

LEADER CONVERSATION GUIDE

One More Role an Executive Pastor Can't Delegate - Episode 308

Sharpening Your Executive Leadership Skills (Part 2)

Last week, we unpacked [the first two roles an Executive Pastor can't delegate](#): making the vision actionable and driving core initiatives in order to free the Senior Pastor to focus on only the roles that they can be responsible for. In this episode, we'll discuss the third and final role an Executive Pastor can't delegate and unpack how that role plays out in their leadership.

Role #3: Leading a high-impact team

In other words, Executive Pastors own the responsibility for building and leading a staff team that embraces both health **and** performance. This could be the most important role an XP does because the future impact of your church and the fulfillment of the vision God has given you is dependent on the kind of team you build.

Not paying attention to both health *and* performance leads to low morale and can create a toxic culture. **There are some clear dangers to having an out-of-balance team:**

- Health is not an end in itself. Without the counterweight of high performance, the team could end up being strong relationally but not making any kingdom impact.
- When a team puts ALL the emphasis on performance at the expense of team health, the culture feels transactional, which leads to an unintentional culture of fear. When performance is not counterbalanced with health, you could have a lot of people doing effective ministry to the loss and cooling of their own personal faith and walk with God.

Indicators of a healthy and high-performing team:

- There is authentic, personal care for one another.
- The team is spiritually vibrant.
- The team has a sense of alignment. There is a clear vision and clear priorities, and everyone understands the win.
- There is also accountability around performance, going back to the goals and priorities that were previously established.

How to lead a healthy and high-performing team

Tips for your own health as a leader:

- Stay connected to Jesus. Keep the main thing the main thing.
- Become a student of your soul. Be willing to look inwards.
- Pay attention to your personal rhythms: Does your calendar reflect what you say you value?

Tips for your own performance as a leader:

- Give the gift of clarity. Define the wins and priorities for your team clearly and often.
- Focus on what **ONLY** you can do. (That's the whole point of this series!)
- Own the team culture/DNA—because you can be a really unhealthy team that performs well for a season but not for very long.

Tips for improving team performance:

- Provide clarity for team goals, priorities, wins and strategy.
- Paint a very clear, big picture of where you want the entire organization to go.
- Reward leaders for engaging other people in the vision rather than for what they contribute or achieve individually.
- Develop a strategy for having more effective team meetings.

Tips for improving team health:

- Start having honest conversations about the issues you are experiencing.
- Stop avoiding difficult conversations.
- Develop better conflict management skills.
- Keep short accounts with your team.
- Teach your team how to both work really hard and how to unplug really hard.

Characteristics of an effective XP

#1: They have a proven track record of developing people and achieving results through others.

- They're results focused.
- They can recognize leadership potential in other people and call them up.
- They have a proven ability to recruit the right people, put them in the right seat to succeed and develop them.

#2: They can drive a culture of both health and high performance.

- They have a heart for theology and a head for business.
- They get the balance between running a business and leading a ministry.
- They don't trample people.
- They drive behavioral values through their example.

#3: They are a leader that staff will follow.

- They build trust by being easy to talk to and confide in.
- They don't have huge mood swings or outbursts of temper.
- They have a reputation for making careful, informed decisions.
- They make staff and volunteers feel safe, heard and trusted.

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