




A Three Part Equipping Series:  
***Discipling Goal Setting,  
Implementing and Feedback  
Course For Men***





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1. Part One:  
Setting Meaningful Goals for  
Discipling Men.
  2. Part Two:  
Implementation and Observation of  
Goals.
  3. Part Three:  
Feedback and Development of  
Kingdom-Builders
- 



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Thank you for being part of this  
**Ministry of “Showing Up”!**



# Why Serve In Ministry Through Men?



Because men pursue 3 things in life and our role is to help them achieve all 3:

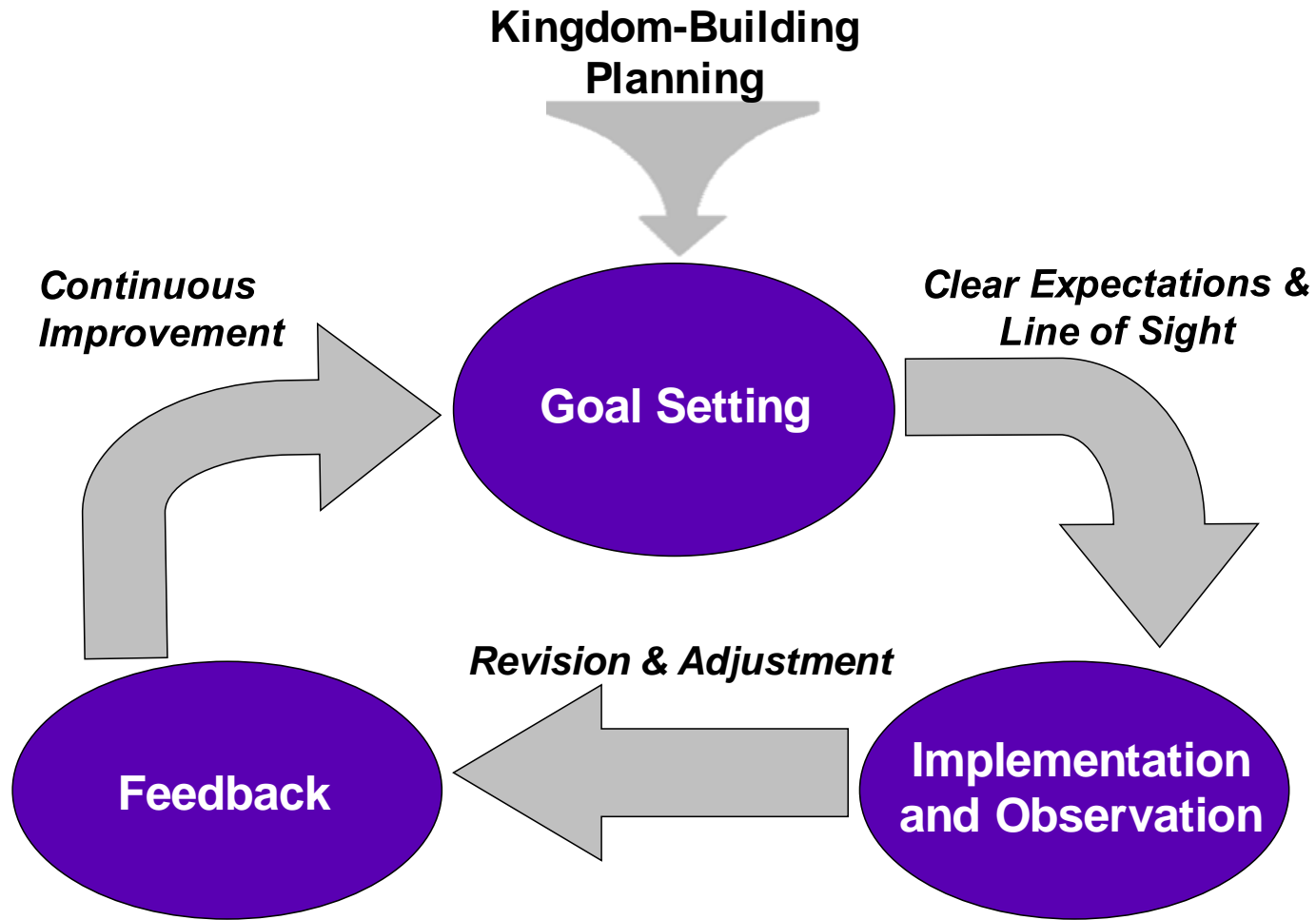
1. Men Want to Matter in Life
2. Men Want to be in Relationships
3. Men Want a Plan to Accomplish the Goals of 1 & 2 in today's Culture

# Goal Setting Objectives:

Upon completion, you will begin to:

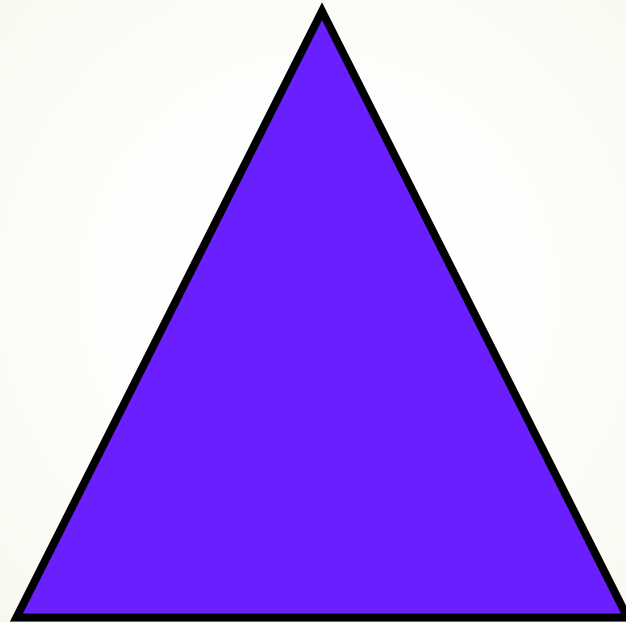
- *Understand a discipling Goal Setting process for Kingdom-Building.*
- *Develop SMART goals driven by your current church mission, vision and value strategies.*
- *Identify the most important goals for your role and for those of your fellow kingdom-builders.*

# 3-Step Process Overview



# Roles Within Goal Setting Process:

Church provides spiritual growth environment(s)

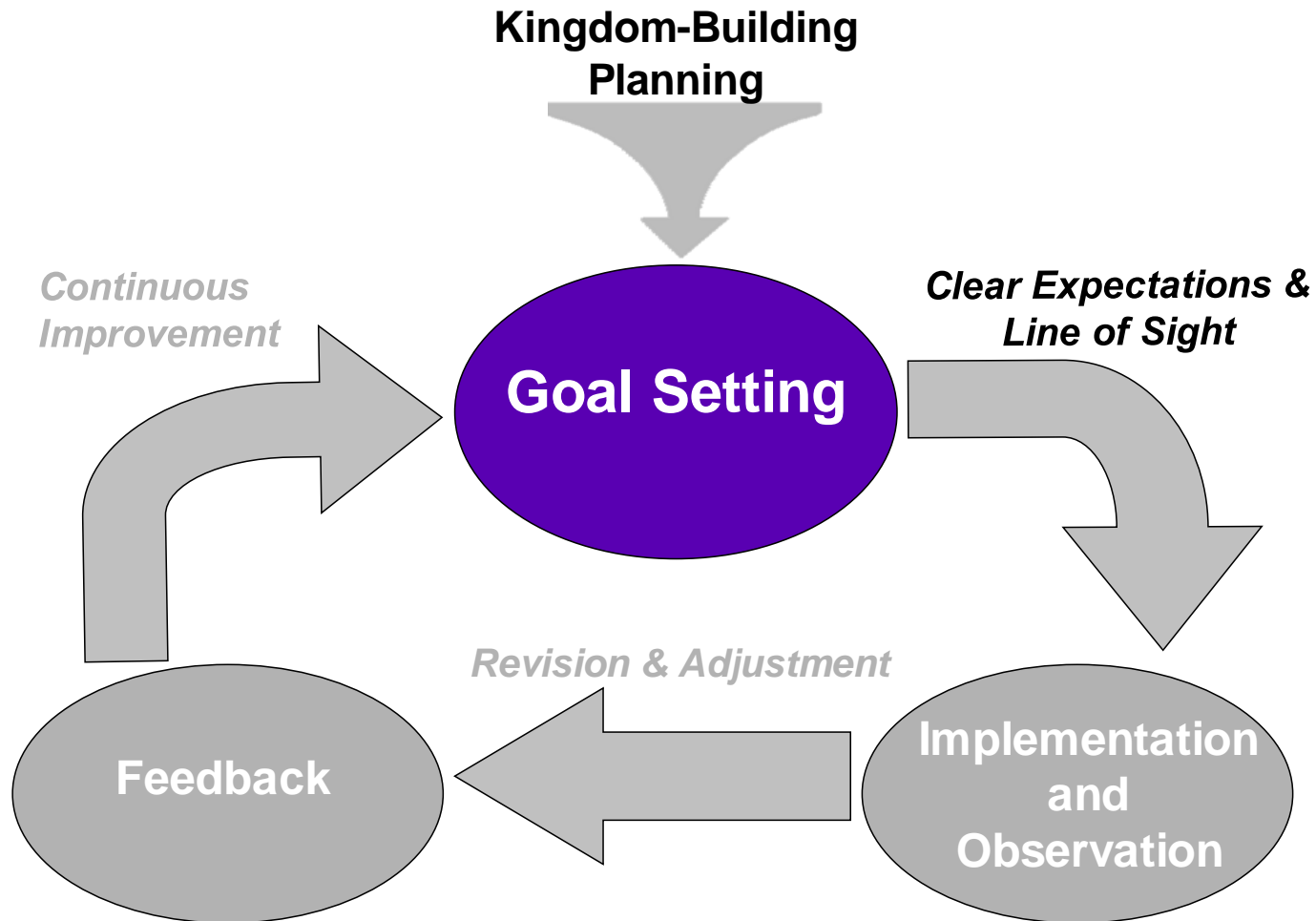


Servant Leader(s)  
provides vision  
and direction

Kingdom-Builders  
implement with  
integrity & resolve



# Process #1 Goal Setting





# Effective Goal Setting results in:

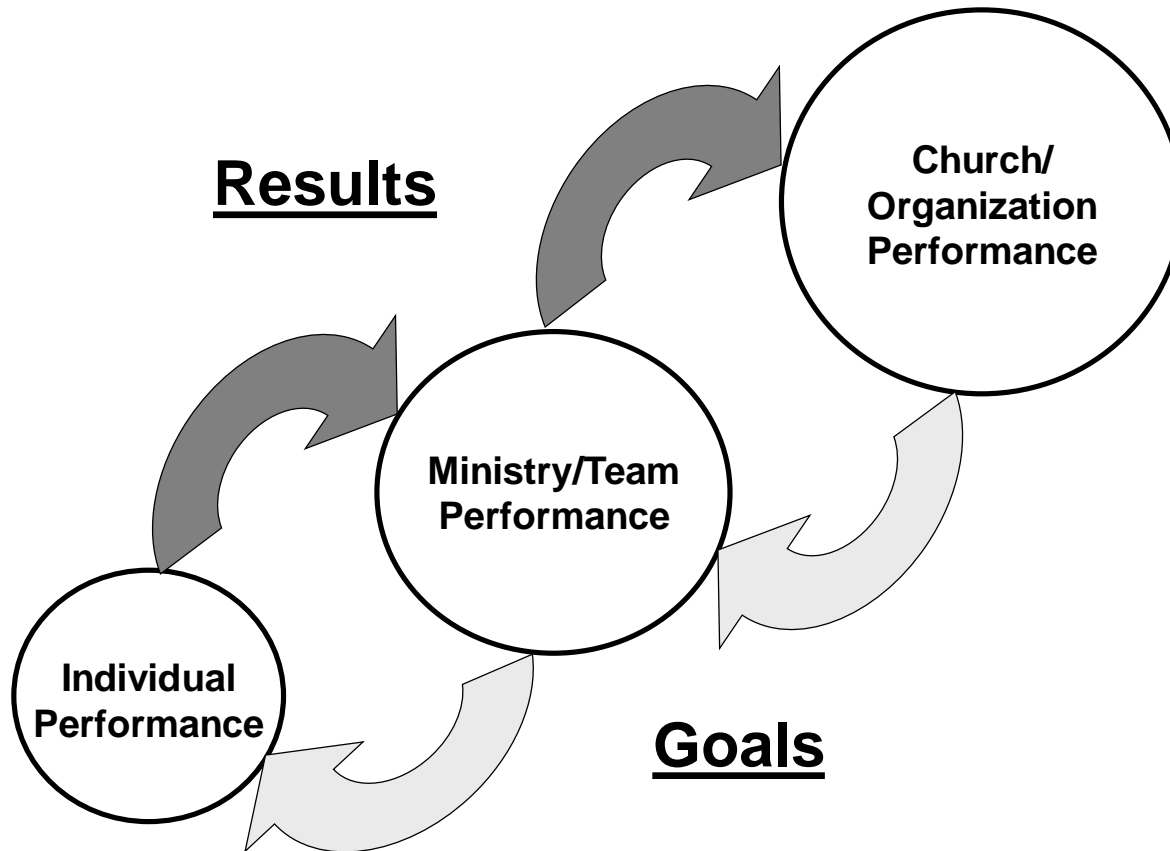
1. A clear line of sight.
2. Mutual understanding and agreement between servant leader(s) and kingdom-builders of the set discipling goals and expectations.
3. Defined tools and resources for measuring goal progress and results.

# Begin with the end in mind

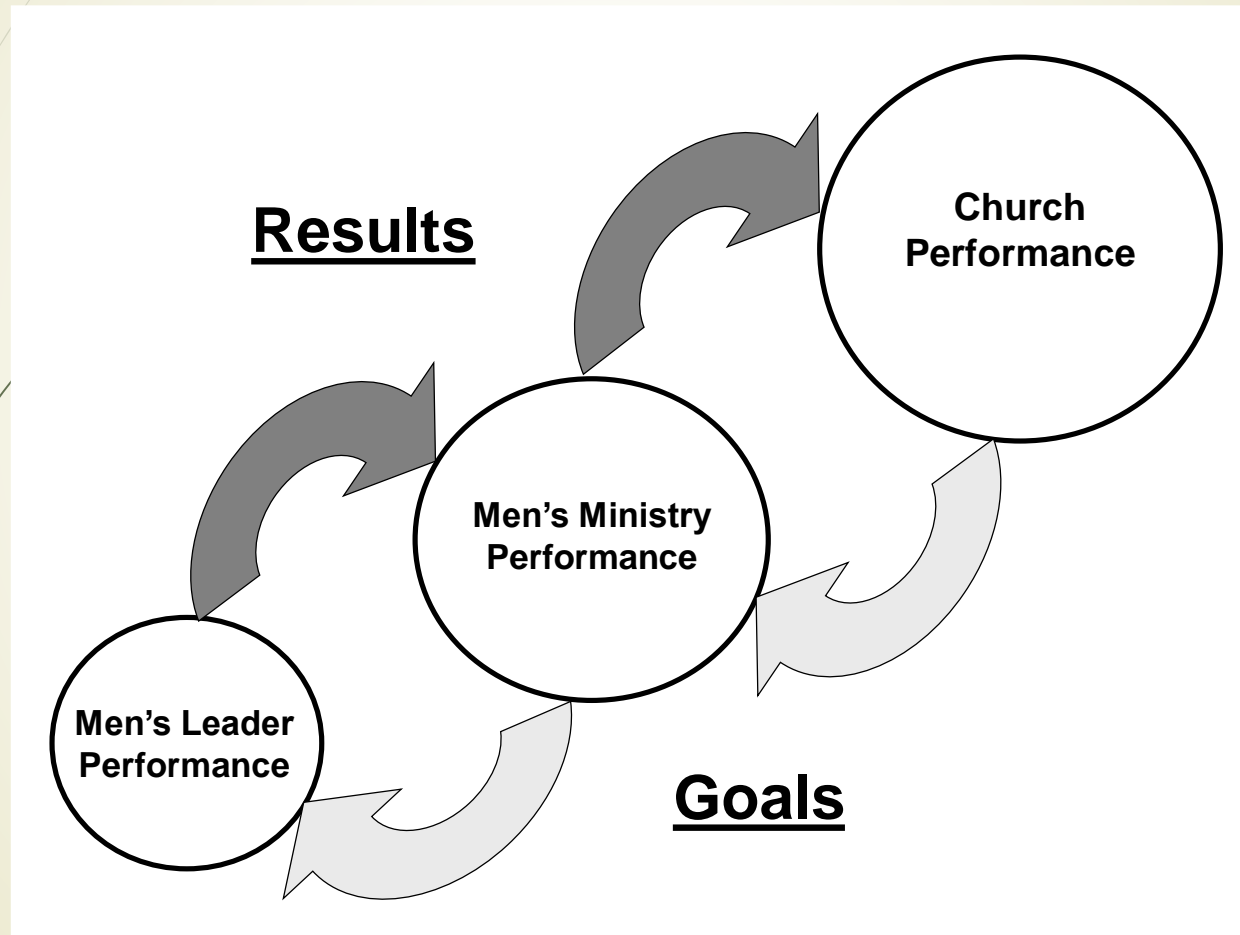
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# Creating a “Line of Sight”

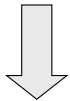


# Example of a “Line of Sight”

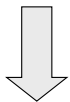


# Ministry Planning Exercise

The Church



Your Ministry



Your Role

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What are the key strategies & initiatives that will impact your Ministry area?

What are your team's most important initiatives for the coming year?

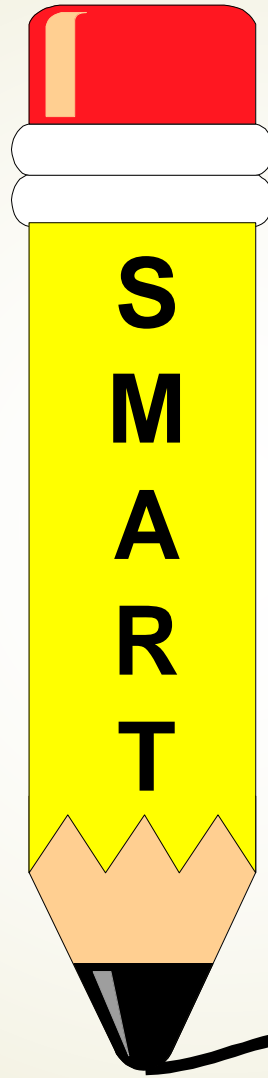
Based on the prior two steps, what will be expected of you?

# Set Clear, Specific Goals





**S  
M  
A  
R  
T**



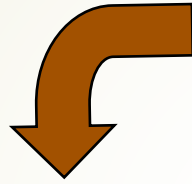
**Specific**  
**Measurable**  
**Achievable**  
**Relevant**  
**Timebound**

**GOALS**

**G  
O  
A  
L  
S**



# Disciplining Goal Effectiveness has 2 Parts:



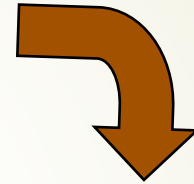
**What**

needs to get accomplished

- ▶ Goals
- ▶ Responsibilities
- ▶ Measures

**“Science”**

=



**How**

it gets accomplished

- ▶ Behaviors
- ▶ Values
- ▶ Competencies

**“Art”**

+



# Determining Role Competencies


## Guidelines:

- ▶ Select the 2-3 competencies (skills) that are most critical for the role or ministry success.
- ▶ Focus on what is important for the role or ministry, not the person's level of competency or proficiency.
- ▶ Conduct ongoing discussions regarding role or ministry competencies with your people.



# Creating Discipling Goals

“Art” of setting How Objectives:

1. Building strengths.
  2. Addressing an area of need.
  3. Gaining new information.
  4. Acquiring a new skill.
  5. Applying skills in a new way.
- 



# Guidelines for Writing **Effective Discipling Goals:**

1. From a positive point of view: desirable changes in knowledge and skills that can be leveraged.
2. Be a means to a meaningful end.
3. Should also be behavioral, not just results.
4. Make it a realistic, manageable size.
5. Focus on a process; not a one-time event.



# Vague Goal Exercise





# Critique the Discipling Goal

- *Stop talking and controlling so much.*  
... an attempt to change one's personality.

*Instead:*

- *Listen to others without interrupting.*  
... a positive point of view; realistic behavior change.



# Critique the Discipling Goal

➤ *Improve my people skills.*

... too vague; steer clear of grand schemes and generic good intentions.

*Instead:*

➤ *Consider others' opinions when making decisions.*

... a clear, realistic development objective that is behaviorally focused.



# Critique the Discipling Goal

- ▶ *Take a Coaching Foundations class.*  
... participation in an event.

*Instead:*

- ▶ *Learn to provide honest, helpful feedback to my kingdom-builders.*  
... learning a new skill.





# Critique the Discipling Goal

➤ *Become a better communicator.*

... too vague; steer clear of grand schemes and generic good intentions.

*Instead:*

➤ *Speak more clearly and concisely.*

... a clear, realistic development objective that is behaviorally focused.



# Outline of a good Goal Setting Conversation

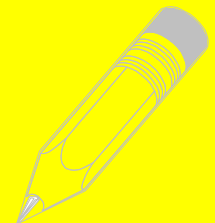
**Step 1:** Have a Line of Sight & Ministry Planning discussion with all involved people.

**Step 2:** Discuss role skills and resources needed and use an effective goal setting process.

**Step 3:** Obtain commitments on goals set from all people involved in the process.

## Next-Step Assignments #1 and #2:

1. First, based on the “line of sight” process, draft **two (2)** key goals for **your** role responsibilities in 2016.
2. Next, using “line of sight”, identify at least **one (1)** “goal topic” for each of the people you will influence/lead in 2016.

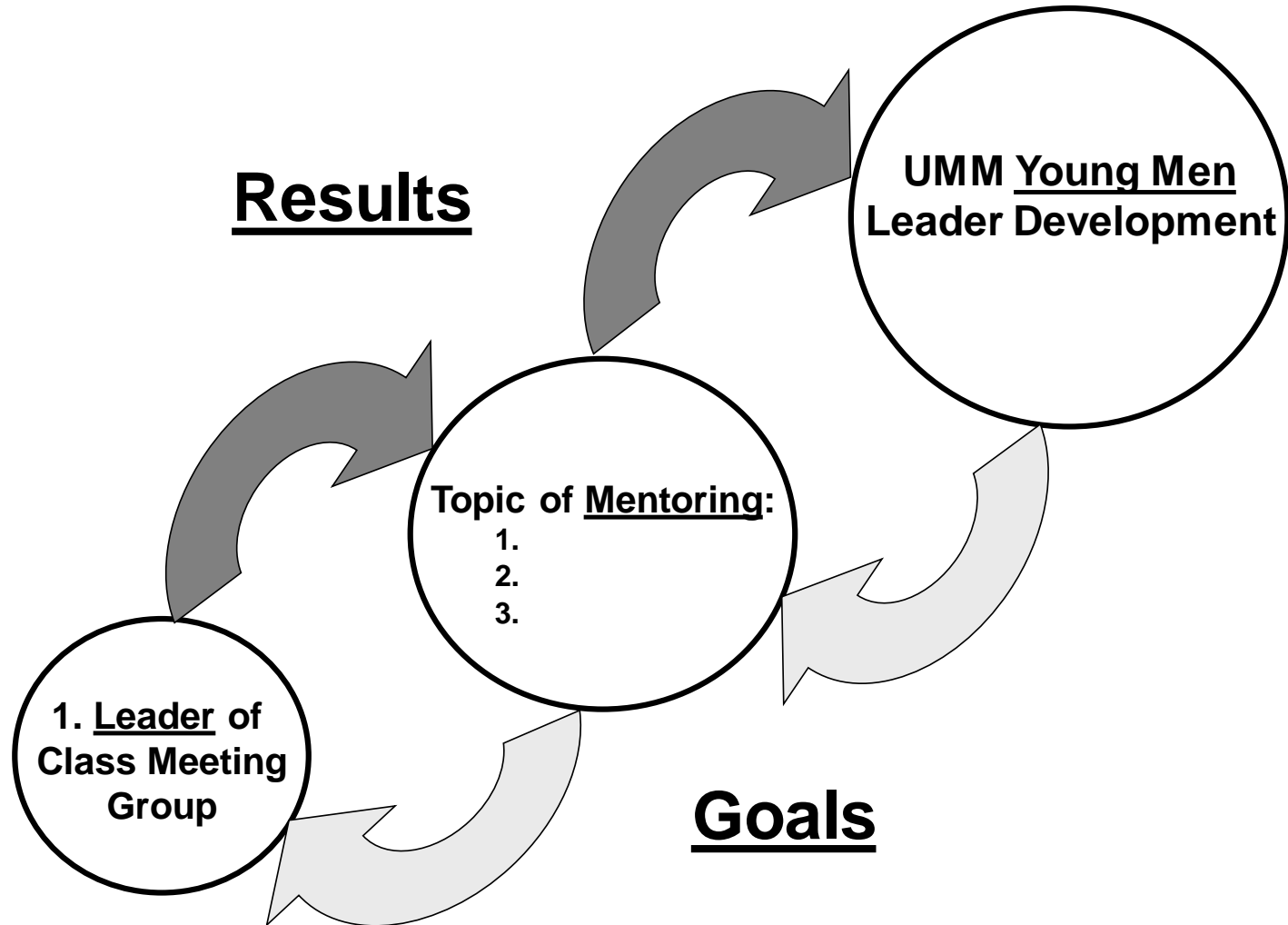


## Next-Step Assignment #3:

3. Work with each of your kingdom-builders to create at least **one (1) S.M.A.R.T. goal** for them that is in “line of sight” with your ministry goals and the goals of God’s church at 1<sup>st</sup> \_\_\_\_\_ in 2016:

*Example: With a church goal of leader development: #1-**Your goal** of “Young Men Leader Development” to #2 **K-B goal topic** of “Mentoring” to #3 **K-B SMART goal** of starting “Class Meeting Group” with younger men.*

# “Line of Sight” For Sample Goals:



# S.M.A.R.T. Goal Worksheet

Name: \_\_\_\_\_

Role/Ministry: \_\_\_\_\_

**S**pecific - *I will (what specifically do you want to measure?)..* \_\_\_\_\_  
\_\_\_\_\_

**M**easurable - *I will measure this goal by means of ..* \_\_\_\_\_  
\_\_\_\_\_

**A**chievable - *I know this goal is achievable because ..* \_\_\_\_\_  
\_\_\_\_\_

**R**elevant - *This goal is a good use of my time because ..* \_\_\_\_\_  
\_\_\_\_\_

**T**imebound - *This goal will be completed by ..* \_\_\_\_\_  
\_\_\_\_\_

# SMART Goals Worksheet

**Draft Goal:**

|  | <i>Answers at time of development</i> | <i>6 Month Update</i> |
|--|---------------------------------------|-----------------------|
| <b>Specific</b> <ul style="list-style-type: none"> <li>What is the desired result? (who, what, when, why, how)</li> </ul>  |                                       |                       |
| <b>Measurable</b> <ul style="list-style-type: none"> <li>How can you quantify (numerically or descriptively) completion?</li> <li>How can you measure progress?</li> </ul>   |                                       |                       |
| <b>Achievable</b> <ul style="list-style-type: none"> <li>What skills are needed?</li> <li>What resources are necessary?</li> <li>How does the environment impact goal achievement?</li> <li>Does the goal require the right amount of effort?</li> </ul> |                                       |                       |
| <b>Relevant</b> <ul style="list-style-type: none"> <li>Is the goal in alignment with the overall mission or strategy?</li> </ul>   |                                       |                       |
| <b>Time-bound</b> <ul style="list-style-type: none"> <li>What is the deadline?</li> <li>Is the deadline realistic?</li> </ul>  |                                       |                       |

**Final Goal:**

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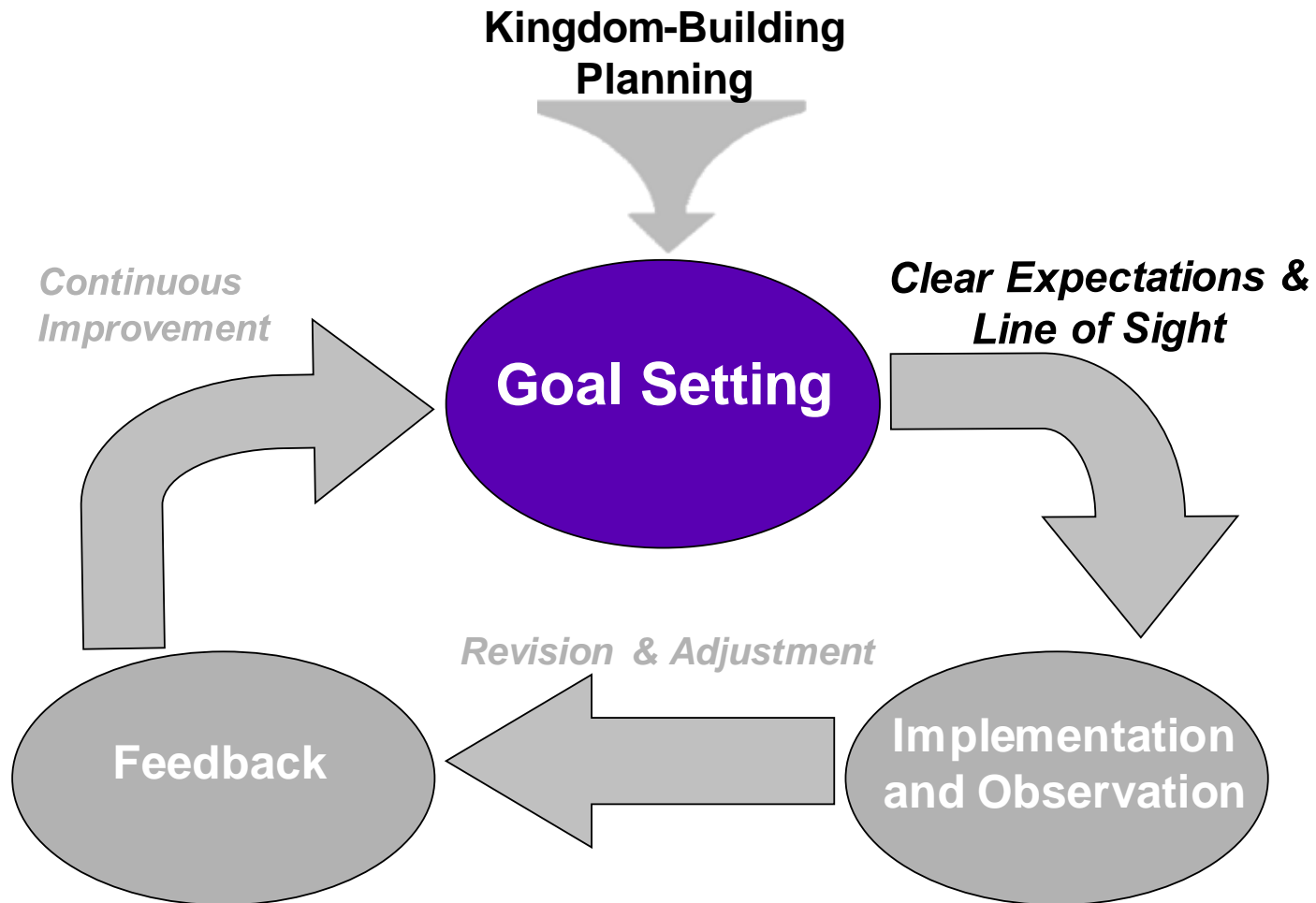


## Recap of Goal Setting Objectives:

- *Understand a discipling Goal Setting process for Kingdom-Building.*
- *Develop SMART goals driven by your current church mission, vision and value strategies.*
- *Identify the most important goals for your role and for those of your fellow kingdom-builders.*



# We've Completed Process #1 Goal Setting



# End of Part 1

## Questions or Comments?





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# Thank you again for being part of this **Ministry of “Showing Up”!**





## Be doers.....

*But be doers of the word, and not hearers only, deceiving yourselves.*

*For if anyone is a hearer of the word and not a doer, he is like a man observing his natural face in a mirror; for he observes himself, goes away, and immediately forgets what kind of man he was.*

*But he who looks into the perfect law of liberty and continues in it, and is not a forgetful hearer but a doer of the work, this one will be blessed in what he does.*

**James 1: 22-25**

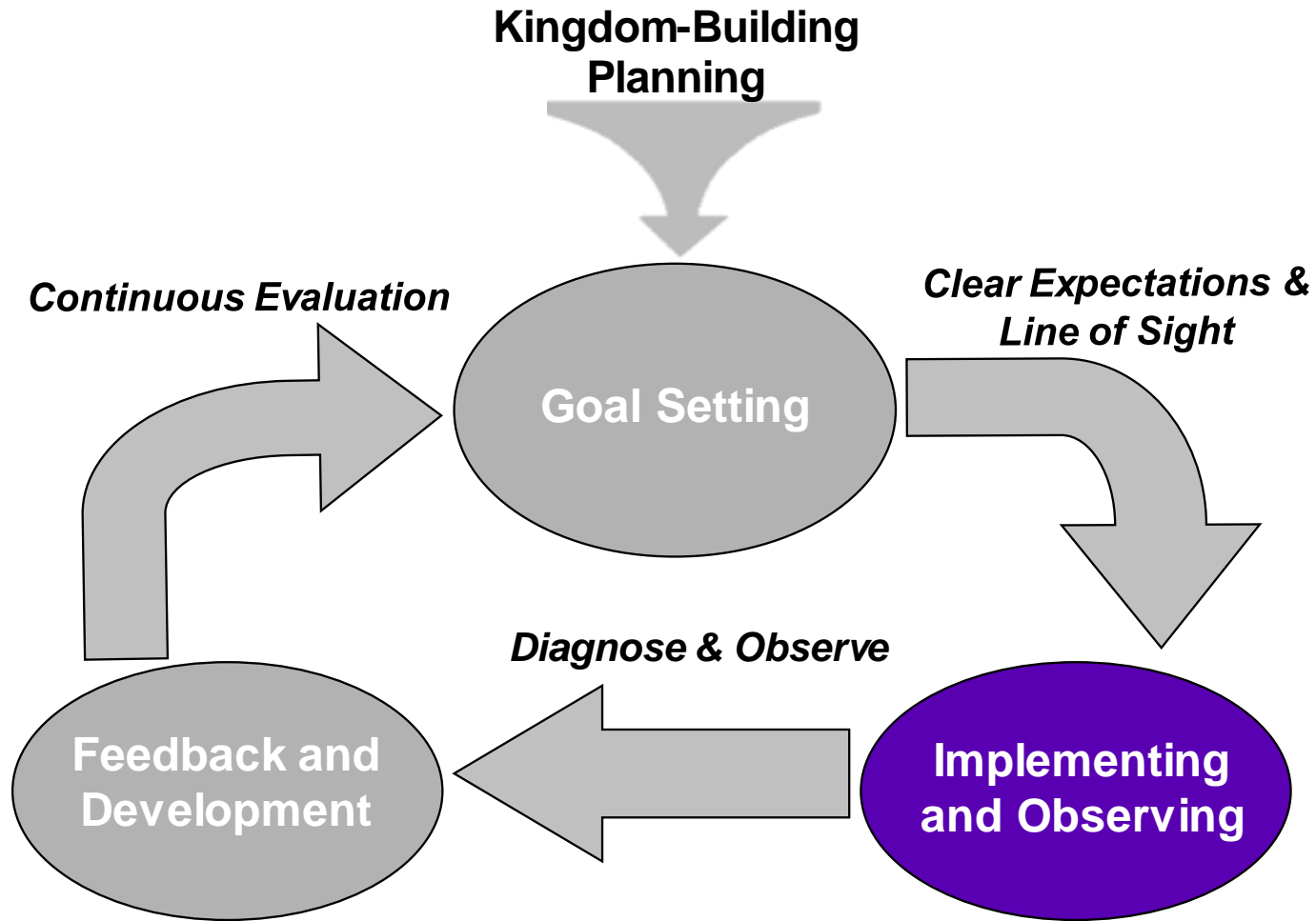


## Implementation is the key:

*“Too often, the gap that exists between knowing and doing is far greater than the gap between ignorance and knowing.”*

**Ken Blanchard,**  
One Minute Manager

# 3-Step Planning Process





# Implementing & Observing Objectives

Upon completion, you can begin to:

- ▶ Create a culture of planning and performance which measures both results and behaviors.
- ▶ Understand role of developmental levels of Builders re their specific goals and tasks.
- ▶ Set effective observation schedules in support of goal achievement and Builder development.



## Getting Desired Goal Outcomes...

*The “Science” in this is in accurately measuring results of goal performance; while the “Art” is in also developing spiritual growth in our Kingdom-builders.*



*and*





# Determining Goal Competencies

**Once SMART goals are set:**

1. First, focus on what is important for goal achievement and not the Builder's skill level.
2. Then select the 2-3 skills most critical for successful achievement of each goal.
3. Next, determine the developmental levels, descriptors and needs of the Builder in regards to their goal(s).

A dark grey arrow points to the right from the left edge of the slide. Several thin, light blue lines curve upwards from the bottom left corner towards the right side of the slide.

# Kingdom-Builder Development Process:

1. Determine current skills & inspirational levels at a specific task or goal:
  - a) Beginner
  - b) Learner
  - c) Contributor
  - d) Specialist
2. Acknowledge Descriptors at each level.
3. Satisfy Needs at each level.



It's always about His people...

*"Discipling goals are achieved by fully equipped and engaged Kingdom-builders, not solely by the actions of committees, councils or boards."*

Jim Boesch

**If you buy this statement, then you will also buy into the need for.....**

## Observing Goal Performance:

As a servant leader, what opportunities do you have to observe behavior of others?



# Ways of Observing Performance:

1. Direct Observation:
  - a) Work-with (WW) alongside
  - b) View work results/samples
2. Progress Reviews to collect/update records and documents that reflect progress levels.
3. Qualified Others who observe behaviors, collect data and send to leader who then reviews with builder.





## Direct Observation:

1. On a regular basis, the servant leader physically observes goal performance activities with the Kingdom-builder.
2. These sessions are planned ahead and it is the responsibility of Kingdom-builder to :
  - a. Plan WW activities to be goal driven.
  - b. Send agenda to leader at least 2 days prior to WW session.
3. \*Servant leaders are always responsible for development of builders.

# Progress Reviews:

1. A regular schedule of 1-on-1 developmental review sessions is set with servant leaders and Kingdom-builders.
2. Agenda creation for sessions is responsibility of Kingdom-builder who :
  - a. Sends set agenda out 2 days prior to session.
  - b. Brings questions/concerns to forward progress
  - c. Sets plans for follow-up session w set date.
3. \*Servant leaders are always responsible for development of builders.



## Qualified Others:

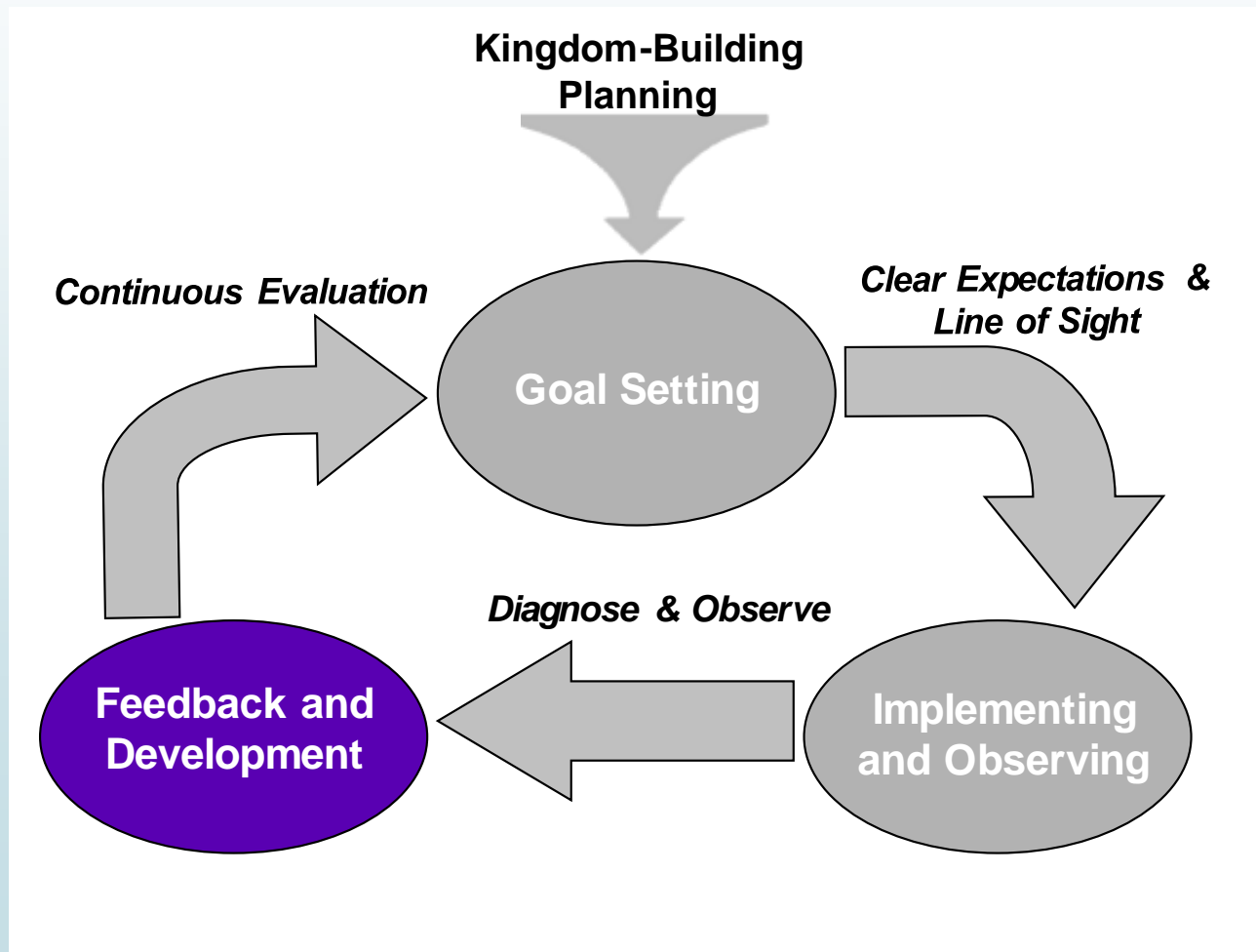
1. Another person, equipped to do so, can directly observe the Kingdom-builder in the performance of goal activities.
2. These sessions are still planned ahead and it is the responsibility of Kingdom-builder to :
  - a. Insure WW activities are goal based.
  - b. Send agenda to leader at least 2 days prior to WW session.
3. \*Servant leaders are always responsible for development of builders.



# Recap of Implementing & Observing Objectives

- Create a culture of planning and performance which measures both results and behaviors.
- Understand role of developmental levels of Builders re their specific goals and tasks.
- Set a regular observation schedule in support of goal achievement and development.

# Next Step: Part Three “Feedback and Development”





## End of Part Two:

**Implementation & Observation**

**Questions? Comments?**





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## Disciples: Called, Equipped and Sent:

*From infancy you have known the Holy Scriptures, which are able to make you wise for salvation through faith in Christ Jesus.*

*All Scripture is God-breathed and is useful for teaching, rebuking, correcting and training in righteousness,*

*so that the servant of God may be thoroughly equipped for every good work.*

***2 Timothy 3:15-17***

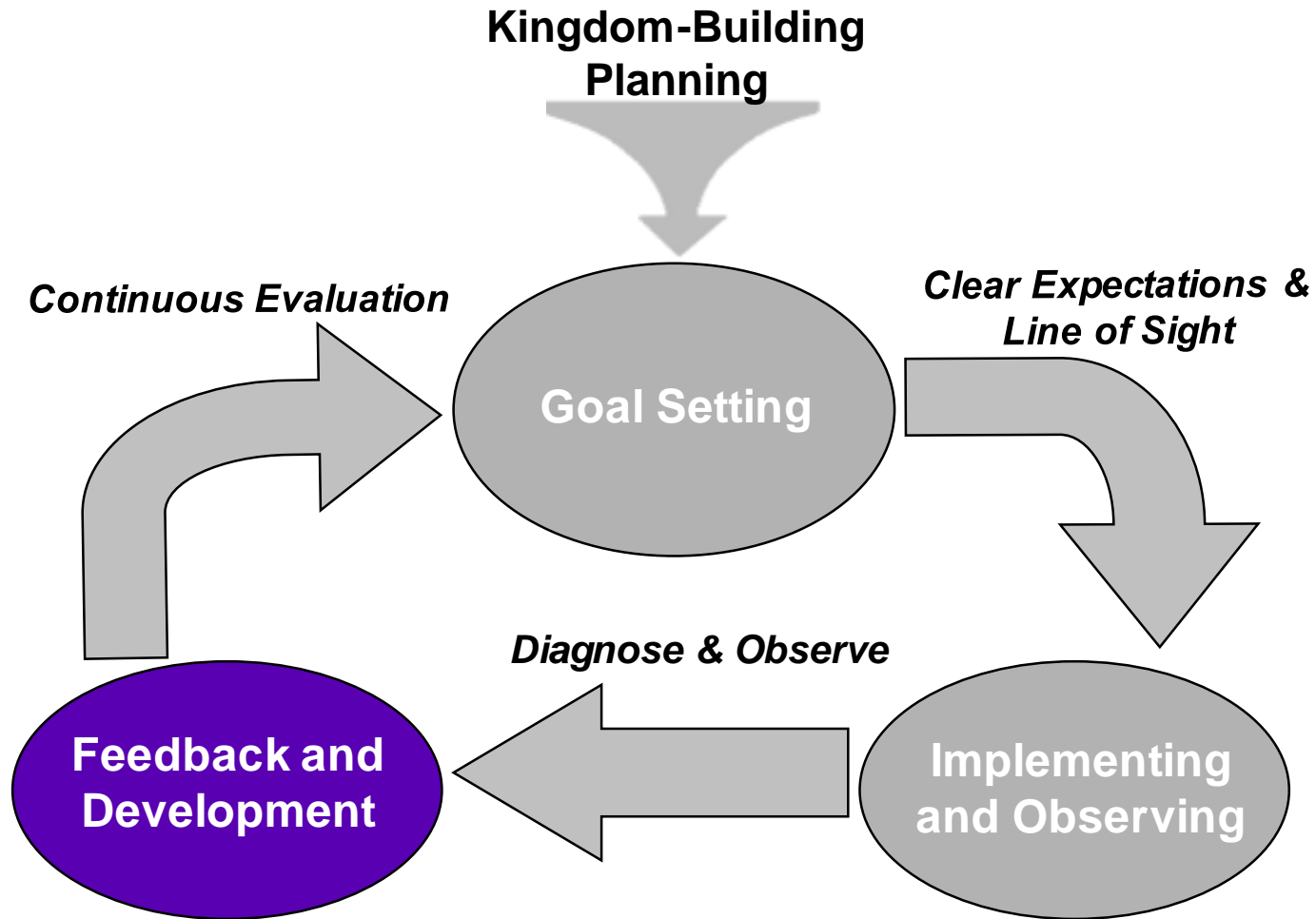
# Beliefs and Values about People

- ▶ People can and want to develop
- ▶ Leadership is a partnership
- ▶ People value involvement and communication





# 3-Step Planning Process Overview



# Leadership Behaviors:

The key to providing effective feedback is to match the appropriate leadership behavior style to the current development level of the Kingdom-builder.





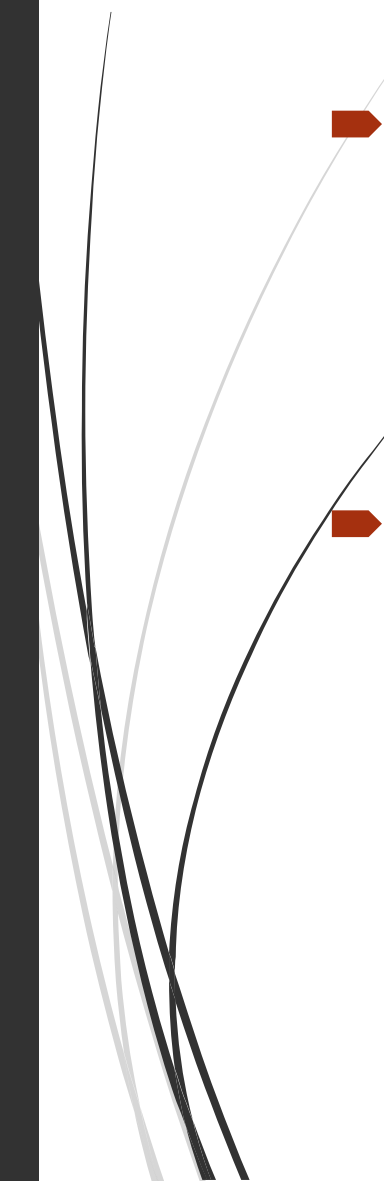
# Objectives of Feedback & Development:

Upon completion, you will begin to:

- *Understand how to provide effective feedback that measures results and builder spiritual growth.*
- *Learn to flex leader behaviors that provide feedback to match development needs of builders.*
- *Provide continuous development through affirming and redirective feedback to support and make adjustments with goals, as needed.*

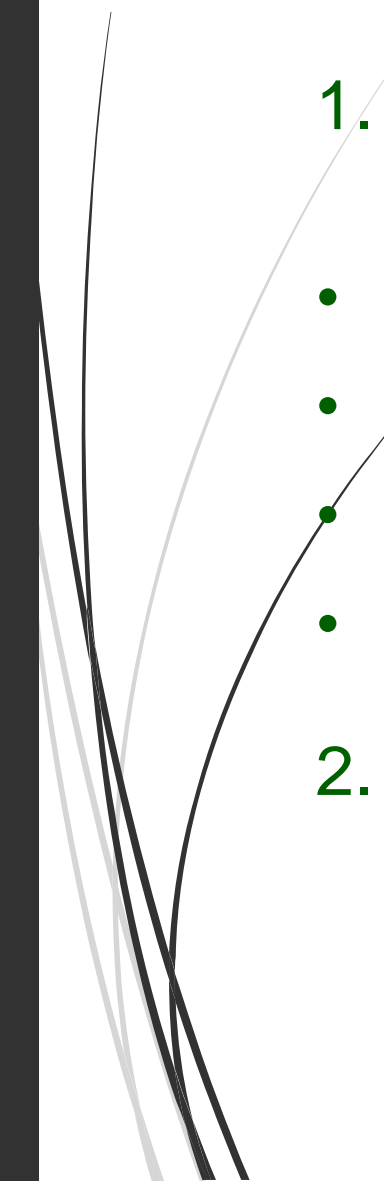


# Feedback Definition:

- Feedback is an exchange of information between a leader and a builder that helps create understanding of progress toward results and development.
  - Effective feedback increases insight and motivates action of replication and/or redirection.
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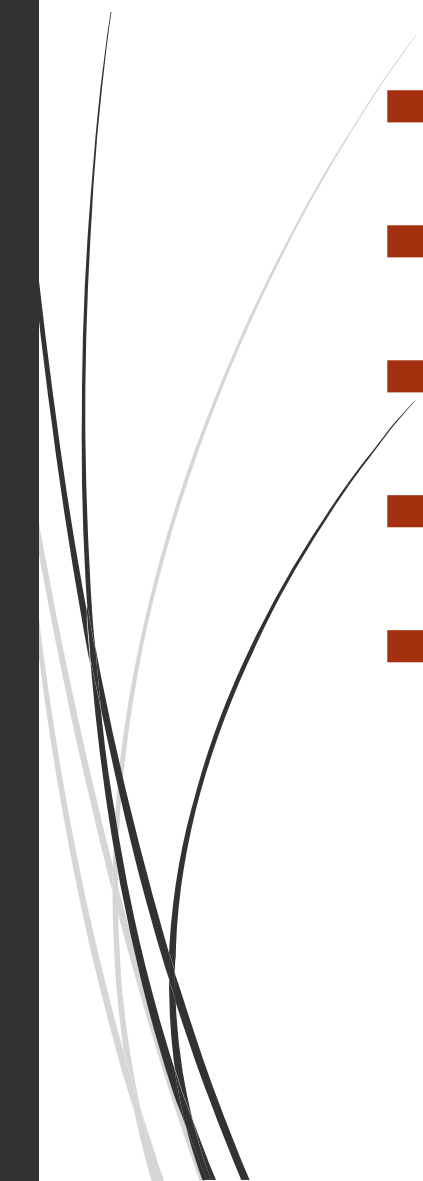


# Feedback Components:

1. The leader behavior styles that are best used in Builder developmental feedback are:
    - ***Instructing*** for Novice
    - ***Coaching*** for Apprentice
    - ***Supporting*** for Journeyman
    - ***Delegating*** for Master/Teacher
  2. The use of either Directive and Supportive behaviors are based on Builder needs.
- 



# Feedback Principles:

- Discovery, not delivery.
  - Mutual understanding, not persuasion.
  - Adaptive, not a formula.
  - Nonjudgmental information.
  - A process, not an event.
- 

# Sowing S.E.E.D.

Set the stage

Explore the Builder's point-of-view

Explain your view

Determine next steps





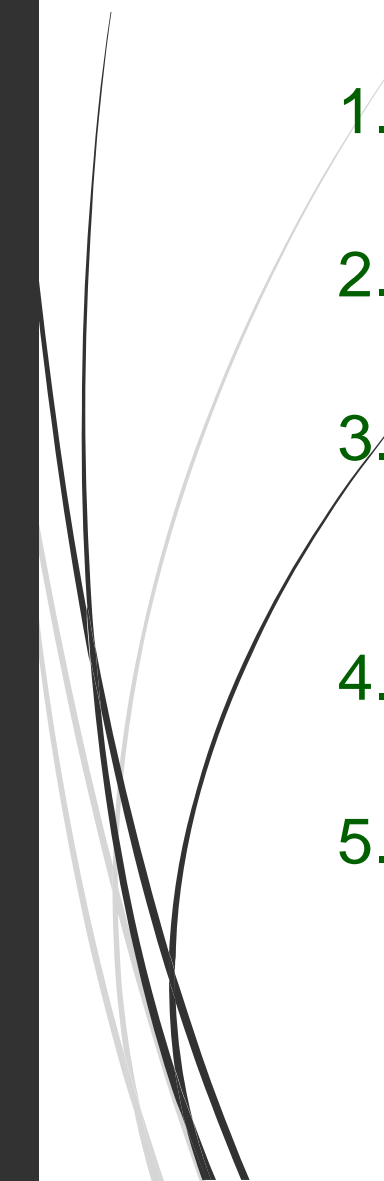
# Possible Feedback Reactions/Situations:

- Defensive or Angry
- Silent
- Quick to Agree
- New to the Job
- A Long-Service Individual
- A Marginal Performer
- A Top Performer





## The Top 5 Things Leaders Fail To Do:

1. Fail to provide appropriate feedback 82%
  2. Fail to listen to/involve others in process 81%
  3. Fail to use a leadership style appropriate to person, task or situation 76%
  4. Fail to set clear goals and expectations 76%
  5. Fail to train and develop their people 59%
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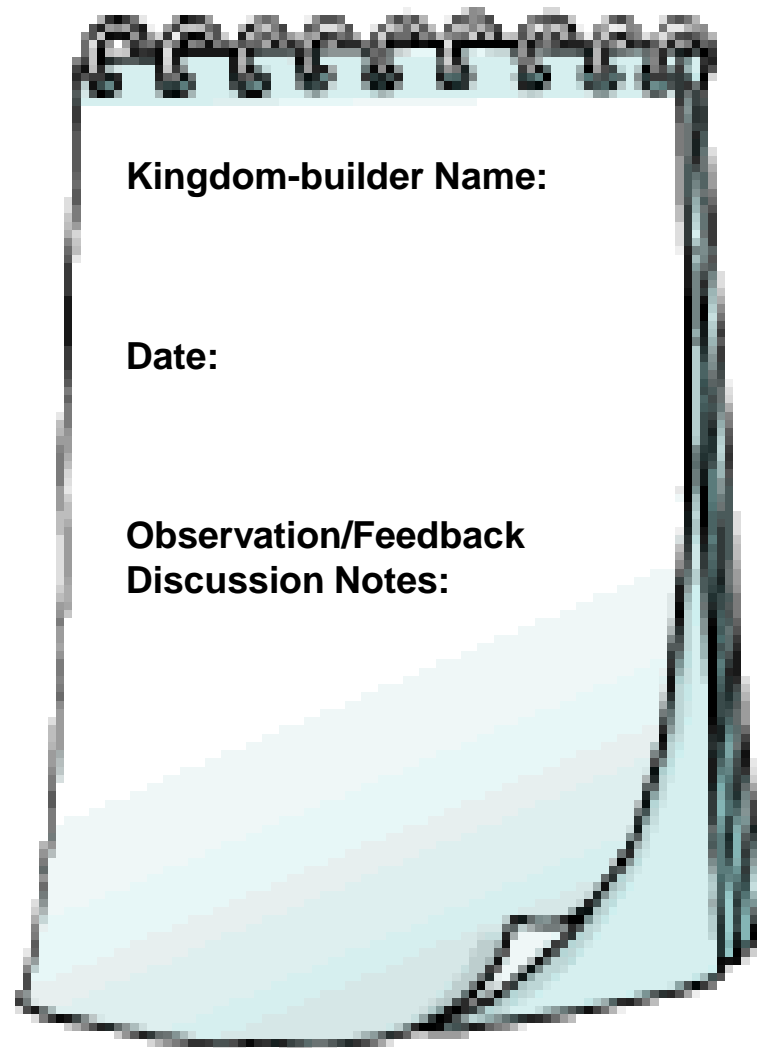


## After observation, a Performance Review format:

- *Complete* relevant parts of a Performance Review forms.
- *Provide* formal feedback to the builder, both to replicate and/or redirect.
- *Make* adjustment to goals, if needed.
- *Discuss with Builder:*
  - Detailed next-step approaches to their goal until next review session.
  - Direction and support that will further aid achievement of their goals.



## A possible Performance Feedback form:



**Kingdom-builder Name:**

**Date:**

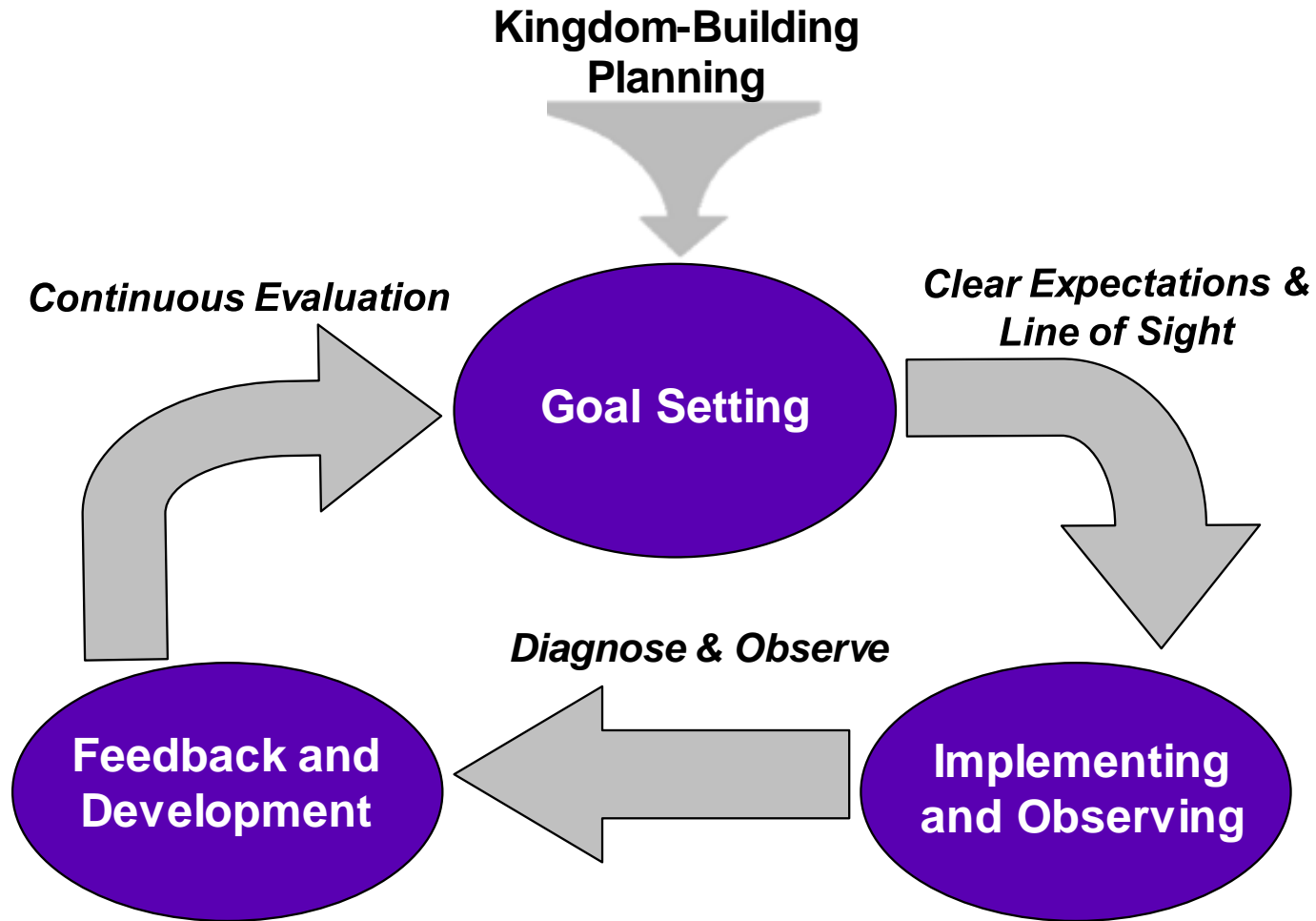
**Observation/Feedback  
Discussion Notes:**



# Recap of Objectives of Feedback & Development:

- *Understand how to provide effective feedback that measures results and builder spiritual growth.*
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# 3-Step Planning Process Overview



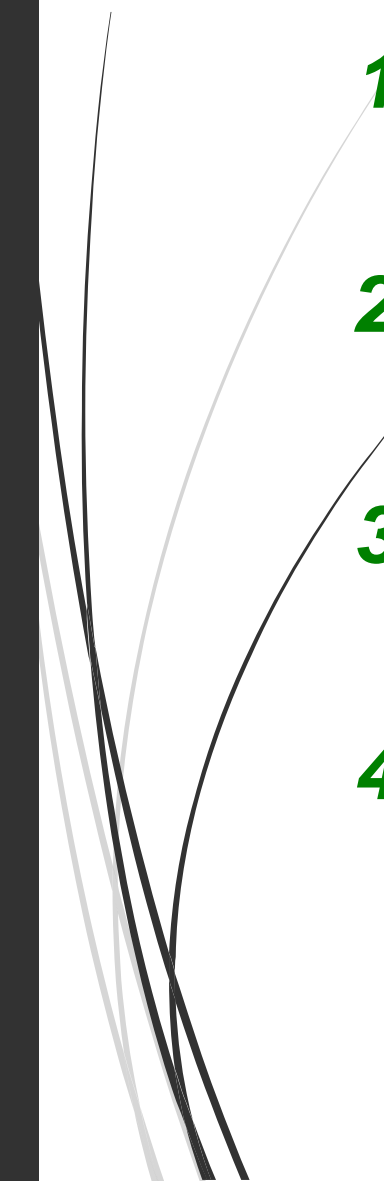


# End of Part Three: **Feedback and Development**

Questions? Comments?



## Next Steps:

- 1. *Commit*** to set Discipling Goals for you and your ministry in 2016.
  - 2. *Meet*** with your church leadership to determine if they set SMART goals.
  - 3. *Offer*** to support their efforts to do so for 2016, if possible.
  - 4. *Sign-up*** for 3 Practice Lab webinars to support you bringing your Discipling Goal Setting efforts to life and fruition.
- 

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