

HOW TO RECRUIT

Bill Dwyer March 2002

THE IMPORTANCE OF RECRUITING

The ministry of Jesus was defined by his mastery at recruiting men women into the work of God's kingdom. Often, they had no idea that they were slowly being drawn into the most important work on earth.

- The disciples were simply called to "Come, follow me" (Matthew 4:19). The next thing they knew they were being sent out to heal and cast out demons (Matthew 10:1).
- The Woman at the well (John 4) was simply asked for a cup of water. That same day she became an evangelist (John 4:28-30).

Recruiting volunteers is at the heart of a growing church. Recruiting fulfills the model of the church given us in Ephesians 4:11-13. Key leaders **recruit, train, deploy, monitor and nurture** the saints as they are drawn into service to Jesus. It's here that we learn that the most significant leaders are those who look for ways to give away their jobs. The church moves away from ministry dependent upon paid staff to a church of equipped saints who do the work of the ministry. As Paul says, "each part does its work" (Ephesians 4:16).

Therefore we must learn...

- To recruit well.
- To recruit always.
- To recruit in a Spirit led manner.

ALWAYS AND NEVER

- **Always be working yourself out of a job.**
Think of becoming a Spirit-led Tom Sawyer! If you do not recruit, you will likely burn out. If you rely on others to recruit, you will likely not get any help. The more you recruit, the more time you will have to recruit even more help.
- **Always be meeting new people.**
Make the effort to reach out on Sunday morning and to attend special gatherings where there may be more new people (Alpha). Always carry something so you can write down their names in order to memorize them. From these names you will develop a potential pool of recruits. Put the list on your refrigerator, office wall or carry it in your Bible in order to pray over them.
- **Never try to recruit on the fly on Sunday morning.**
This communicates a nonprofessional approach and desperation. You may be desperate to find someone, but recruiting on the fly tends to drive people away. There is an added degree of pressure. There is the sense that we are disorganized and are randomly grabbing people to fill slots ("*Oh, there's that new guy. Maybe he could work in the nursery?*"). Sunday morning is for worship and fellowship, not recruiting.

- **Never recruit someone by using guilt, manipulation, from a position of need or by presenting the job as an “easy” job anyone could do, i.e.**
“Could we get your help in the 5th and 6th grade class since two of the kids are yours?”
“I notice you are always eating the food in the fellowship Hall. Could you help us clean up?”
“This job is so easy anyone could do it and it won’t really take any time”.
“Our church has 20% of the people doing 80% of the work and the 20% are overwhelmed. Could you help?”
- **Always recruit by presenting a vision of what God is doing.**
 GOOD: *“Bob, could I meet you and your wife this week to talk about what we are doing to disciple the next generation through our Children’s ministry?”*
 BAD: *“No one wants work with the kids. Can you help?”*
 GOOD: *“Sue, God has our church to minister to the poor in Jesus name. Can I call you this week to share with you what our Manna ministry is all about?”*
 BAD: *“No one cares about the poor in this hedonistic and materialistic culture. Do you?”*
- **Always recruit in stages.**
 Present a vision through a relational conversation and then invite the person to “come and see” what you are doing in your ministry.
 Then invite them to be a helper and work alongside you or someone who is a good mentor.
 Then invite them to be in charge only after they have proven themselves.
 - Jesus did the ministry.
 - He then gathered select people to watch him do it.
 - Then he involved them in small tasks.
 - Then he had them try it while he watched them.
 - After some time, he released and empowered them to do it.
 - Finally, he challenged them to become recruiters and to do what he had done to them.
- **Always meet with potential recruits.**
 Resist the temptation to explain the ministry over the phone or in the hall. Meeting with them helps in several ways. It is relational. It is the appropriate way to communicate. It sends a message that the task is important.
- **Never fail to follow up with potential recruits.**
 Call them within a week of getting their names and set up an appointment within a week of calling. Wait longer and you will likely never do it. Also, they may assume that you don’t like them and don’t really want them on your team.
 Also, if they say “no”, ask if you can call them again in 6 months.
- **Always give them a good job description and the length of commitment.**
 Being specific about these two areas helps people say “yes”. Most people have many commitments and are trying to budget their time. They are also fearful of getting stuck in a never-ending commitment.
“We like to start our ministry team members with a 6 month commitment. If things are not working out we want you to have the freedom to opt out”.

- **Always ask for referrals.**

Even if the person says “no” they may know someone who may say “yes”, perhaps even a family member. If they say “yes”, they may have a friend or spouse who would join them in the ministry and you will wind up with a “2 for 1” deal.

- **Never limit the scope of your recruiting.**

We tend to think of recruiting people we know or those who have served in the past. This is a huge error. It’s like fishing in the same spot with the same fish. It also avoids bringing newness that only new people bring to the ministry.

- **Always be prepared to share about some other ministries.**

If they say “no” you might give them a thumbnail sketch of some other areas they may fit better. Recruiting someone to work in another ministry is a real blessing and undermines the spirit of competition that sometimes exists between ministries.

BAD: *“If you ever decide to serve, please call me first, we really need you in the kids ministry.”*

GOOD: *“If you ever decide you want to get more involved, please give me a call. We’d love to have you in FISH Co., but there are many areas in the church you could plug into and I would be blessed to help you find your place in our church.”*

AFTER THE RECRUIT SAYS “YES”.

- **Always call them once a month to see how they are doing.**

Your goal should be to minister to the person in any area of their lives, not just keep them working.

- **Always consider their need for training.**

People can use training at least once or twice a year. Strongly suggest they attend pertinent School of Discipleship classes. Pass along effective cassette tapes on their area of ministry. Bring all your workers together once or twice a year for training using the more experienced people to train the newer ones.

- **Always encourage them to become recruiters and trainers.**

When you call simply ask if they have met anyone who would be good in ministry. “Would you mind calling, Bob to see if he is interested in working with us”. If they are not ready to do this, gather names and phone numbers from them.

- **Never ignore a person’s failure to responsibly carry out their duties.**

If they are chronically tardy, absent, unprepared or emotionally unstable; you must meet with them.

- Gently ask them if they are able to fulfill their duties. There is no need to chastise or berate them.
- If they need to step down immediately let them.

- If they need to step down, but are not causing damage to the ministry; ask them if they can finish out the next month or so. This way you buy some time to find a replacement.
 - If they continue being tardy or absent after recommitting to be on time, ask them to step down until the problem can be corrected.
- **Always make sure the workers are present at the appropriate time.**
This means two things:
 - You must be on time.
 - You or your assistant must check up on them from time to time. Without accountability most people let their time commitments slip.
- **Always provide them with needed resources.**
 What do they need? Teaching materials, scissors, badges, doors open, air conditioning turned on, ????
 After their first week or so, it is good to call and ask if they had everything that they needed. Often, they will do things a little differently than the last person and they will have their own needs.
 Failing to provide needed support communicates the wrong message, “Now, that we’ve got you, you’re on your own!”

A SAMPLE RECRUITING SCENARIO

The recruiter has set aside 2 hours each Monday night to call people:

- Welcome/Follow up calls: People you met on Sunday
- Appointment calls: You want to do more than talk, you want to get together.
- Nurture calls: Calling recruits who are in place to see how they are doing and what their needs are.

You want to develop an informal recruiting presentation as you make these calls. The easiest way to do this is simply by telling your story. It is crucial that you have a genuine interest in the individual you are talking to and that you desire to help them in their walk with Christ.

If they mention any serious personal needs, offer to pray for them, “Would it be all right if I pray with you about your job situation?” “Can I pray that they Lord would help you and your family find the church where god wants you?”

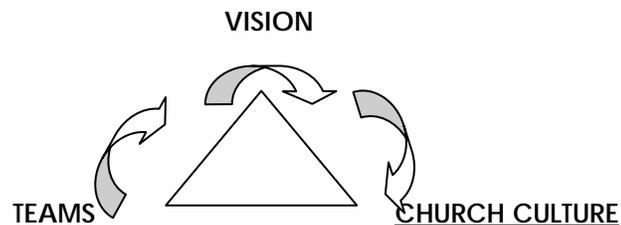
As you embark on the ministry of recruiting it is essential that you rely upon the Holy Spirit who was sent as the Helper to build and expand the Church of Jesus Christ. Pray before making any calls. Ask God to speak to you about the person you are recruiting. Be sensitive to any check in the Spirit or confirmation in your heart about the person. You only want those God wants on the team. Rely upon the gifts of the Spirit and try to look beyond the surface. Who know? You may end up seeing someone healed or you may end up recruiting the next Billy Graham?

TEAM LEADERSHIP - A NATURAL PRODUCT OF COMMUNITY

The Power of Team Leadership George Barna, Water Books 2001

TEN REASONS WE AVOID TEAM LEADERSHIP

- 1. The Desire for Simplicity**
...easier to lead without the encumbrance of others
...everyone must be on the same page
...but I can do a better job than they can
It is unlikely a solo leader will see the full potential of their ministry.
- 2. The Need for Control**
It is oppressive to serve with a leader who controls and dominates.
Yet, the "controlling leader" sees any call for correction as competition and a complaining spirit.
- 3. The Need for Personal Significance**
Many leaders fight team leadership because they will no longer be as significant. To lead alone is to make yourself indispensable and for some that meets a deep need.
- 4. The Quest for Efficiency**
I can do it faster alone.
This may be true, but ignores the critical difference between P (production) and PC (production capacity). Also, the "loner" puts no value on a team effort to accomplish a goal.
- 5. Adherence to Tradition**
We've never done it that way before.
"The Church has always operated with solo leaders and has done very well". Is it possible we could do and be better?
- 6. They Don't Know How.**
Our leaders wouldn't know how to implement this.
- 7. Nobody Models It**
Ministries that are seeking more successful models usually attend a seminar of a competing more successful ministry. Then they copy what they see the other group doing usually without understanding the corporate culture that produced the results.
- 8. Absence of Vision**
Teams operate effectively where there is a clearly stated and widely owned vision from the primary leaders. Without this teams will be ineffective.
- 9. The Pastor's Traditional, Central Role**
...it takes a mature person to move into team leadership because it demands giving up the spotlight, some authority and the view of the pastor as the center of the Church.
- 10. Church Culture**



TEN REASONS TO USE TEAM LEADERSHIP

- 1. It's Biblical**

While the Bible focuses upon individual leaders like Paul, Nehemiah or Moses; it's clear that they did not go it alone. More significant are the passages identifying multiple giftings and the value of community (1 Cor 12, Eph 4, etc).

2. **No More Superheroes**
...the prevailing idea about leadership- namely, that people are to be led only by powerhouse individual leaders- is simply wrong.
The John Wimbers, Jack Hayfords and Bill Hybels are unusual.
3. **True Community**
Eph 4- equipping the saints for the ministry. We do it together.
4. **Less Stress**
The leader does not have to be expert in everything. The result is a cooler environment and cooler, more objective decisions.
5. **Greater Synergy**
A true team always generates more than the sum of its parts.
6. **More Innovation**
A great idea is a great idea no matter where it comes from. In a team, it can come from more places.
7. **Greater Joy**
A successful team with a shared victory has a superior sense of joy. "We did it!"
8. **The Priesthood of Believers**
1 Peter 2:9 But you are a ...royal priesthood.
Christians are amazing people and who knows who is or isn't a leader.
9. **Facilitates Numerical Growth**
In churches with effective team leadership there is a sense of vision and people are motivated to participate in fulfilling the vision. The charismatic personality or great teaching of pastor can only take a church so far.
10. **Relieves the Senior Pastor**
The pastor is freed to deliver what he is best gifted to do.

FOUR LEADERSHIP APTITUDES

1. **THE DIRECTING LEADER.** Conveys compelling vision w/o getting into details.
Strengths: Motivators...they rally people...catalysts...good decision makers.
Weaknesses: no patience for details, restless, ignore financial limitations.
2. **THE STRATEGIC LEADER.** Remains in background to develop detailed plans.
Strengths: Analysts of reality...objective...thorough investigators...loyal to vision
Weakness: may sacrifice people over vision...slow at decision making
3. **THE TEAM BUILDING LEADER.** Loves to interact and leaves people understood and loved.
Strengths: mobilizes for the vision through relationship, a popular & trusted friend.
Weaknesses: invests too much time in a person & gets burned...not good with paperwork.
4. **OPERATIONAL LEADER.** Provides stability, predictability and consistency of activity.
Strengths: focus on operations...devise systems that run smoothly...attend to practical.
Weaknesses: forgetting to lead and simply manage or maintain.

TEAM: **Ideal to connect all four**
 Counter-productive to team up the same type in one ministry.

HANDLING DIFFICULT INTERACTION IN THE GROUP

By Brad Bailey, Senior Pastor

I. SOME PROBLEM POSTURES

- A. "The Never-Ending Need" (Victim)
Has learned that only crisis and subsequent needs will provide attention and secure relationship.
- B. "The Depressive" (Complainer, Hopeless)
Often referred to as a "black hole" because whatever help is offered seems to be consumed without relief of the need.
- C. "The Rescuer"
Caught up in others needs while feeling guilty or avoidance of their own.
- D. "The Sarcastic"
Uses humor for safety; avoiding intimacy of serious and straightforward participation.
- E. "The Contentious"
Due to unresolved problem with authority or authority structures, there is regular disagreement and the feeling of "disagreement in the air."
- F. "The Super-Spiritual" (Prophet)
Here there is the using of "spiritual perceptions" in such a way as to establish:
- superiority/judgment
 - control
 - avoidance of intimacy and personal responsibility.

There is an independence as one perceives and portrays themselves as having a more direct relationship with God and what He's "really" doing. One has a hard time being truly "with" the group; often speaking to the group more than as a part of it. (In its extreme, the prophetic personality" can bring an intense sense of mission, often awaiting rejection which in turn fulfills their self-perceived prophetic role.)

G. "The Know-It-All" (Intellectualizer)

More than a healthy gift of curiosity and intellectual intrigue, there can be an avoidance of intimacy by raising right answers apart from right living, truth apart from love, study of the mind apart from searching of the heart.

H. "The Story-Teller"

There may be an innocent domination of the group reflected in unfocused enthusiasm. One may not have yet learned the social dynamic of relating to the bigger picture of the group, i.e., the agenda and priority of the evening, time factors involved, needs of others etc.

II. HANDLING DIFFICULT SITUATION

"Restore with the spirit of gentleness" Gal. 6:1

A. Understand the SECURITY factor

Often our insecurity can cause us to react too passively or critically.

B. Understand the LOVE factor

Encourage the person, not the behavior.

"People tend to become what the most important people in their lives think they will become."John Maxwell

C. Understand the ENTRUSTMENT factor

Your primary responsibility is to the group and its growth.

CONFLICT RESOLUTION

By Happy Leman, Senior Pastor

Step I Realize you are having conflict.

Increasing your awareness: "I am aware conflict is starting between us."

Step II Is now the best time to process this?

"I am too tired and cranky from a long day with the kids. Maybe we could talk about this tonight after dinner. Could we go for a walk together then?"

Step III Seek first to understand...Empathetic Listening

Using the skills of warmth, empathy, and respect we seek to really understand what the other person's perspective is. We need to be able to reflect back to the person what we are hearing them say. When they say, "Yes, that is what I am saying" you can then share your perspective. Get them to reflect back to you what they are hearing you say.

Step IV Clarify: Why are we in conflict?

What exactly is conflict?

Be careful! It is amazing how our emotions can hinder our ability to hear. We also may have a set perspective that blocks our ability to hear. We also may be bringing some old thinking patterns to the table. Are there any paradigms or thinking patterns that may hinder my ability to listen and respond appropriately?

Step V Seek win/win solution

It is amazing that when we pull all the "stinking thinking" out of the way, it really is possible, sometimes even easy, to come up with solutions that will honor both perspectives. Misunderstanding is the major barrier to conflict resolution. Empathic listening is the way to overcome that barrier.

Remember:

- Conflict is not something to be avoided. It is a natural when other people are around. Unresolved conflict is what is to be avoided.
- Find a mediator. Many times just having a third party there helps people having the conflict to stay on track. The mediator's perspective can be very insightful as well.
- Be aware of your thoughts, feelings, and beliefs. "Am I being proactive or reactive as I relate to this person I am having conflict with?"
- Be careful of defensive behavior. It can hide the real issues that are driving the conflict.

CONFRONTATION

"Restore with the spirit of gentleness" Gal 6:1

"Speak the truth in love." Eph 4:16

I. FEARS OF CONFRONTATION

1. Fears of being rejected and disliked.
2. Fears of creating anger and making things worse.
3. Concerns for hypocrisy or legalism.
4. Discomfort with sharing such feelings.
5. Lack of confrontational skills.

II. PRINCIPLES OF CONFRONTATION

1. Leaders are those who neither abuse nor refuse confrontation.
2. Initially you must go only to the person or persons involved. (Matt. 18)
3. Discern if the issue is one of suggestion or allegation.

Is there a concern based on appearance which you want to explore, or a more definitive allegation for which you want explanation.

4. Always come with a primary desire to help.
5. Be open to discovering a clearer picture.
6. Stay committed to your mission, change your mistakes.