

**A PAPER SUBMITTED TO DRS. HUMPRIES/SEVERDING**

**ASSIGNMENT ON THE LEADERSHIP PIPELINE DEVELOPMENT PLAN**

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## **THE LEADERSHIP PIPELINE DEVELOPMENT PLAN**

Strong leaders who know their roles at all levels within an organization are critical for success. This is true regardless of an organization's size or mission. Having said that many organizations struggle with identifying and deploying said leaders in a systematic way. Thus, the need for a leadership pipeline. "The Leadership Pipeline, How to Build the Leadership Powered Company" is a book authored by Ram Charan, Steve Drotter and Jim Noel and it offers time tested principles on how to develop an internal architecture for growing and developing leaders and planning leadership succession. The authors researched and concluded based on their findings that effective leadership development requires a systematic and structured approach to develop leaders at every level of the organization.

The purpose of the leadership pipeline model is to provide an internal framework and structure for developing leaders within an organization. It typically comprises of 6 key "passages" or stages that leaders must navigate as they ascend through the different levels of responsibility. First is as the authors will call it the "first time managers" who transition from managing self to managing others. The next stage is the "second-level managers" who transition from direct managers to managing managers. Thereafter the third stage, the leaders transition from managing managers to taking on the responsibility of a specific function or department (what authors would call the functional managers). After this stage, in the fourth stage the leader then transitions from being a functional manager to being a business manager who is responsible for broader business dynamics. Thereafter, in the fifth stage, the business leader transitions from being a business leader to being the multi-company manager (or what authors call the group manager). Lastly, the 6 stage is the highest level of the pipeline where leaders or a leader transition into the stage of the conglomerate CEO (or what authors would call the enterprise manager) who is responsible for the overall success of the organization.

What these delineated stages attempt to do is clarify expectations for each role at each level ensuring that the leaders acquire and/or develop the necessary skills and competencies to succeed in their roles. When executed well, organizations that implement the leadership pipeline model often see improved leadership development, increased cultural alignment, improved performance outcomes, retention of leaders and enhanced succession planning processes.

## **KING'S CITY CHURCH LEADERSHIP/DISCIPLESHIP PIPELINE**

The leadership/discipleship pipeline is designed to establish a healthy and systematic process of developing disciples who go on to make other disciples inspired by the Lord's Great Commission (Matthew 28:19).

<b>Passages</b>	<b>Skill</b>	<b>Time</b>	<b>Ministry Competencies<sup>1</sup></b>	<b>Sample Roles</b>
<b>VOLUNTEER</b> Passage One (Leading Self to Leading Others)	Serves effectively in ministry role with excellence and professionalism.	12-18 months	Knows the gospel and takes responsibility for personal development	Set up team, welcome team volunteers.
<b>MINISTRY TEAM LEADER</b>  Passage Two (Leader Others to Leading Leaders)	Provides leadership for a ministry team of volunteers.	12-18 months	Knows basic doctrines, practices spiritual disciplines, and exhibits the Fruit of the Spirit	Hospitality Ministry Team Leader, Home Group Leader
<b>MINISTRY DIRECTOR</b>  Passage Three (Leading Leaders to Leading a Ministry)	Designs ministry strategy and implements in ministry context of church vision and leads other ministry team leaders.	18-24 months	Understands and applies systematic and biblical theology and teaches spiritual disciplines	Worship Director, Children's Ministry Director,
<b>SENIOR CHURCH LEADER</b> Passage Four (Leading a Ministry to Leading the Church)	Provides theological vision and sets the strategic direction for the church.	36--60 months	Teaches theology and serves as a Christ-like example	Lead Pastor, Executive Pastor, Elders/Deacons

<sup>1</sup> Adapted from "How To Build a Leadership Pipeline Framework" Eric Geiger 09/2023.

## **Reflection on The Discipleship/Leadership Pipeline**

The above proposed discipleship/pipeline provides a visual framework and estimated timeline of what it could look like for a member who decides to become a volunteer all the way to said member becoming a potential church leader.

For each passage, certain skill sets would be considered baseline. E.g. self-leadership (spiritual disciplines, punctuality, professionalism), communication (should be able to communicate effectively), people skills (should be able to have healthy relationships with other people), conflict management (should be able to resolve conflict effectively) and vision (demonstrate knowledge of and investment in the vision of the church and their team). As the leader progresses across the pipeline, additional skill sets such as the ability to lead meetings and provide pastoral care for team members.

Having said that, there is the recognition that there will be challenges along the way. For example, as the leader transitions from one passage to the next on the pipeline, there will be the inevitable challenge of resolving inter-personal conflicts among team members, holding accountable team members or even ministry leaders when they fall short, and ensuring that in the midst of all of these administrative challenges, the leader themselves creates appropriate boundaries such that they have the time for their own personal devotion in spending time with Lord and their own family (particularly if they are married with children).

This is where the importance of ongoing mentoring and coaching along the way would be critically important. It would then be imperative that with each stage or passage, those further along on the pipeline serve as coaches or mentors for those in their care. This could look like times of formal teaching and instruction, providing opportunities to attend ministry specific conferences, and providing leaders on the pipeline online 360 surveys for constructive feedback for performance improvement.

The leadership/discipleship pipeline is the systematic method we will prayerfully and strategically use to make disciples who make other disciples. This is how we as church leaders will “equip the saints for the work of ministry” (Ephesians 4:12) as we steward the volunteers, staff and leaders of King’s City Church to be on mission to love God, love people and make kingdom disciples of Jesus in every sphere of influence.