



LEADERSHIP MANUAL
2016/2017

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OUR VISION, MISSION, AND VALUES



Our Vision

To be a community where the love of Jesus heals hearts and changes lives

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Our Mission

To invite and encourage those around us to discover a genuine relationship with God together.

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Our Values

- **Community:** We value a unified community of faith brought together by a shared vision and mission
- **Acceptance:** We value our differences, understanding that we are each uniquely created and unconditionally loved by God
- **Relationships:** We value not only a healthy and loving relationship with God, but also with each other; with our church; and with our community around us
- **Growth:** We value growth, supporting each other in each individual journey with God appreciating the need to grow at your own pace

MINISTRY LEADERSHIP AND EXPECTATIONS



SON VALLEY
FELLOWSHIP

Son Valley is a place that loves to nurture and foster future leaders, and we are excited to be partnering with you in ministry. We firmly believe that God has blessed us with the capacity to do some amazing things for Him in our community. Working together, as a church in whole, and as smaller ministry groups we believe there is nothing God can't do through us. The leaders of each ministry at Son Valley gather together once a month in order to encourage each other; to share both our highs and lows; to provide help and ask for help; and to uplift each other spiritually. We are actively looking for ways to be a faith community that remains relevant in our society, and reaches groups of all ages and walks of life, in order to help each other grow in our relationship with God.

Below we highlight some of the hopes and expectations for all of our ministry leaders:

1. Full responsibility, accountability and oversight for your ministry
2. Share responsibility, planning, execution, and decision-making with your team
3. Build up and mentor your team and maintain constant communication (consider monthly meetings and/or weekly emails)
4. Be service-oriented in your leadership
5. Full and timely communication to church staff and leadership
6. Attend our church worship service at least 2-3 times monthly
7. Contribute to the churches tithes and offerings
8. Be mindful of the church budget when spending for your ministry and fill out the appropriate forms for reimbursement. (see page 8 for more info)
9. Fill out a monthly C.L.E.A.R sheet (see page 19 for more info)
10. Plan and execute a clear vision and strategy
11. Timely notice of withdrawal from any leadership position and partnership with the leadership team to find and train a replacement

Tips for LEADERSHIP

"Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."

—Paul Hawken

"There are three secrets to managing. The first secret is have patience. The second is be patient. And the third most important secret is patience."

—Chuck Tanner

"Leadership and learning are indispensable to each other."

—John F. Kennedy



"Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish."

—Sam Walton

"Leadership is being bold enough to have vision and humble enough to recognize achieving it will take the efforts of many people—people are most fulfilled when they share their gifts and talents, rather than just work.

Leaders create that culture, serve that greater good and let others soar."

—Kathy Heasley

"Ultimately, leadership is not about glorious crowning acts. It's about keeping your team focused on a goal and motivated to do their best to achieve it, especially when the stakes are high and the consequences really matter. It is about laying the groundwork for others' success, and then standing back and letting them shine."

—Chris Hadfield

#1

"Lead by example"

Leaders need to show, not just tell

Demand from yourself the same level of professionalism and dedication that you expect from others.

"Whoever wants to become a leader must first be a servant"
—Matthew 20:26

Be prepared to learn from others

Admit mistakes and be open to feedback and criticism

Always be willing to share credit

Don't attempt to do it all on your own; ask for help from those around you

"Humility" #2

"Servant leadership is more than a concept, it is a fact. Any great leader of any group will see himself or herself as a servant of that group and act accordingly."
—M. Scott Peck



"The art of communication is the language of leadership."
—James Humes

"Communicate" #3

Keep your team fully informed of project goals, priorities and deadlines

Great leaders make sure they are heard and understood but they also know the importance of listening

Provide clear direction, and always welcome questions and feedback

#4 "Community"

Praise does not always have to be formal – praising volunteers can be part of your day-to-day communication with your team.

Celebrate the wins of the team

Recognizing achievements will build confidence and encourage future contribution and effort

Find pride in helping others succeed

It is up to you to set your team up for success

"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership."
—Nelson Mandela



#5

"Sustainability"

There is always room for improvement, so be willing to learn

5 "P's" of Sustainability

1. Don't give up having **PASSION** for what you do
2. **PERSIST** despite all obstacles
3. Change takes a long time, so have **PATIENCE**
4. Remember and remind yourself of the **PURPOSE** of your actions
5. Strive for excellence in your **PERFORMANCE**

"This is the ultimate ambition of leadership—to improve the prospects of the generations who will succeed you long after you are gone, while making sure you can make things better for the people you lead and serve in the present."

—"Uplifting Leadership" Hargreaves, Boyle, and Harris

Be sensitive to different points of view and different backgrounds

Be self aware of how you come across to other people, and of the power of the words you choose

Communicate face-to-face when talking about sensitive subjects; emails, and texts and do not effectively convey the tone of your intended message

Look for mentors and volunteer support to prevent "burn out"

"Self awareness is at the very core of your development as a leader."
—"Mentoring Leadership"
Carson Pue

"Awareness" #6

Recognize the complexity of every situation and search for integrated solutions to your problems





"Mentor"

#7

Provide mentorship to volunteers serving with you

Create an environment where failures become learning opportunities not setbacks

Teach others from your past mistakes and successes

Take the time to invest in people not just projects

Encourage innovation, ingenuity, and new perspectives

"The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves."

—Steven Spielberg

#8

"Vision"

Clearly define and articulate the vision and goals; drive towards their success

Find ways to improve your ministry, shifting focus and priorities to better achieve goals

Share clarity with your team on the "why", not just the "what"

Day-to-day operations gain clarity and energy from a future orientation

Take time out to explain to your team how their assignments and projects fit into the larger goals and overall objectives

"You have to have a big vision and take very small steps to get there. You have to be humble as you execute but visionary and gigantic in terms of your aspiration. It's not about grand innovation, it's about a lot of little innovations: every day, every week, every month, making something a little bit better."

—John Calacanis

How to Submit Receipts and Expense Report



Timing

1. Expense reports can be turned in to the Church Treasurer by using the electronic fillable form. Our Treasurer can email the form to anyone authorized to use church budget resources for ministry purposes.
2. All efforts will be made to reimburse expenses within 2 weeks of receiving the completed expense report.
3. Unless deemed an emergency by the Treasurer, cheques will not be processed on Sabbath or on demand.

Expense Reports

1. Fill out and print a digital spreadsheet of the expense form. If you're having trouble filling out the form refer to the following page. Any further questions can be directed to the Treasurer or to the Pastor.
2. Enter your receipts on the expense report form, either electronically or by hand. CRA requires us to keep all original, register receipts with detail (not just Credit Card transaction receipts). Don't forget to fill in all important fields, including GST amounts. As a charity, we can apply for a GST rebate each year, but need the original receipts with GST (this doesn't show on your credit card receipt alone). Don't worry about recording PST, as we no longer get a rebate for PST. The bolded cells on the electronic form have formulas that automatically calculate totals. Staple the original receipts to the back of the report and in the order they were recorded on the front.
3. Please keep personal and ministry expenses on separate receipts as much as possible.
4. Ministry leaders should approve all spending before an expense report is filled or requested.

How to Communicate with the Congregation

Communication is a key component to effective ministry. Our aim at Son Valley is to encourage everyone to get involved, and to make them feel included as a partner in ministry. Here are some of the ways you can use to get your message out:

#1	<h2>Word of Mouth</h2> <p>This is the best way to communicate your message. It allows you to have one-on-one contact with individuals. People are more likely to say yes if they are asked personally. If you don't feel comfortable approaching people, find someone on your team to take on this role.</p>	<p>Who do I contact? Your friends</p> <p>When is the deadline? You should begin promoting 3 weeks in advance</p>
#2	<h2>Weekly Newsletter</h2> <p>The e-newsletter is scheduled to send out on Thursday at 5:00pm. This method allows us to track how many people are opening and reading the message. These analytics are helpful to us to determine the kind of information people are interested in.</p>	<p>Who do I contact? Pastor Abraham</p> <p>When is the deadline? Wednesday at 5pm</p>
#3	<h2>Social Media</h2> <p>You can find our Facebook, Instagram and YouTube pages as Son Valley Fellowship. We encourage ministries to create a Facebook page for their group, but the Pastor must be added as an administrator. The Son Valley group page is open for anyone to post, but the Son Valley Page is reserved for church sponsored events. To advertise on the official page, please contact the appropriate people.</p>	<p>Who do I contact? Pastor Abraham</p> <p>When is the deadline? Anytime. Allow 24 hours for posting</p>
#4	<h2>Website</h2> <p>The website is where we want to drive all our traffic. All other communication should serve as teasers, leading the reader to the site to get full details and information. Visitors will also spend a considerable amount of time previewing the website before they come to any event or to any service.</p>	<p>Who do I contact? Pastor Abraham</p> <p>When is the deadline? Anytime. Allow 48 hours for posting</p>
#5	<h2>Community Connections</h2> <p>Weekly announcements during our worship service are carefully chosen and kept brief. These items will be chosen by the leadership based on relevance to the whole congregation and urgency.</p>	<p>Who do I contact? Pastor Abraham Rhonda Rogers</p> <p>When is the deadline? Thursday at 5pm</p>

Frequently Asked Questions

#1

How do I make an announcement from the front?

The community life slots are determined long in advance by staff members. If your announcement pertains to the whole congregation you can suggest it to a member of staff. If your event does not make it into community life it will still be adequately advertised in the bulletin and the newsletter.

#2

Why wasn't my announcement mentioned up front or placed in the Newsletter?

We love to support each ministry individually, and want to ensure that each announcement is given the appropriate time and receives the proper amount of attention. With so much going on, it can be difficult to accommodate all announcements if they are not presented to the appropriate people with an adequate amount of time. Please take advantage of all of our forms of online communication, such as our website, and Facebook pages. (For deadlines and contact people please see the previous page.)

#3

Can I present the announcement myself?

Our worship services are often carefully crafted and organized to ensure that we provide an excellent worship experience for all those in attendance. As part of our mission to ensure that every worship experience is excellent, we take the time to script and review every announcement before Sabbath morning. To make sure our Community Connections time is efficient and properly informative we prefer to have members of our Community Connections team deliver all announcements. To get involved or become a member of this team, please contact the leader of our Community Connections ministry.

#4

Can I create a Facebook page for my group/event?

We encourage each ministry and ministry leader to find the way that works best for them to keep open, effective communication flowing. Facebook is an excellent platform for this. In order to facilitate communication we require every Son Valley Facebook page to have a Pastoral administrator. Please add Pastor Abraham, as an administrator (not just an editor) when creating these pages.

#5

Do I need to inform anyone if my event is cancelled?

Please inform Pastor Abraham when an event is cancelled. This will ensure that the event is removed from all communication platforms.

#6

Can I expect a room to be available for my event?

Because our church is shared and rented from The Bridge Church the rooms of our building are not always available for use. If you would like to use the facility for a church activity please contact well in advance to enquire about what rooms are available and for what dates

Guidelines for Using our Social Media Ministry

1. Please ensure when you share, like or comment on any post, photo, or video on Facebook that you are not accidentally liking, commenting or sharing as Son Valley.
2. Think about what Son Valley stands for and values we want to promote before posting.
3. Do not post anything negative. The church's page is not the place to air grievances or frustrations.
4. Do not respond to direct messages or mark them as read. This is the sole responsibility of staff members.
5. Promote your events with graphics, videos, web links and more.
6. Please do not overuse hashtags on Son Valley Facebook posts.
7. Keep your posts brief and to the point.
8. Have somebody proofread your post and make sure it is professional and has correct grammar, spelling, etc.
9. Do not change the Facebook cover photo on the main Son Valley page
10. Keep posts to a maximum of three per day
11. Take pictures at every event and share them promptly



GUIDE ON GETTING THINGS DONE WITH TEAMS



TIP #1

CLARIFY THE VISION

Potential Obstacle: "I really just don't see the point of that."

One of the most important ways to get things done is to have a shared vision.

Everyone on the team must be on the same page, because even one misunderstanding can affect the whole team. If the final goal is not clear to the whole team, then every member will view a project's importance, urgency, and crucial steps differently. This can lead to divisions within the team, and may waste time as you figure out how to accomplish tasks. It can also damage productivity due to lack of motivation or enthusiasm for the project as a direct result of not seeing the vision.



TIP #2

PRIORITIZE THE TASKS

Potential Obstacle: "I didn't think that was a priority."

Priorities are common misunderstandings among teams. This can stem from miscommunications right when the tasks are assigned, or incorrect assumptions about the importance of a task. These mistakes can affect the trajectory of a project if they're not addressed right away. Even when a task is assigned and flagged via email, it can be difficult to know what should happen next.



TIP #3

CLARIFY TEAM ROLES

Potential Obstacle: "I wasn't sure who's job it was" or "I wasn't sure who to ask."

Who is doing what and when, what are everyone's responsibilities, who's accountable and when. Team responsibilities need to be explicit and clearly communicated. Otherwise, questions are ignored, forgotten, and at times, presented to the wrong person—who then gives an incorrect answer. Also, lack of role definition can lead to team members taking on tasks that don't suit their expertise. This sets the team, and the project, up for failure.



TIP #4

HOLD PEOPLE ACCOUNTABLE

Potential Obstacle: "I wasn't aware that was my responsibility."

Tasks are handed out all the time. During meetings, during conversations, through email, and sometimes even second-hand. And then followed up on through phone call, text, or email (again!). Yet things often get left undone, and these excuses continue to be popular when tasks aren't completed. Unfortunately, it may not have been clear who was responsible for the task in the first place. Someone could have missed a meeting, skipped an email, or simply forgotten, and without a proper project tracking tool, there was no way for either of you to figure out the task was sitting in limbo.



TIP #5

RESOLVE CONFLICT

Potential Obstacle: "I find it really hard to with her/him."

When resolving conflicts, the best advice is to nip it in the bud. It may not be easy to confess to a mistake, or take to a team member about their error, but it's important to fix problems immediately before they get worse. Avoid pointing fingers and placing blame. Accidents happen, so it's important to remind yourself and your team members that you have a common goal, and your intention is to address the conflict ASAP so everyone can get back to achieving that goal.



HOW TO USE CHURCH FACILITIES



We are currently renting from and sharing our building space with “The Bridge Church”, and also sharing our space with the “Thrive Out of School Program.” With so much happening in and around our church there are a few guidelines and procedures to get the best use of our building and to ensure we work well with the other programs that also share the space.

Church Availability

We currently have the fellowship room and the sanctuary reserved on Friday’s from 6:30pm–9:30pm for our ReFresh Youth Vespers program and for Worship Band practices. We also have the full building space reserved on Saturdays, and it is open for any church event or group activity. For any events or meetings during our regularly reserved hours please contact our Facilities Manager. For any events or meetings outside of these hours please follow the procedure below.

Booking a Room

While we do have the church sanctuary and adjacent rooms reserved for Son Valley use on Saturday’s, we do ask that any group or event be booked ahead of time with our Facilities Manager to ensure that proper access is provided. If your event or group would like to meet on any day other than Saturday please contact the Facilities Manager in order to communicate with The Bridge office to determine which days and times are available for use.

Getting in the Church

In order to get in the church a key is required. If you do not have a key and would like access to the church for your previously booked event or group contact the Facilities Manager to arrange to have someone available to unlock and lock the church.

Closing the Church

During regular church service hours, a member of the leadership team with a key will be scheduled to stay behind and be the last to leave to ensure all doors are locked and closed, and all lights turned off. If your event or group meets outside regular service hours we ask that you designate someone to ensure our closing procedure is followed.

C.L.E.A.R SHEETS AND MINISTRY REPORTS



Reporting the challenges and victories of your ministry is one of the best parts of serving at church. Each month, we meet as a leadership team in order to dream big together, counsel each other through tricky situations, and help support each other in each individual ministry.

Ministry leaders are asked to create monthly reports before each leadership meeting so that the leadership team can be informed of what's going on in your ministry and how we can better support you. One method for creating these reports are digital C.L.E.A.R sheets which are emailed out the week before the next ministry meeting.

How long will it take to fill out a CLEAR sheet?

5 minutes! You can do it on your phone, computer, iPad wherever you are.

Why are CLEAR sheets important?

These reports let the church staff know what's happening in your ministry. They are a way for us to hold each other accountable and to ensure that our whole church community is being ministered to in a variety of ways, helping us to all grow together spiritually. They help us prepare an agenda for ministry meetings and make sure your team is receiving adequate support. These reports are a crucial part of your responsibility as a ministry leader.

COMMUNICATE

How has your ministry communicated its plans to the wider church?

LEAD

How are you leading your ministry team?

EVALUATE

Do you feel you have adequate tools, resources, budget, and training to accomplish your ministry goals?

ACTION

What are some concrete goals or calendar items that you would like to make? Goals should be tangible and quantifiable.

RELATIONSHIPS

Can you share a brief story about how relationships have been deepened by your ministry?

SPIRITUAL HEALTH INDICATOR

Is your involvement as a ministry leader enhancing your spiritual growth? If not, what can we do to fix that?

Here at Son Valley we want to encourage and empower each individual to be in charge of and run their own ministries. We do recognize that ministry can not be done by yourself and that it requires a team effort and lots of support. Son Valley wants to be able to support you in your ministry as much as possible. Here are some ways you can get support at Son Valley:

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Pastoral Support

The primary job of the pastor is to make sure you as a leader have the support you need. That means physical support as well as spiritual. If you're feeling discouraged or are in need of a pastoral visit for any reason, please feel free to contact Pastor Abraham!

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Leadership Team

Each ministry is assigned at least one member of the leadership team to provide spiritual support to you as a ministry leader and to your volunteers. They will contact you regularly to pray with you and see what your needs are and how we as a church can help you meet your goals.