRST VISIT.**
- When people enter a place feeling welcomed and cared for, their hearts are better prepared to hear from God. By giving people a good experience, you can make it more likely that they will find and follow Jesus.
- The goal in every area of Guest Services is to exceed people's expectations. People come to church with all kinds of preconceived notions about what church is like. A win for the Guest Services team is when those expectations are surpassed.
- How can we exceed expectations?
  1. **Prepare.** Be ready! Come to Anthem with a smile! Get ready to make people feel welcome! Pray before you get to Anthem.
  2. Look at things from a guest's perspective. What is familiar to you isn't always familiar to guests.
  3. Be personal. You have the opportunity to personally solve problems, escort people to where they want to go, and share a conversation with them.
- 4. **OUR JOB IS TO BRING THE EXCITEMENT**

**When you think about it, you really do have a lot to be excited about.**

1. **Jesus is alive!** That's a pretty big one. We worship a God who is alive, ruling and reigning today. A lot of people have done great things in this world, but our God was dead and is now alive.
2. **We are redeemed.** Before we met Jesus, we were slaves to sin...that's not a pretty word picture. But, we're no longer lost, now we are found.
3. **Every Sunday is someone's first time.** Someone has been praying for weeks and months. Someone has gone out on a limb and invited that coworker or neighbor. And this is the weekend that they are coming.
4. **People are hearing about the grace and goodness of God and deciding to follow Jesus.** One of my favorite things about Anthem Church is that it's a place where people meet Jesus.
5. **What we are doing here matters.** The church is God's plan A and there is no plan B. There's nothing like the ministry of a local church when the church is working right. We're not a fruit stand or an insurance company...we are the Church, purchased by God and commissioned with a mission. The local church matters.
6. **Excitement is contagious.** If we approach our position with excitement, then that excitement will rub off on other people. Excitement also brings anticipation. If we're expecting God to speak to us, then other people will catch that.

**What we Expect out of you:**

1. We expect you to show up on time.
2. Attend your huddle.
3. Come prepared.
4. Communicate with your team leader.
5. Take your ministry opportunity seriously.
6. Attend the Start Class.

**We will provide coaching and encouragement throughout your ministry journey, however, there are expectations that need to be met. If you are not able to be dependable and fulfill these responsibilities at this time, please wait until you are ready to commit... we will gladly hold a place for you!**

# Team Job Descriptions:

1. DoorsGreeters
2. Ushers
3. Cafe/Volunteer Breakfast
4. Parking
5. Security
6. InfoStore

## Door Greeters

- Greeters help people have a good/ God experience by welcoming them to Anthem Church.
- Greeters primarily serve outside the auditorium, while ushers serve inside the auditorium. Our goal is to provide excitement as people enter Anthem! You're the key to that!
- Arrive 35 minutes before the experience begins, check in with your Team Leader and participate in the volunteer huddle (only before the first experience). We suggest wearing some kind of Anthem wear and grabbing a Anthem lanyard from the volunteer case.
- Be in position 25 minutes before the experience begins. As people approach you say, "Good morning! Welcome to Anthem Church."
- If you're at the theater door, give people a program as they enter and say "Welcome to Anthem Church."
- Be careful about focusing on friends, family members or one specific person. Your job is to make everyone feel welcome. You'll have the opportunity to catch up with your friends at a different time.
- Direct parents with children to the Anthem Kidz area. This is one of your most important tasks! While children are allowed in our experiences, the goal is to connect them with the children's area, where they hear a message about Jesus that is appropriate for their age.
- Here's a two step process for directing parents with children to the children's environments:
  - Awareness: Introduce yourself to parents AND kids.
  - Get down on a knee to talk to kids and ask them if they want to see Anthem Kidz. Be really excited about it.
    - **Tour:** "I would like to take you on a tour of the Anthem Kidz. It will only take a couple minutes. Let's go right this way." Introduce the family to one of the Anthem Kidz workers and return to your post.
    - **Stay in position for at least 10-15 minutes after the experience starts** as many people arrive late.
    - **Please communicate with your team leader.** Returning phone calls or emails can minimize the amount of time they spend scheduling. If you are scheduled and see that you will not make it for service, please call your coach. **Communication is the key to success.**

## Ushers

- You are vital to the Guest Services experience. As people walk up the ramp into the auditorium, you're the first people they'll see. You will have a flashlight and you'll be ready to show them to a seat. You are also the key to passing out the tithe and connect card buckets at the end of the experience.
- Ushers primarily serve inside the auditorium.
- You help people have a good/God experience by helping people find their seats, navigate the facility and minimize distractions.
- **Arrive 35 minutes** before the experience begins, check in with your Team Leader and participate in the volunteer huddle (only before the first experience). We suggest wearing some kind of Anthem wear and grabbing a Anthem lanyard from the volunteer case.
- **Be in position 25 minutes** before the experience begins. As people approach you say, "Good morning! Welcome to Anthem Church. Can I help you find a seat?"
- **Help people find their seats.** Be proactive about people who are looking for seats and take steps toward them. Kindly but firmly escort people to seats near the front of the auditorium, and be sure to fill up middle seats first.
- **Stay in position until the message starts**, and then take a seat on the aisle. When the pastor asks for the ushers to come forward for the offering, head to the front. Start in the front and pass the buckets.

- **Please communicate with your coach or team leader.** Returning phone calls can minimize the amount of time they spend scheduling. Also, if you are scheduled and see that you will not make it for service, please call your coach. Communication is the key to success.
- **After you pass the offering buckets,** consolidate everything into a zipper envelope. Please do not do this in eyesight of any one, but make sure you have someone with you. After the first experience, please put the envelope in the sound booth. After the second experience, make sure the Financial Team counter has every that was collected.

## Cafe/ Volunteer Breakfast

- The Cafe is a HUGE part of Anthem Church! Guests and regular attenders can always expect free coffee (really good coffee) and free donuts. This helps create a relaxed atmosphere where people can best hear from God. The other part of this team is to provide a breakfast for volunteers... which is a huge blessing to the team who sets everything up!
- **Arrive at \_\_\_\_\_am.** You are responsible for setting up the Cafe. Unload all the equipment from the Hospitality case and set up the Cafe. Head out to grab the coffee and have it in place by \_\_\_\_\_am.
- **Attend the Volunteer Huddle.** Every Sunday all the volunteers gather at the end of the hallway by the auditorium. Be excited. Bring the energy!
- **Serve with a smile.** Whether you're wiping up spilled coffee or wiping tables, be sure to serve with a smile, knowing that your enthusiasm and attitude are contagious.
- **Stay in position until the message starts,** and then take a seat on the aisle. Please don't stand in the back of the room, but be a participant in the experience.
- **At the end of the first experience, get back in position.** But wait until the closing comments and the last few seconds of the experience. Don't move during the response time or prayer.
- **Please communicate with your team leader.** Returning phone calls can minimize the amount of time they spend scheduling. Also, if you are scheduled and see that you will not make it for service, please call your team leader. Communication is the key to success.

## Parking

- Those who serve on the parking team create first impressions by welcoming people to church to prepare them to hear from God.
- **Arrive 45 minutes before the experience begins** , check in with your team leader and participate in the volunteer huddle.
- Wear some kind of Anthem wear and pick up a vest in the hospitality case. It's very important that parking team members are clearly identified.
- Be in position 25 minutes before the experience begins as the doors open. Parking volunteers are strategically placed in the following locations:
  - **Two parking volunteers** should be in place at the beginning of the main parking lot and standing close to the sidewalk.
  - **Wave and direct.** As cars approach you, first wave to say hello. Then clearly point them in the right direction. Be sure to smile!
  - **Communicate with your team via two way radios.** Let them know if you see someone who looks like they need help or if spaces start to fill up. Communication is the key to effective teamwork.
- **Stay in position until fifteen minutes after the experience starts.** Remember, a lot of people come late, and the later someone arrives, the less parking that's available.
- **When attending the experience, take a seat on the aisle, but please don't stand in the back of the room.** At the end of the experience, get back in position, but wait until the closing comments and the last few seconds of the experience. Don't move during the response time or prayer. In many cases, you may find it more beneficial and fulfilling to attend an entirely different experience.
- **Please communicate with your coach.** Returning phone calls can minimize the amount of time they spend scheduling. Also, if you are scheduled and see that you will not make it for service, please call your team leader. Communication is the key to success.

# Security

- The Security Team ensures the safety of guests and attenders, children and adults, across the entire campus. In the event of an emergency, the Security Team springs into action. Here's more of what you'll do on the Security Team.
- **Arrive 45 minutes before the service begins**, check in with your team leader and participate in the volunteer huddle.
- Be in position 30 minutes before the experience begins as the doors open . Security roams around.
- **Stay in touch with the Operations Director via the inear radios.** Keep the channel free from clutter.
- **Stay in position until the message starts, and then take a seat on the aisle.** At the end of the experience, get back in position, but wait until the closing comments and the last few seconds of the experience. Don't move during the response time or prayer. Because of the nature of the security team, this team never stops working while the service is going on. Someone is always in place, and the team is always on alert.
- **Look to eliminate distractions during the worship experience.** This includes disruptive children and people using their cell phones. If a child is being disruptive, ask them to join you in the upstairs lobby. Be kind, but be firm. Remember that you're making sure everyone in the room has a good experience.
- **Always be on the lookout for suspicious activity.** Communicate the presence of any suspicious persons via radio. If necessary, act as a deterrent using appropriate force. Roaming security personnel should move throughout the entire campus, constantly on the lookout for suspicious persons or activity and checking doors for security.
- **Please communicate with your team leader.** Returning phone calls can minimize the amount of time they spend scheduling. Also, if you are scheduled and see that you will not make it for service, please call your team leader. Communication is the key to success.

# Info Store

- Anthem's info table is the information hub of the church, the place for guests and attenders to get more information about programs, ministries and events. Here's more of what you'll do as an InfoStore volunteer:
- **Arrive 45 minutes before the service begins**, check in with your team leader and participate in the volunteer huddle, where you will continue to talk about the vision, hear important information and pray for each other and the church.
- **Be informed about everything that is going on in the church.** People will come and asks all kinds of questions, and you'll need to be ready to point them in the right direction. Make sure you know what's going on in each ministry and are familiar with the details on all church wide events. If you have questions or aren't sure about something, then ask.
- **From time to time, there will be special sign ups and information available at the info table.** Things like volunteer sign ups or growth group pushes. This special information will be communicated through your huddle.
- **Keep the info table itself free from papers and clutter.** Connection cards, handouts, pens and supplies should be stored under the desk. Pull them out as needed, but keep the top of the desk as clear as possible.
- **Don't be afraid to walk the person to someone else who can better assist them.** This may include another ministry leader or a staff member. Remember, we are all here to serve.
- **Be in position 30 minutes before the experience begins as the doors open and** stay in position until fifteen minutes after the experience starts. Remember, a lot of people come late.
- **When attending the experience, take a seat on the aisle, but please don't stand in the back of the room.** At the end of the experience, get back in position, but wait until the closing comments and the last few seconds of the experience. Don't move during the response time or prayer. In many cases, you may find it more beneficial and fulfilling to attend an entirely different experience.
- **Keep track of all sales.** Whether TShirts, Sweatshirts or books. Put cash in the cash box and use the iPad for credit card orders.

# **TRAINING MANUAL**

# Module 1: Proactive Guest Engagement Module

“Someone may forget what you said, but not how you made them feel.” - Maya Angelou

## Competency 1 - Develop proactive guest engagement.

### Assignment 1: Read and Pray

Defining our terms:

- Proactive engagement - to acknowledge, attract, involve and create connection with a guest. You acknowledge a guest with eye contact, you attract a guest by smiling, you involve a guest with a warm welcome, then you create a connection with a guest by finding common ground.
- You have 5-10 seconds to engage a guest, what could this look like?

### What shouldn't this look like?

- Read Colossians 4:5-6, “Be wise in the way you act toward outsiders; make the most of every opportunity. Let your conversation be always full of grace, seasoned with salt, so that you may know how to answer everyone.” Now respond to the following questions. You may want to write down your responses to help you in your group discussion after completing this module.
- What does this look like at a restaurant, sports arena, or salon versus at a church?
- What are ways you and your team are living out proactive guest engagement each week?
- Why is this important?
- Are there things in your area you would like to see change to become more proactive with guests?

### Assignment 2

- Watch: TED Talk “I Was Seduced by Exceptional Customer Service” by John Boccuzzi, Jr.
  - <https://youtu.be/GH1TXfQSwUQ>
  -
- Watch: TED Talk “A Hotel is Just a Building” by Bashar Wali
  - <https://youtu.be/vRLzf12d4eU>

### Answer these questions:

1. Think of a time you were a guest who was proactively engaged. Where were you? What do you remember? Did you tell someone about it?
2. Write down two things that stood out to you as you watched these videos.
3. What is your team doing right? What about Guest Services overall?
4. What could we change or add to be more proactive with our guests?

### **Assignment 3 - Live it**

1. Based on what you have learned, how can you apply this in your home? Workplace? When you serve and lead others?
2. What are 3 open-ended questions you can ask a guest to engage them?
3. Now try it out the next time you serve at Anthem.
4. Give 2 examples of what happened when you proactively engaged a guest using what you have learned.
5. Let's partner together as a team to acknowledge, attract, involve and create connection with a guest. There are no limits to what God can do through us to help people find and follow Him.
  - <https://newspringnetwork.com/resources/series/stepup>



## **Module 2: “Vioneering”**

### **Connect Team Members Role to Weekend Goal**

“Vision is the art of seeing things invisible.” – Johnathan Swift

#### **Competency 2 - Connect Team Members role to the weekend goal.**

##### **Assignment 1**

1. Read Ephesians 2:10 “For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand so that we would walk in them.” Please answer the following questions below and bring your notes with you to your next leadership pipeline huddle.
  1. What word or phrase sticks out to you the most from this verse?
  2. When you started serving at Anthem Church, did you feel God was leading you to do so?
  3. In your current season of life, what makes it tough to see and believe God is preparing you for His vision for you?

##### **Assignment 2**

1. Listen to both of Andy Stanley’s Vioneering Podcasts.
  1. Vioneering – Part 1
  2. Vioneering – Part 2
2. Answer the following questions about the podcast content and write down a few thoughts to share when your leadership group meets next time.
  1. How would you rate yourself as a Vioneer and why? (1=Poor, 3=Average, 5=A model for others to learn from.)
  2. Have you ever followed someone else’s vision? Why?
  3. When your vision is criticized, what is your typical response? Where do you channel your emotion?

4. How have those who are partnering with you been affected by your criticism?

### **Assignment 3**

1. You have multiple visions for your life. Some are clearer than others. To begin clarifying what you believe your future should hold, write a one-sentence summary relating how you believe life 'ought to be' in the following areas. In other words, describe your preferred future.
  1. Career
  2. Finances
  3. Spouse
  4. Children
  5. Relationship with God
  6. Serving in The Church
  - Write your answer here:
2. Visions are often born in the soul of a man or woman who is gripped by a tension between what is and what should be. Are you gripped by a particular tension? If so, take a minute to describe it.
  1. What's bothering you?
  2. What is the solution?
  3. What should be?
  - Take time to write your thoughts here:
3. Have any of your burdens begun to feel like a moral imperative?
4. Do you see a connection between your visions and what God is doing in this world? If so, describe the connection here...
5. How does your picture of a preferred future support God's will?

## Module 3: Encouragement

"The mouth of a righteous man is a well of life." - Proverbs 10:11

### Competency 3: Affirm team members accomplishments.

Encouraging those on your team can reap giant rewards of motivation, loyalty and productivity. In this session, we will focus on developing the skill of encouraging others in a way that shapes their soul. After completing the assignments below meet with your trainer and group of fellow team leaders to talk about what you have learned.

**Pre-Assignment Question:** Who has been the greatest encourager in your life? What have you learned from them about encouragement? Please write down your response here. It will help you in your later discussion.

#### Assignment 1

1. Read Hebrews 3:13, "But encourage one another daily, as long as it is called "Today," so that none of you may be hardened by sin's deceitfulness." Now answer the following...
2. What word or phrase stands out to you the most from this verse? Why?
3. How have you ever seen a lack of encouragement "harden" someone? If so, list an example or two.
4. What is the spiritual role of encouragement?

#### Assignment 2

Read the following article, "[The Anatomy of Encouragement](#)", and answer the questions below.

**Proverbs 10:11**, "The mouth of a righteous man is a well of life."

We've all had that moment where we were impressed with someone's performance and felt the urge to give them a word of encouragement. Then, as soon as we open our mouth the only thing that comes out is something like, "Hey, you did a great job tonight!" or "Thanks for your leadership. That was good today." While I'm sure they appreciate the praise, think of how much more powerful our words could be if we simply put some thought and intention into our encouragement.

Encouragement is powerful and has the ability to lift a spirit, shape self-esteem and galvanize an individual's resolve to continue in the face of difficulty. So think about it, do your encouraging words have power, or are they just ineffectual comments? Years ago, Larry Crabb wrote an entire book on

this subject called Encouragement: The Key to Caring (Zondervan). We have much to learn about this simple yet influential leadership skill.

Perhaps the key to putting a punch to our praise is looking at the anatomy of effective encouragement. While we have much more to learn than what I explore below, let's look at three simple but potent ingredients of effective encouragement.

**Sincere** – Before speaking words of encouragement, check your motives and make sure you're practicing encouragement to lift up someone else, not to gain something for yourself. Solomon warns us in Proverbs 26:28, "a flattering mouth works ruin." The Hebrew word for "ruin" comes from a root word meaning, "to push, drive away, or cast down." If we're not careful, insincere words can have the opposite effect we intended, pushing people away instead of building them up. Recently, I was eating lunch with a young man who continued to sing my praises throughout the whole hour. While I'm always up for a dose of encouragement, I found the whole thing pretty strange because this guy had never met me. His words were pleasant, yet I felt myself pushing away from him rather than being drawn to him. Encouragement is always best served with a spirit of sincerity.

**Specific** – If you want your words of praise to have more punch, then be specific with your encouragement. Notice the specifics of what people do well and consider how their actions or words impacted you personally. If you look closely enough, you can find little nuances that made something special.

My wife Shelly and I have stumbled upon the TV show "Chopped" on The Food Network, and I'm always fascinated at how much detailed feedback the judges give about the look, taste and flavors of each dish. They're able to praise or critique each chef with great detail because they've acquired a sensitive palate that enables them to taste flavors the average person doesn't notice. In the same way, we must look for and praise the specific detail of an individual's work. That kind of specificity takes encouragement to a very deep and meaningful level. So instead of saying, "Hey, you did a good job," you can say, "When you led the small group discussion tonight, you really asked insightful questions that challenged my thinking in new ways. You have a real gift for making people think. I appreciate you using that gift to add value to my spiritual walk." Specific encouragement is meaningful encouragement.

**Strengths Focused** – God has gifted each of us in very specific ways. Each day, we use and develop those strengths. Over time, as those strengths develop and mature, they become obvious to others. The Apostle Paul had been around young Timothy so much that he became very familiar with his apprentice's strengths. And then in a very crucial time in Timothy's ministry, Paul said to him, "Fan into flame the gifts God has given you." By giving someone encouragement centered on their particular strength, we are in essence helping him or her to "fan the flame" of his or her strengths.

Giving someone sincere, specific encouragement that's focused on their unique strengths helps them learn something new about themselves and deepens their wisdom and insights for using that particular strength. I've always said that encouragement is one of the most overlooked leadership development tools available to us.

Encouragement is a small investment with a huge return. Solomon observed, "A word fitly spoken is like apples of gold in a setting of silver" (Prov. 25:11). The right word, spoken the right way, at the right time, can impact lives in ways we may never know.

**Questions:**

1. How would you rate yourself as an encourager and why? (1= Poor, 3 = Average, 5= A model for others to learn from.)
2. What are common barriers that keep us from giving the type of encouragement described?
3. Have you ever received this type of encouragement? If so, how did it make you feel?
4. What strength did the article affirm about your leadership?
5. Who do you know that best exemplifies the principles in this article? What makes them such a great encourager?
6. What aspect of encouragement do you need to grow in: Sincere, Specific or Strength Focused? And what are two or three next steps you need to take to grow as an encouraging leader?

**Assignment 3**

Practicing encouragement. Before meeting with your trainer, be intentional about encouraging at least three people, practicing what you learned. You could encourage a family member, co-worker, someone on your ministry team or a friend. Take a few notes on each encounter to assist with your upcoming discussion.

1. How did people respond?
2. What did you do well?
3. What could you have done better?
4. How comfortable were you with giving encouragement?

## **Module 4: Communication**

“The two words 'information' and 'communication' are often used interchangeably, but they signify quite different things. Information is giving out; communication is getting through.” - Sydney J. Harris

### **Competency 4 - Facilitate a flow of information pertinent to the guest experience.**

#### **Assignment 1**

Read Ephesians 4:29, “Do not let any unwholesome talk come out of your mouths, but only what is helpful for building others up according to their needs, that it may benefit those who listen.” Now please respond to the following questions. You may want to write down your responses to help you in your group discussion after completing this module.

1. What word or phrase sticks out to you the most from this verse?
2. Why did the writer mention “unwholesome talk”?
3. Why is good communication between people very important in society today?

#### **Assignment 2 – Internal Communication**

1. Read – Promoting Internal Communication (article is attached at the end of the module).
2. Answer these questions. (Again, you may want to jot down some notes.)
  1. Why should you promote internal communication?
  2. What are 3 areas where we do well in internal communication?
  3. What are 3 areas we need to work on in internal communication?
  4. As a First Impressions Team Lead – what do you think your role is in internal communication?

### **Assignment 3 – Upward Communication**

1. Watch: Who's on First? <https://www.youtube.com/watch?v=sShMA85pv8M>
2. Answer these questions.
  1. Give an example when you felt like each of the characters in this conversation?
  2. What do you think was the main reason they could not understand what each other was trying to say?
  3. From a Guest Services perspective, how can we make sure we understand the needs/ concerns our guests are trying to communicate to us?
  4. How can we ensure we properly communicate those guests needs/concerns up the pipeline at Anthem Church?
  5. What do we need to do as leaders to ensure that the guests get the information they are asking for?

## **Selection of: Promoting Internal Communication**

By Phil Rabinowitz

Worst-case scenario: It's 3:45 p.m., and your organization has scheduled a rally in favor of the new Youth Center at 4:00. The press is there, the folks pushing the Youth Center are there, the politicians are there...where are all the people from your organization? In a panic, you call the office to ask where the rest of the staff is. "Rally? What rally? Nobody told us about it," they say. "We're not prepared for any rally."

Even-worse-case scenario: You're the director of a community health clinic, and you're about to open on Monday morning. Suddenly, all the clinic's nurses are lined up in front of you. "Working conditions at this place are terrible. We've been abused and exploited long enough! We're all handing in our resignations...right now!" You stammer, "But you never told me you were unhappy. Let's discuss it!" Then you realize that you're talking to the slamming door.

Each of these situations results from poor communication within an organization. They're particularly awful examples, it's true, but poor internal communication has plagued many grass-roots and community-based organizations and has been the downfall of quite a few. It's tremendously important that your organization foster an atmosphere of openness and create systems that will lead to the freest flow possible of, not only information, but ideas, feelings, and a sense of shared purpose.

# WHAT IS INTERNAL COMMUNICATION?

In its simplest terms, internal communication is communication within an organization. It encompasses both "official" communication -- memos, guidelines, policies and procedures, etc. -- and the unofficial communication that goes on among and between the staff members of all organizations and the communication of customers' needs -- the exchange of ideas and opinions, the development of personal relationships, and the proverbial conversation around the water cooler. It goes in all directions among line staff (those who do the specific work of the organization and work directly with the target population), administrators, supervisors, clerical and support staff, volunteers, and even customers. Internal communication is a lot more than people talking to one another, however. It's the life blood of any organization, the way in which everyone gets the information they need. It means that anyone can easily get their question answered, as well as that no one gets left out when there's important information critical to the success of their role.

Good internal communication can:

1. Provide people the information they need to do their jobs effectively
2. Make sure they know about anything that concerns them
3. Provide people with clear standards and expectations for their role
4. Give people feedback on their own performance
5. Provide them emotional support for difficult times
6. Suggest new ideas about both their work and their lives
7. Allow them to take the pulse of the guests and understand their overall experience
8. Help them maintain a shared vision and a sense of ownership in the organization

In many ways, internal communication is the glue that holds an organization together. Without it, you're just a collection of disconnected individuals each working individually at her own job. With it, you're a unit with power far beyond the sum of your parts.

So good internal communication is a good thing. But there's so much to do. Why spend a lot of time on this stuff? Can't the organization do just fine by leaving people alone to do their jobs and let internal communication take care of itself?

The short answer to that last question is "No." Unless you're a one-person organization, communication is one of the most important aspects of managing what you do. What can internal communication do for you? Here's a short list:

1. It can improve the effectiveness of the organization. The more information people have, the more quickly they get it, and the better connections they have with others in the organization, the better the work of the organization gets done, and the better jobs individuals do. The better jobs they do, the better they feel about their jobs and about the organization. The ultimate beneficiaries of all this are the target population, the community, and the organization, which finds itself with committed and efficient staff members, satisfied participants, and community respect.
2. It keeps everyone informed of what's going on in the organization. No one gets any unpleasant surprises, and everyone has the chance to deal with changes, good news, and bad news together.
3. It allows the organization to respond quickly and efficiently to change, emergencies, etc.
4. It makes problem-solving easier by providing a channel for everyone's ideas and opinions. Solutions can come from unexpected directions, but only if there's the possibility that they'll be heard.



5. It creates a climate of openness within the organization. If everyone feels he has access to whatever information he needs or wants and can talk to anyone in the organization about anything, it encourages good relations among people, promotes trust, and forestalls jealousy and turf issues.
6. It promotes an atmosphere of collegiality and makes the organization a pleasant place to work. Good internal communication means that problems among people get resolved and the workplace is generally a pleasant place to be. This, in turn, leads to job satisfaction and organizational stability (people will be less likely to leave their jobs if they're happy in their work and working conditions).
7. It gives people more of a sense of ownership of the organization, and more of a feeling that everyone is working together toward the same goal. The combination of openness and the easy flow of communication to everyone combine to make people feel like part of a coherent whole, and to feel that their ideas and opinions are listened to and valued.
8. It shows respect for everyone in the organization, by assuming that everyone's ideas and information are valuable.
9. It gets problems and potential problems out in the open, rather than letting them fester and turn into something far harder to deal with. You can't deal with a problem if you don't know it's there; exposing it is the first -- and often the hardest -- step toward resolving it.
10. It forestalls the spread of rumors by making sure that accurate information is constantly being communicated to everyone.
11. It improves the work of the organization by increasing the likelihood that ineffective practices, problems, etc. can be identified by those closest to them and replaced or resolved by things that work better.

## HOW DO YOU PROMOTE INTERNAL COMMUNICATION?

To foster internal communication, the first and most important step is to establish a climate of openness that encourages the free flow of communication and information in all directions. This means that the organizational culture has to embrace internal communication, and that individuals -- particularly key individuals, who might be the director and other administrators, or who might simply be the people that others respect and listen to -- have to feel comfortable with, and model communicating regularly and clearly with, anyone and everyone else in the organization.

Creating a climate that fosters internal communication includes:

1. Practice what you preach, i.e. listen to others, and act quickly and appropriately on their questions, complaints, suggestions, issues, etc. This is probably the most important aspect of developing an atmosphere of openness.
2. Treat everyone similarly, regardless of what job they have in the organization, or of how you feel about them personally.
3. Be sensitive to your -- and others' -- style of communication. Ideally, the people on both ends of a communication are partners. Being open and offensive or condescending is probably worse than not being open at all. Many people are apparently born expert communicators; others need to be trained to communicate appropriately (see the description of "Staff training" below); and still others simply need to be informed that -- often because of differences in age or gender -- their style of communication is bothering others. Again, leaders need to set a clear example here, but part of good internal communication is the willingness of people to speak out when they feel uncomfortable or offended. Often, that can be enough to solve the problem.
4. Be culturally sensitive. This encompasses a large area and runs both ways. The people on both sides of a cultural divide -- whether it's a divide of race, ethnicity, religion, or something else -- need to be sensitive to the assumptions and needs of the other. Something as simple as how far

apart they stand can create tension, and the use of some terms that seem innocent on the part of one -- "you people" is a prime example - - can cause anger and lasting bad feelings on the part of the other.

5. Make sure information flows in all directions. The organization should ensure that people learn immediately about things that interest or affect them and should set up systems to make sure that happens, as well as mechanisms to make sure that less timely information gets passed around (see "Systems" below). Information flow might include -- in larger organizations -- an internal newsletter or bulletin that contains interesting or important information (this could be circulated as either print or email).

### **CLEAR DEFINITIONS OF WHAT NEEDS TO BE COMMUNICATED AND BY WHOM**

Much of the information an individual gets is directly related only to him or his job. He obviously can't relay all of it to everyone else. What does need to be communicated to others, and who is responsible for doing it? The answers to those questions will vary from organization to organization, but here are some broad guidelines:

1. Any information that anyone needs to do his job or to better understand the context of the work should be communicated to him immediately by whoever has the information. Some possibilities here include information from another staff member about a participant that both are working with; information from another staff member about a situation that he is about to encounter as part of his job; or new rules, regulations, guidelines, etc. that affect his work (from the director or his supervisor if they are internal; from whoever learned about them if they are external, e.g. federal laws).
2. Any problem or issue with someone's job performance should be communicated to him as soon as it becomes apparent. The assumption should be that the situation will improve, but if it gets worse, neither the seriousness of it nor the consequences should come as a surprise.
3. Any problems that arise between or among staff members should be addressed immediately. As discussed above, the ideal is that all parties would be capable of simply dealing with the issue face to face. If they can't or aren't willing to, there should be an organizational procedure by which the situation can be mediated by someone trusted by everyone involved. In either case, it's vital that the situation be identified by at least one of the parties involved as quickly as possible, so that it can be addressed and resolved before it affects the work of the organization.
4. Any information important to the working of the organization as a whole --
5. Positive information, praise, etc. should be communicated as often as possible by anyone who has it to give, but especially by directors or supervisors. People in grassroots and community-based organizations too often deal with bad news. They need to hear good news and get credit for what they do. In situations where an individual is being praised for a job well done, he should be praised twice: once privately by his supervisor or the director, and then again publicly (at a staff meeting or awards presentation). And every opportunity should be taken to pass around that kind of praise.

### **IN SUMMARY**

Promoting internal communication is one of the most important things you can do to make sure that your organization runs smoothly and effectively. Good internal communication will flourish if you can create an organizational climate of openness that is conducive to the free flow of communication and information in all directions; adjust your organization's systems or develop new ones to encourage, rather than discourage, internal communication; and create clear definitions of what needs to be communicated and by whom.

## Module 5: Identifying Potential Leaders

“And the things you have heard me say in the presence of many witnesses entrust to reliable people who will also be qualified to teach others.” – 2 Timothy 2:2

### Competency 5: Identify and invite potential leaders to explore leadership.

#### Three Steps to Reproducing Yourself

What do I do? Just three things...

##### Step 1: Invite.

Extend a personal invitation to someone in your group/team. Don't ask for volunteers. Look for someone you're already connecting with and who is willing to share your responsibilities and get involved in leadership. Remember: You don't need to find someone who can lead right now. Your apprentice or co-leader will have plenty of time to learn and grow. We call this an ICNU conversation. The type of person you are looking for to have an ICNU conversation with is someone who can be described as follows:

1. Teachable - is the person being considered someone who is willing to learn from others? •
2. Influence - does the person have growing influence in the lives of others?
3. Integrity - does the person have a proven track record of integrity and doing the right thing? •
4. Passion - are they passionate about the mission and vision of your team/group?

##### Step 2: Connect.

Apprenticing someone is a relational investment. Relationship is the priority. You and your apprentice or co-leader need to encourage each other's spiritual growth through transparency and accountability. It will benefit you both.

##### Step 3: Share.

At first, you'll share tasks with your apprentice or co-leader, such as planning group/team meetings and sending emails. Your goal is to eventually share responsibilities with your apprentice. Let the 5 leader competencies for your ministry area guide you in this process.

(This module will focus primarily on Step 1)

#### Assignment 1

##### Read Chapter 5 in Amplified Leadership.

1. Describe a time when someone saw something in you that you didn't see in yourself. How did they tell you? How did that make you feel?

Read Psalm 139:23-24 and spend a few minutes in prayer asking God to show you something about yourself.

1. What thoughts or emotions did you experience?

2. What obstacles come to mind?

3. Read and reflect on 2 Timothy 2:2. What is the progression that Paul talks about in this verse?

**Read Chapter 4 (pages 58-70) of Exponential on “Reproducing Leaders”**

1. Reflect on the five steps of leadership development included in this chapter. Who is someone you can help walk through these five steps?

**Assignment 2**

2. ICNU conversations can change a person’s life. Write a thank you note to someone who saw something in you that you didn’t see in yourself and helped move you in the right direction.
  1. Describe a time when someone saw something in you that you didn’t see in yourself. How was that experience? How did that make you feel?
  2. Why did you choose that person?
3. Think of one person in your family, friends or someone who serves with you who embody the “4 R’s” and is coachable and competent.
  1. What have you identified as leadership in this person?
  2. Role play: divide into partners in your huddle and practice having an ICNU conversation.
  3. Talk through leaders who you like to learn from and be around. What makes them stand out to you?

**Assignment 3**

Write a response to these questions and be prepared to discuss them.

1. Take a moment to walk through the three steps to reproducing yourself and the five steps to apprenticing. What do you see as the biggest benefit of leaders reproducing?
2. Reflect on 2 Timothy 2:2. What is the progression that Paul talks about in this verse? How does this relate to the “5 Steps to Apprenticing?”
3. How do you think we can become more effective at identifying and inviting potential leaders to explore leadership? Why do you think leaders have a hard time investing intentionally in others?

4. How are you doing in developing the following four key relationships of a reproducing leader?  
What can you do to move forward in each of those relationships?
  1. Followers
  2. Apprentices
  3. Peers
  4. Coach

## ADDITIONAL RESOURCES

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### Deep & Wide

For the staff of Anthem Church, Deep & Wide is a key resource. It is required reading for all staff each year and is packed full of wisdom on what it takes to lead a church that is attractive for people that don't like to attend church. Be sure to check out chapters 3, 7-9, and 13!!

### Exponential

Anthem Church is built on leadership and we know the only way to develop leaders is to get people involved. Exponential provides the framework we use to get people involved in various capacities around here. From greeting our guests, to leading LIFE Groups, it all starts with an all-important "ask" and this book is what taught us how to make that ask. Be sure to check out chapter 3 on being an Apprentice, and the Five Steps of Leadership development.