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| **The Multiple Potential Roles of a Leader** | | | | | |
| **Leadership Role** | **Coach** | **Trainer** | **Manager** | **Shepherd** | **Mentor** |
| **Top-line focus** | Mission Effectiveness | Skills, Knowledge, Abilities (SKAs), habits | Performance Goals and Standards | Spiritual and emotional health | Career and Future Wisdom and Guidance |
| **Rel/Task Orientation** | High Relationship  High Task | Low Relationship  High Task | Low Relationship  High Task | High Relationship  Low Task | High Relationship  Low Task |
| **Key Questions** | What works? What does not? How do we become more effective? | What SKAs are needed? How can we ensure they will be put into use? | What are your expectations and requirements? How can you accomplish the tasks we’ve agreed you’ll do? | How are you, really? How can you become more healed and whole? | How can we think through your growth & development? |
| **Examples** | How can you work toward increasing leadership team retention? | How can you provide quality training for your leaders? | What have you done to improve your group's impact? | How does your family feel about your ministry? | What is your next growth opportunity? |
| **Key Skills of role** | Analysis, vision, motivation; emotional intelligence | High Impact training and teaching | Attention, accountability, follow-through | Compassion and thoughtfulness | Listening and Wisdom |
| **Resources offered** | Tactics & strategies | Insights and paradigms | Systems and tools | Prayer and support | Experience and networking |
| **Faithfulness is expressed as** | Patience and Persistence: I will keep at it with you until we discover keys to effective ministry in your context. | Servanthood: I care more that you learn what you need and act on it than that I teach what I want. | Integrity: We both will do what we say we’ll do. | Care: I value you more than just for the work you do. | Loyalty: I care more for your development than I do for how the goals of the organization are met by you. |
| **Challenge is expressed as** | Courageous and dogged analysis | Drills and practice | Accountability with consequences but without shame | Speaking the truth in love | Enlarging vision and elongating horizon |
| **Support is expressed as** | Confidence in follower's ability to succeed | Noticing and acknowledging improvement | Frequent, specific, timely Affirmation | Prayerful sharing of burdens and celebration of joys | Sponsorship and investment for the journey |
| **Helping the supervisee to:** | Do the right things successfully | Do the right things proficiently | Keep priorities & commitments | Do ministry in a healthy way | Pursue life in a developmental way |
| **Another way to put it:** | Discover together what it takes to “win” or succeed. | Train toward proficiency in those tasks | Manage progress in the accomplishment of those tasks | Ensure that other things do not hinder progress | Think beyond the present tasks to what lies further ahead |
| **When it is going well…** | The follower is becoming more fruitful | The follower is learning and applying it | The follower is making progress | The follower is growing spiritually and relationally | The follower has vision for his/her future and is pursuing it well. |
| **Contribution to Morale** | Ministry Vision and practical help | Ministry Competence | Organizational Consistency | Personal Health and Relational Community | Personal Empowerment |