

3C Leadership®

PRACTICAL STEPS TO PROVIDING 3C SUPPORT

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1. Foundational to the 3C Support System

- a. The 3C Support System is integrated with the PLANNING ROCKET tool of strategic focus. These meetings (usually monthly) can be efficiently handled if the person you are supporting has prepared a (PR) PLANNING ROCKET ahead of time.
 - i. The “big picture” (global) aspects of the PR (the Target, Mission, and Values) will help you quickly remember what the larger issues are. This is very helpful to people who tend to get lost in the details, following rabbit-trails and not really remembering why they were there in the first place.
 - ii. The “detail” (concrete) aspects of the PR (the Blessings, Priorities, and Assignments) will help you provide accountability to the person you are giving 3C to. This is not “lording it over them” since they are the ones who developed these detailed items for the next 6-12 month time frame. This is very helpful for people who like to stay at a high-flying, theoretical level but often do not get things done that would actually move them forward toward moving the Mission ahead to the Target.
- b. It is suggested that you have a folder for each person you provide 3C Support to.
 - i. On the left side of the folder you should have a copy of their PR for this coming year. This keeps the big picture immediately at hand.
 - ii. On the right side of the folder you should keep the copies of the ACTION STEPS for the next 30-45 days given to you by the person you are supporting. The most recent ACTION STEPS should be on top.
 - (1) You can take notes on this sheet or you can add an additional sheet to keep notes on the steps below.
 - (2) Remember: The weakest ink is better than the strongest memory!

2. Before the meeting:

- a. Email the person you are supporting to remind them of your meeting and to request that they send you their current ACTION STEPS to review before the meeting.
- b. Prepare ahead of time to maximize the meeting time:
 - i. Review the ACTION STEPS:
 - (1) Is the person staying focused on their priorities and assignments or slipping into a reactionary “to do” list?
 - (2) Are there priorities (on their PR) that seem to never have an action step tied to them?
 - (3) Are there action steps that continue to be carried over from month to month but never seem to get done?
 - ii. Review your notes from the last meeting:
 - (1) Are there points of accountability that you need to bring up this time?
 - (2) Are there items that you said you would pray for? Remember these items in prayer again, right now.

3. At the meeting:

- a. Open the time in **prayer**.
- b. **Focus on the “C” of Competency** (especially “gaining and sustaining focus”)
 - i. Ask any questions you may have regarding the ACTION STEPS that you reviewed (see 1.B.i above).
 - ii. If the items that needed to be followed-up from the last meeting were not handled already, track them now (see 1.B.ii above).
 - iii. Help the person you are supporting to make sure they have prioritized their ACTION STEPS. This will help you know where to focus your prayers on behalf of their ministry this coming month.
 - iv. Make sure that they have the resources they need to complete their ACTION STEPS, or in the longer range picture, to fulfill their PLANNING ROCKET PRIORITIES.
 - (1) Do they need fresh ideas? Can you help by brainstorming with them?
 - (2) Do they need contacts with people that you can help with?
 - (3) Do they need encouragement to press on through the challenging times?
- c. **Focus on the “C” of Courage**
 - i. All of us face moments of discouragement and frustration. These are times when we need to be “re-couraged” in our faith. The issues of courage may have come up naturally under the focus on competency, because we often lack courage when there is not clarity regarding the next right thing we should be doing. Probe to see if there are such areas of **confusion and vagueness** that are adding to the battle for courage.
 - ii. Seek to understand what the person’s **motivators and de-motivators** are. Are they only spending time on dealing with the de-motivators? If so, how could they get more time on the things that recharge their batteries?
 - iii. Probe to see if the person is being able to keep the present situation in perspective, remembering the past assurances of Christ’s death and resurrection, and looking forward to the future victory of His coming again and heaven. How can you help them to keep things in perspective (without minimizing how hard it is to deal with the hardships they are facing)?
- d. **Focus on the “C” of Character**
 - i. Ask the person you are supporting about their personal life, especially how you can be in prayer for them this coming month.
 - ii. Once the two of you have worked through getting on track for a few months in the area of competence, you should have more time to ask about and encourage them in the area of character. Consider using a reflection question from the resource list to help nudge the time to deeper things.
- e. **Confirm your next 3C Support meeting**
 - i. It is helpful to have a default time (e.g. the third Wednesday of the month at 2:30 at your office).
 - ii. If work or travel schedules do not allow for a default time, set a time before you leave.
 - iii. Review the top 2-3 accountability points you have discussed today. These should be part of the prayer time below.
- f. **Close your time together in prayer** (usually with both people praying)

SAMPLE QUESTIONS TO ENCOURAGE REFLECTION:

1. "Of all the things a leader should fear, complacency should head the list." — where are you growing complacent?
2. How does your week's schedule around the celebration of Christmas reflect your priorities?
3. If you could only accomplish 3 things in the next 90 days that would make a 50% difference, what would we do? (S Douglas, CCC)
4. If you could only describe yourself with three words, what would they be? Have one word focus on what you do best, another on your greatest character trait, and thirdly, one on a key role you fill.
5. What are 2 or 3 of the most powerful ways you personally are encouraged? Who usually encourages you in this way? What happens when the encouragement is missing for a time?
6. What are 20 of the first things that come to mind for which you are thankful? Why not certain other things?
7. What do you like least about yourself? Why?
8. What is on your WAMM list for this month (What Activities Matter Most)?
9. Where are you settling for a cheap, adequate saw blade that will get dull in the long haul? Why?
10. Where are you tempted to find security or significance (apart from your relationship with Christ)?
11. Where has the formula for change been most true in your life recently?
12. Where in your life do you feel buried by the piles? What does it mean when you start leaving piles of stuff around (on your desk, on your workbench, etc)? How can you clear any piles you have up (or throw them away)?
13. "All significant battles are waged within self." (Sheldon Kopp) — what are your recent victories? Defeats?
14. Are what points in an accountability type relationship are you most tempted to lie? Why?
15. Are you able to keep a "quiet heart?" Have you been able to listen to God through His Word and His Spirit? When have you been most agitated lately?
16. Are you going through transitions? If so, what don't you want to lose in the process? What do you want to lose?
17. Are you shooting too low? Are you cutting corners?
18. Describe the safest moment of connecting with another that you have recently experienced.
19. H Hendricks — If had to choose great career or marriage, which one?
20. In what areas of your life are you bored?
21. What did you spend hours & hours on as a child? Where do you have the same passion today?
22. What fears are keeping you from stepping up to the leadership positions God is calling you to?
23. What relationship are you most concerned about right now?
24. What relationships have you stopped initiating in? Why?
25. What thoughts do you keep coming back to (willingly or unwillingly, good or bad)?
26. When are you tempted to look to the dollar sign for direction? - Maxwell, Qualities, p36
27. When did you cry last? Why?
28. When do you find yourself waiting to have someone else motivate you?
29. Where are you most in-step with the Holy Spirit? Out-of-step?
30. Where are you so bogged down in routine and trivia that you may be missing major change opportunities that could make a big difference?
31. Where have you become detached?
32. Where in your life are you currently tempted to give up?
33. Where in your ministry are you faking servant leadership (or tempted to do so)?
34. Which of 4 "A's" is of greatest danger to you right now (arrogance, aloneness, adventure-seeking, adultery)? - Maxwell, Qualities, p5
35. Which roadblock to charisma could get in the way of your leadership effectiveness (pride, insecurity, moodiness, perfectionism, cynicism) - Maxwell, Qualities, p12
36. Who will cry at your funeral? Why?

GUIDING QUESTIONS FOR SELF-EVALUATION

Use these questions to help the person you are providing 3C Support to spend an extended time in reflection and preparation. This might be especially helpful near the time of an annual evaluation (review of the PLANNING ROCKET for the past year of ministry).

1. **COMPETENCE** — The Hardship of Focus

- a. ENTANGLED?
 - i. What are things that really do not matter very much that you find yourself entangled in?
 - ii. What are things that are distractions that you find yourself entangled in?
 - iii. What are draining hindrances that you find yourself entangled in?
- b. FOCUSED?
 - i. What areas of your life/ministry do you have a clear conceptual focus about?
 - ii. What areas do you live out that conceptual focus?

2. **CHARACTER** — The Hardship of Holiness

- a. CHEATING?
 - i. What are the secret temptation points that you are occasionally giving in to?
 - ii. What besetting sin constantly rears its ugly head in your life?
- b. HOLINESS?
 - i. How is your relationship with your spouse doing? Your family?
 - ii. What marks your relationships with other believers? With non-believers?
 - iii. Which is greater: The flow of holy love from God within you OR the pressures and attacks of others on you?

3. **COURAGE** — The Hardship of Faith

- a. DISHEARTENED?
 - i. If you were to compare your life to an investment strategy, based on your risk tolerance, where would you fall? Panicked (Hiding it in your mattress), Conservative, Balanced, Moderate, Growth, or Aggressive? Are there different parts of your life that fall into different categories?
 - ii. What personal investments of time, money or energy that you have made now seem like a waste to you?
- b. FAITHFUL?
 - i. What aspects energize you and stir you to faithful, consistent hard work?

3C SUPPORT EVALUATION QUESTIONS

3C Support is not a one-way street. We can and must learn from each other. Consider having the person you provide 3C Support to answer the following questions so that you can have some feedback on the support you are giving.

1. Supporting the other person's **COMPETENCE**?
 - a. Does your support-up leader give you the skills, contacts, and/or resources to minister effectively?
 - b. Is your support-up leader concerned about your growth as an individual and using your spiritual gifts effectively?
 - c. Does your support-up leader help you stay focused on your priorities and assignments?
 - d. Do they effectively communicate to you what is going on related to church staff, leadership, and other areas?
 - e. List three of your support-up leader's strengths.
 - f. List one weakness or growth area for them to work on.

2. Supporting the other person's **COURAGE**?
 - a. Does your support-up leader sufficiently convince you that the needs you are called to meet are essential to the health of the church?
 - b. Does your support-up leader paint a positive picture of where we are going as a ministry?
 - c. Does he or she celebrate and review the successes you have had in the past?
 - d. How does your support-up leader motivate you for ministry?

3. Supporting the other person's **CHARACTER**?
 - a. How does your support-up leader exhibit Godly character and an example of Christ?
 - b. How does your leader express concern for your witness and personal conduct before the Lord?
 - c. How has your support-up leader reminded you to think biblically about issues and stay true to the mission and values of your ministry?