

CONCEPT PAPER: --- HALFTIME IN THE CHURCH

*How to Find, Equip, and Engage
High-capacity Marketplace Leaders in
Ministry within Your Church*

Compiled by
The Halftime Group

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HALFTIME™

Transforming Success to Significance®

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I. The Halftime Phenomenon

Every day 10's of thousands of people in the world turn 50. Many arrive at this life stage having achieved some measure of success. But the accolades of success cannot silence souls yearning for significance. Bob Buford calls this stage of life Halftime, and those who search for significance he aptly christens Halftimers. This group is the healthiest, wealthiest, and best educated generation to ever reach midlife, and that's not surprising; this is the generation that boldly claimed it would change the world. And it has - in profound ways. But midlife has this success-driven generation perplexed.

Peter Drucker, the father of modern management, recently said, In the *Harvard Business Review* article "Managing Oneself,[1]" Peter Drucker states, "In a few hundred years, when the history of our time will be written from a long term perspective, I think it is very probable that the most important event these historians will see is not technology, it is not the Internet, it is not e-commerce. It is an unprecedented change in the human condition. For the first time—and I mean that literally—for the first time, substantial and rapidly growing numbers of people have choices. For the first time, they will have to manage themselves. And let me say, we are totally unprepared for it."

[1] Managing Oneself, Peter F. Drucker, Harvard Business Review, March-April 1999, Executive Summary

At the beginning of the 20th century the average life expectancy was 47. Today when Halftimers turn 50, most have 30 bonus years that previous generations didn't enjoy.

What are the Halftimers in your church going to do with this additional time?

The idea of purchasing a recreational vehicle and moving to Florida is simply not attractive to most of these high-capacity leaders. Although many Halftimers are not financially independent, they do have options about how they invest their time, talents, and resources. They may not be able to "cash out" of their companies or quit their jobs, but they do long to redefine success and pursue significance in the second half of their lives.

II. An Opportunity for Your Church

The Halftime phenomenon creates an unprecedented opportunity for your church to partner with high-capacity believers who have refined skills, spiritual maturity, leadership savvy, and financial resources.

But your church must be prepared to guide this journey toward significance.

Look around your worship center this Sunday. Sitting there are those who have achieved some measure of success by midlife. It's likely they have accumulated far more stuff than they probably need - but they are following God, they love their families, and some may even have small serving roles in your church.

And yet, there's a void in their lives. At their most honest moments, these successful marketplace leaders realize that the prospect of spending the rest of their lives accumulating more stuff, or pursuing career advancement, is simply not enough.

Chances are these individuals have never told anyone how they feel - not you, not even their spouses. And most don't realize that others around them are feeling the exact same way. They want their daily efforts to count for something. They want to create godly legacies that will exist long after they are gone. But they don't know where - or how - to begin. And they sense that if they do take the road less traveled, the prospect of where it might lead is even more unsettling than the turmoil of their midlife angst. Like many church leaders, you may have read Bob Buford's book *Halftime* and concluded that Halftime is just about wealthy people selling their com-

panies and starting their own ministries. Nothing could be farther from the truth. Regardless of their financial status, Halftimers can make a dynamic and lasting impact for God within your church. They (and maybe you) don't realize that others have charted the Halftime course ahead of them - garnering resources, tools, ideas and models that will serve them well.

With the proper encouragement and motivation from you, these highly successful marketplace leaders can become strategic partners on your church's ministry team. But engaging these dynamic leaders requires:

1. Church leaders who understand and respect the midlife journey;
2. A process that challenges Halftimers, meets their unique needs, and casts a vision large enough for them to happily invest their time, talents, and treasures.

For almost 10 years, Leadership Network, the parent organization to The Halftime Group has convened groups of business and professional leaders to help them develop a plan to move from success to significance. We have consistently heard Halftimers say three things:

1. Their church leaders are unprepared to utilize their skills;
2. Their church leaders seem intimidated by their marketplace success.
3. Typically, there is no systematic process in place to help them understand and address the unique issues they are encountering at midlife.

But your church can be very different.

Understanding the heart of someone in Halftime is the foundation for building an intentional ministry that discipled and deploys these dynamic leaders in ministry within your church and beyond.

III. Understanding Halftime

"Halftime is a pause in the middle of the game of life to reflect on our first half and who we have become, to decide what will matter in the end and to redirect our time and resources for the second half." - Bob Buford

Who is a Halftimer?

This person is someone who has a heartfelt desire to move from success to significance and has options about how they spend some of their time and treasure. This definition includes the wealthy, as well as those who simply have options. It includes men and women. It includes those who may have retired at age 55, as well as those who may be fortunate enough to have flexibility and options in their 30s or 40s. However, from a very pragmatic perspective, the typical Halftimer is a successful business or professional leader in his 40s or 50s.

What Halftime is Not

Halftime not a uniquely Christian phenomenon; it's a cultural phenomenon. While those of us who are followers of Jesus Christ view our lives with some sense of eternal destiny, soul searching at midlife is common.

Halftime is not just for the rich or financially independent.

Halftime is about arriving at midlife with options about how to best spend one's time and resources. Many people who have been successful by midlife are not financially independent, yet they long to redefine success and infuse significance into their lives - and they can.

Halftime is not just about leaving a job or "cashing out" of a company.

Although, for some, Halftime involves leaving a high profile job or selling a highly successful company, there are many different methods to infuse significance into midlife. For some Halftimers, cutting the time spent at the office from 50 to 40 hours a week and investing the liberated hours in leading a ministry is the chosen route. Others negotiate 30-hour work weeks with less pay to open up opportunities to serve. Some Halftimers share their business expertise as consultants for special church projects. And still others leave behind the business world and commit to full-time ministry.

Halftime is not exclusively a male experience.

Women have similar needs at Halftime but often process them differently than men. And when one marriage partner is in Halftime, it dramatically impacts the other spouse. That's why a Halftime initiative needs to intentionally include both spouses.

IV. The Stages of the Halftime Journey

Halftime, by its very nature, is a journey - a process - not an event or a decision. Ultimately, this journey is more about what a person is becoming than it is about what he or she will do or accomplish. God uses a person's Halftime journey as part of the preparation for what He wants them to do in their second half.

If you were to view dozens of people's Halftime journeys from a distance, what would you see? Would there be a visible common path? What could you learn from those who have gone before?

While not all Halftimers take the exact same path, there is a journey that most follow. Over the past ten years, we have served thousands of people in Halftime, some individually, many in groups. We have captured dozens of their stories and listened to hundreds of them. Invariably, each describes the same Halftime journey that thousands have previously trod, but each feels he or she is the first person to have this experience.

We listen carefully as Halftimers describe their career paths after college, the extreme focus on work, and the commitment that lead to success. Then they describe how it dawned on them that they might be missing something along the way. They search for words to describe what's missing: "I want my second half of life to have more meaning or a better word might be - significance."

Just imagine how encouraging and freeing it would be for the high-capacity leaders in your church to learn - from you - that they are

at the well-trodden beginning stage of Halftime, and that a clear map of the road ahead is available.

As a church leader, you can play a critical role in helping the Halftimers in your church navigate this amazing journey. By respecting and understanding the Halftime journey, you and your leadership team can provide what your searching Halftimers need to channel their skills and resources into church ministry.

Following are the stages of the Halftime journey - and the questions most often asked at each interval.

FOUNDATION OF SUCCESS

Moses' Halftime Journey

Moses grew up in Pharaoh's court and learned what it meant to prosper and have power. Yet Moses reached a point in his life where he questioned his purpose and began to search for something more.

Stage One – Foundation of Success

When the Halftime experience begins, few Halftimers realize it's the beginning of a new era in life. Most just sense something is missing and feel confused, unsettled, conflicted.

A significant life event may have triggered this angst - such as a youngest child leaving for college, or the death of a parent. Sadly, sometimes a divorce, or a significant career success or failure, generates a time of reassessment. For others, a calm stretch of water simply provides an opportunity to evaluate where life has taken them. And while the celebration of success may be grand, there is often a nagging sense that much desired and hard won success hasn't delivered the expected result.

Regardless of how Halftimers enter this stage of life, most ask themselves the following questions at the early moments of the journey:

- My first half of life has been somewhat successful; in fact I have accomplished much of what I set out to do, but is there more to life

than my current situation?

- What do I consider to be eternally significant?
- What on earth would give my life meaning? What is my real purpose on earth?
- Am I alone in feeling this way?
- How much (stuff, money, advancement) is enough?
- Was my first half success a foundation for something more significant in my second half?



Moses' Halftime Journey

Moses fled from Egypt into the desert of Midian to take refuge and live for a time in solitude and introspection.

Stage Two – The Journey Inward

After pausing to reflect on first-half success, and discovering that reaching material goals doesn't ultimately satisfy, a Halftimer will begin to wonder if God has developed his or her talents and skill sets for a higher calling, a specific purpose on this earth. As a Halftimer explores this possibility, the following questions emerge:

- What am I really passionate about; what makes me come alive?
- What are my core values and greatest strengths?
- What is my calling in life; what is my personal mission statement?
- What role do I play most effectively in an organization?
- What is my spouse thinking about his/her second half and what is our united vision?
- If I share this with my spouse, will she/he think I'm crazy?
- Is there someone who can come alongside me in this journey and provide wisdom and insight? Someone who can help me make sense out of this time of life?

AWAKENING



CHALLENGE

Moses' Halftime

Journey

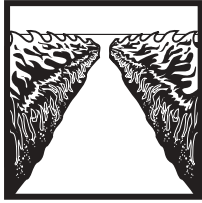
Moses had an encounter with God (The Burning Bush) and responded to God's challenge to live a life of significance.

Stage Three – Awakening Challenge

At this stage, the Halftimer is awakened and challenged to explore the horizon of opportunities generated by a new worldview that includes a vision about what he or she has been placed on earth to do. Time is spent preparing finances, setting expectations with loved ones, and getting the training needed for the next stage of the Halftime journey. The questions most often asked at this phrase are:

- How can I create margin in my life to explore what I feel called to do?
- How do I prepare personally and how do I prepare my family for this transition?
- What responsibilities do I have to my parents, and how will that affect what I can do in my second half?
- What legacy do I desire to leave through my children and grandchildren?
- Where should I serve - my church? my community? a needy area of the world?
- How do I begin to find serving opportunities that match my skill sets?
- What unique configuration of family, work, recreation, and serving best fits who I am and what I feel called to do?
- What elements of my life do I need to renegotiate to enable me to pursue significance?
- Should I stay engaged in my work/business with new parameters on my time and a renewed sense of purpose?

REACHING



POTENTIAL

Moses' Halftime Journey

Once Moses focused his life's energies in obedience to God's calling, he became an unstoppable force, as the parting of the Red Sea demonstrates.

Stage Four – Reaching Potential

In the last leg of the journey, the Halftimer engages fully in finding a new equilibrium in the second half of life. It's about achieving the right balance of service, career, family, and recreational pursuits.

At this stage of the journey, some Halftimers discover that the grass that seemed greener on the other side of the "ministry" fence turns into hard work.

Without wise and proper support from a church leader, a Halftimer may gravitate back to a vocationally comfortable arena.

As one Halftimer shared about this stage, "My first half career was at a point where I could fly the course blindfolded." But this stage of Halftime requires a keenly focused vision to ensure that a new Halftime calling in life pays dividends. For a Halftimer, knowing that he or she is where God wants them provides the foundation on which to build.

During this phase, the Halftimer adjusts to the culture of the ministry world, learns new skills, and affirms the proper ministry fit. Common questions Halftimers ask at this stage include:

- How do I decide between serving opportunities?
- How can I make my Halftime goals work with my financial situation?
- Does my church culture fit my preferred work environment? Is my church committed to fully engage Halftimers?
- What is my highest and best contribution? How will I measure my contribution?
- Am I growing closer to God and to those I love as I pursue a second half of eternal significance?

From this high-level view of the Halftime journey, a church leader can see that a Halftimer needs different tools and resources at each stage along the way.

V. How a Halftime Initiative Can Benefit Your Church

As we speak with pastors, we often hear them say that the most significant limiting factor in embracing new ministry opportunities is not a lack of land or facilities. It's not limited strategy, a void of programming talent, or the absence of dynamic teaching. It's not even that the lost are unwilling to come to church, or that when they come the gospel message isn't clear to them.

Pastors tell us that the most significant limiting factor is that the lack of seasoned leadership stifles existing programs and inhibits new ones.

But a wealth of seasoned leadership talent is sitting in your worship center each Sunday. Business leaders who have honed their skills in the marketplace can take your existing church programs and ministry ideas to the next level - and provide the vision and skill sets needed to launch and lead new ministries. Leadership Network (www.leadnet.org) has convened 12 churches into a peer learning group to reflect on this critical need for experienced leadership and develop strategies, processes and tools to identify, equip, and engage high-capacity leaders within church ministry. What we have learned from these experienced churches is that, with the addition of seasoned leadership, the obstacles to church ministry disappear. It's no secret that seasoned marketplace leaders find creative ways to make things happen, even when the resources seem limited. And they can bring this business savvy to your church.

Through interacting with these 12 key churches, we've learned that there are two key ministry barriers - economic factors and a lack of process.

When a church is growing rapidly, there is often a resource gap - where the demand for new leaders outpaces the church's revenue stream. As a result, most churches simply do not have the resources to hire the caliber of leaders needed to take advantage of the opportunities available. But more "affordable" seminary students lack the management skills that business leaders have honed in the boot camp of corporate America. A Halftimer at one of our participating churches summed up both the value of management experience and the path to its acquisition by the church when he said,

"You cannot recruit me; you cannot afford to hire me, but you can cast such a compelling vision that I will join the team for free and bring my time, talents, and resources."

This is where process comes into play. To capitalize on the wealth of talent marketplace leaders possess, your church needs a defined process that:

- Identifies Halftimers
- Casts a compelling vision for them
- Equips them for service
- Launches them into a ministry assignment that fits their unique design
- Affirms them and celebrates with them as God blesses their work.

Many church leaders intuitively ask, "Isn't the process of finding and engaging these high capacity leaders the same as for any other volunteer?" If it were, then we would find these people showing up in churches by the droves, offering their time in creative ways. But that seldom happens.

We've discovered that Halftimers rarely respond to typical "ministry fair" appeals. In fact, they fly below the radar screen of the senior pastor. They often keep a low profile because they don't want to be viewed as a simply a funding source. For the most part, no one has yet shepherded the hearts of

Halftimers to enable them to see how giving away their time and treasure is the only way that their treasure will be transformed into an eternal legacy. In part, this failure to connect with an eternal vision is because these Halftimers have been so focused on their careers for the past 20 years, working excruciatingly long hours. But now God is tapping them on the heart, and they are beginning to ask what will really matter in the end. But neither the church nor the individual is particularly adept at linking their work experience and accumulated job skills with kingdom opportunities.

But your church can be the bridge builder.

Your church can tap into an abundant supply of high-capacity leaders who want to use their talents to build God's kingdom. By doing so, your church will be empowered to pursue new ministries that it otherwise could not.

To help you dream about what that energized leadership force would look like at work in your church, we have compiled stories of Halftimers around the country who are serving in their churches and other ministries. These stories are available to you at www.halftime.org.

In most of these stories, the church began by intentionally locating a Halftimer and building a personal relationship. Often the discussion between a church leader and a Halftimer begins over a cup of coffee. It continues with the church leader giving the Halftimer a thought-provoking book or tape series, then bringing that individual together with peers at an event or retreat to create momentum. Self-assessment tools and small group experiences aid the discovery or creation of unique serving niches for the Halftimer. Lastly, rather than confining a marketplace leader to a bureaucratic or committee-based process, the church enacts and empowers a culture where the Halftimer can actually lead a ministry venture -just as he/she would a new business endeavor.

VI. Responding to the Halftime Opportunity

There are two primary things marketplace leaders need from your church as they navigate the Halftime journey:

1. A Broad Scope of Serving Opportunities

Halftimers need a wide array of serving opportunities, presented in a way that they can easily connect their skill sets. They also need a culture that provides the freedom to really lead those initiatives.

- Are leaders in our church really given the freedom to lead?
- Has our church cast a compelling vision that has clearly defined new ministry opportunities?
- Are there specific job descriptions of leadership opportunities?
- Do we have urban and global alliances so Halftime leaders can plug into outside serving roles that strategically support the mission of the church?
- Does our current church culture enable people to "test drive" a ministry?
- Is our church staff trained to create open chairs on their team for Halftimers?

2. Halftime Helps

Even though Halftimers are seasoned leaders, they need your help to navigate from the business climate into your ministry world. Specifically, they need:

- Someone to vision cast for them of what a significant second half could look like

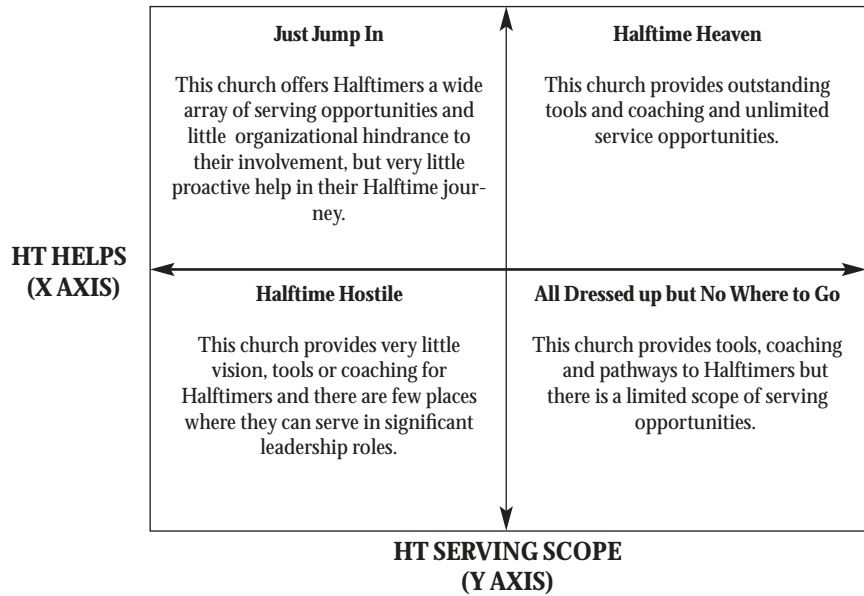
- To see models of what others are doing to serve within the church
- Self-assessment tools
- To connect with peers in this same stage
- Small-group opportunities for Halftimers
- Ideas for how to include their spouses in the process
- Books, tapes, retreats and collaborative work sessions
- Financial planning help
- Coaching as they match their skills with serving opportunities
- Help bridging the culture gap.

If you create a grid with the Y-axis as the *Scope of Serving* and the X-axis as *Halftime Helps* what emerges is four quadrants representing four different kinds of churches. Assessing where your church is on the grid is the first step toward methodically moving to where you want to be.

Halftime Heaven

The upper right quadrant represents a church with both a wide scope of serving opportunities and a full compliment of Halftime Helps; we call this Halftime Heaven. In this church model, there is a plan in place to thoughtfully prepare Halftimers and pave the way for them to explore a vast scope of serving opportunities: in the congregation, in the community, or around the world.

THE HALFTIME FRIENDLY CHURCH GRID



The pastor regularly:

- casts a vision for the impact business and professional leaders can make in their church,
- helps Halftimers assess their gifts and passions,
- connects Halftimers with a small group of peers to process the issues,
- facilitates deeper discussion with spouses of Halftimers on midlife issues,
- allows Halftimers to test a variety of serving opportunities and ultimately empowers them to use their leadership skills to boldly lead.

Halftime Hostile

The Halftime Hostile quadrant contains churches that simply do not welcome Halftimer involvement. Sure, they welcome their money, and will gladly relegate Halftimers to some kind of committee where they can be involved but controlled. The pastor of a Halftimer Hostile church may feel that high-octane marketplace leaders might take his vision and steer in a different direction. Church leadership may have had negative experience with business people who were servant leaders or those who were unwilling

to be accountable. These churches are often bureaucratic and inflexible. That's a Halftime Hostile place. The church loses, and the Halftimer misses out on the opportunity to serve.

All Dressed Up and No Where to Go

This is the quadrant where churches are really interested in helping people discover their gifts and passions and sort out the midlife issues of balancing work and family life. But when it comes down to it, there is little opportunity for true service. In this church, a Halftimer can teach a Sunday school class, be an elder, participate on a committee, or volunteer in youth ministry. But to really grab a major ministry assignment and run with it? It's just not going to happen. In this church culture, there simply is no vision large enough to captivate a high-capacity marketplace leader. Halftimers in this church environment will likely become frustrated and simply reapply their effort in the marketplace, where they are in demand and highly rewarded.

The Just-Jump-In Church

This quadrant contains entrepreneurial churches - where leaders can lead, where there is a big compelling vision and tons of significant serving opportunities. But absent is a clearly developed intentional process for helping Halftimers discover where to plug in and how to make it fit with all that they have going in life. In a Just-Jump-In church, there is no clear program to supplement the spiritual development of Halftimers, or one to help them navigate the cultural gap and understand how to measure results in a non-business environment. The Just-Jump-In Church is an exciting place for a Halftimer, but it's not always a healthy place. Over time, placing high-capacity leaders in roles that don't fit their gifting, and not preparing them for the spiritual elements of ministry life, leads to ineffective, burned-out, and frustrated Halftimers.

Take time to reflect on the attributes of Halftime-Friendly Church Grid. Then make an honest assessment of the Halftime environment of your church. Ask a couple of Halftimers in your church to give you their honest assessment. Just knowing where you are and deciding where you want to go is half the battle.

If you discover that your church isn't as Halftime friendly as you would like it to be, remember, this is a new ministry area in the church. No church in America has this process completely figured out. What matters most is not where you are today - but where you are going. Knowing where you are on this grid, however, will help you know what your best next steps should be. The good news is that those churches who are really leading the way in Halftime ministry are very willing to share with you all that they are learning and the resources they are developing. This paper brings you the highlights of those learnings and links you to their resources. There are many tools available to you that are what we call "plug and play." In other words, you can take them and plug them into your church culture and systems without having to recreate the wheel. We would like to help you develop a strategy to move from where you are to where you want to be in terms of mobilizing Halftimers.

VII. How to Build a Dynamic Halftime Initiative in Your Church

A. Unite a Halftime Team

1. If you are committed to helping your church take a next step in harnessing the time, talent, and treasure of high-capacity leaders in midlife, then you will need to determine where it fits into the structure of your church and unite a leadership team to launch this effort.

Where does a ministry to Halftimers fit?

Many church leaders are tempted to place the Halftime initiative within men's ministry. But is that the best place considering the fact that Halftime is not limited to men? Does it fit under stewardship, since Halftimers have been successful in their first half of life? Will Halftimers really be open to a ministry focused on raising money? Some churches have placed Halftime within an age category under the leadership of the "40-50 something" pastor. Will that person be able to care for people who reach Halftime in their 30's or 60's? Or is Halftime part of your church's equipping ministry?

While there are pros and cons to housing the Halftime initiative in each of these logical ministries, it is critical that, wherever it is placed, the weaknesses that may be inherent in that set up are recognized, and that the right blend of leaders are chosen to own the ministry.

2. Halftimers need to know that their church contact person really understands them and their needs. People who have been successful early in life have certain unique attributes. Many feel that, while they respect their senior pastor and learn from him every week, he simply doesn't understand them and cannot relate to their issues. From studying churches that are the most effective at mobilizing Halftimers, it's apparent that the best leadership structure for a Halftime ministry includes a Halftimer who has experienced what other Halftimers are going through and is respected professionally and spiritually by them. It can be even more powerful if you partner the Halftime leader with a senior staff member who knows the inner workings of the church and can bring a sensitivity to the task of fitting Halftimers into serving roles or creating new opportunities to serve.

3. Successful people are extremely busy, and they allocate their time carefully. As a result, it is difficult to get these people to attend events or join small group experiences without a direct invitation from someone they respect who attests that it will be a worthwhile investment of their time. Therefore, your key point leaders will need to create a core group of Halftime members who are committed to networking with their peers to launch this initiative.

B. Determine Where You Are on the Halftime Friendly-Church Grid

The following self-assessment tool will help you determine where your church is on the Halftime-Friendly Grid. Rate your church from one to five for each of the "Halftime Helps" areas below. Circle the number that you feel represents where your church is presently with respect to this issue, with one meaning that you do not address that issue and five being that you address that issue completely. Then do the same for the questions relating to "Halftime Serving." Plot your two scores on the appropriate grid axis. (on page 26)

Halftime Helps Assessment

1. How effectively do you cast a vision for high-capacity marketplace leaders to use their skills to lead within the church? 1 2 3 4 5

2. How effective are you at identifying Halftimers and gathering them together to interact relative to their desire for significance? 1 2 3 4 5

3. Are there self-assessment tools available to help Halftimers in your church discover their strengths and passions? 1 2 3 4 5

4. Do you proactively help Halftimers find leadership roles which match their skill sets and passions? 1 2 3 4 5

5. How much do you help Halftimers with the unique midlife issues that surround the halftime transition (i.e. financial planning, spousal interaction at Halftime)? 1 2 3 4 5

Total “Halftime Helps” Score _____

Scope of Serving Assessment

1. To what degree have you created a culture where leaders feel free to really lead? 1 2 3 4 5

2. How extensive is your list of currently available defined leadership roles? 1 2 3 4 5

3. To what degree can leaders serve outside your church in the community or internationally through your church alliances? 1 2 3 4 5

4. To what degree can non-staff leaders create unique ways to use their skills creatively within existing ministries? 1 2 3 4 5

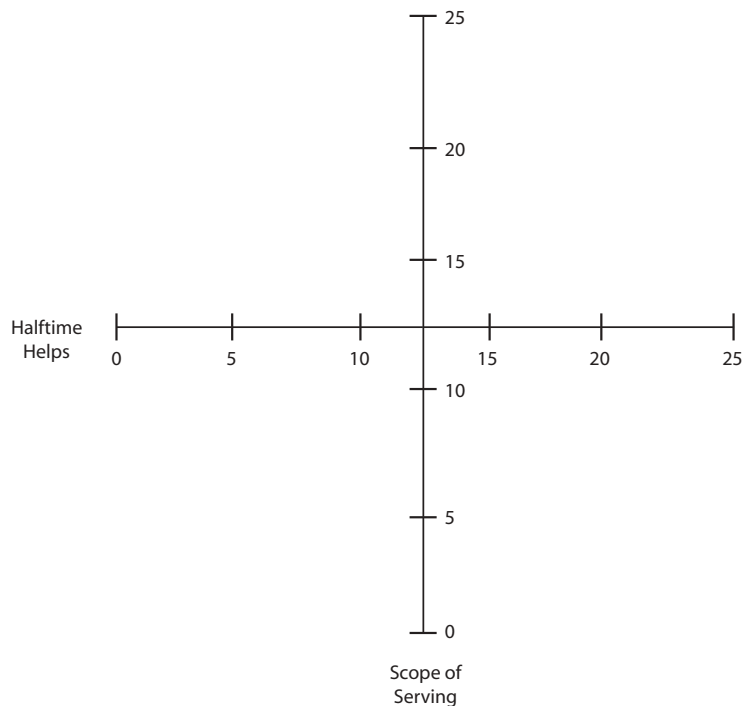
5. Is it possible for non-staff leaders to propose new ministry initiatives and find support within the church?

1 2 3 4 5

Total "Scope of Serving" Score _____

Plot your two scores on the grid below. Place an X where they intersect. Then go back and reread the segment regarding the quadrant you are in:

C. Create a Strategy

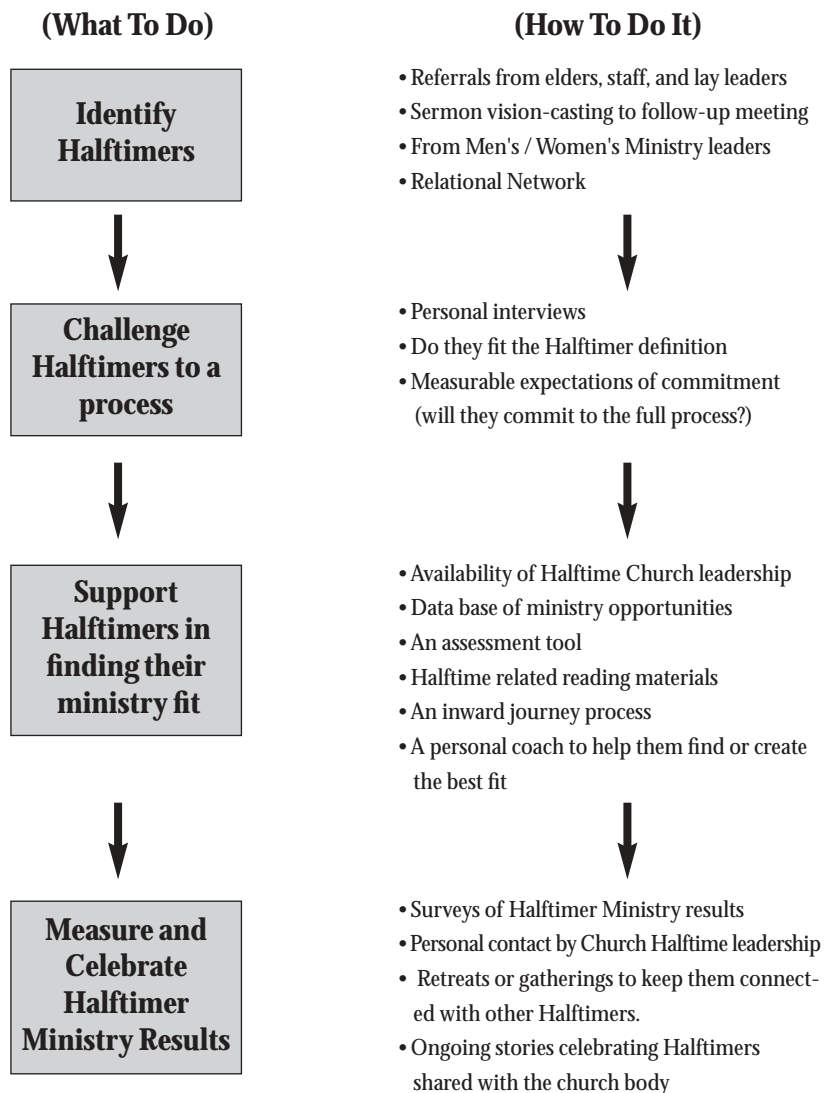


The next step is to work with your church leadership team to determine what areas you need to develop or change to become a Halftime-Friendly church and how you will make those changes. There will likely be areas where you can improve in both the Scope of Serving and Halftime Helps. Where you are in the grid will determine where you first focus. If you have a few basic Halftime Helps in place but absolutely no Scope of Serving, then focus first the serving arena before you shake the trees and stir up a lot of interest among leaders. On the other hand, if there is a reasonable array

of available serving opportunities and leadership roles, as well as a culture where Halftimers can lead, focus on adding Halftime Helps to drive people toward those opportunities.

After carefully studying models of leading churches in this area, we have developed a generic model, which provides a basic prototype for you as you begin your Halftime initiative. We recommend that you look at each of the components of this generic model and then address the elements that are missing in your church.

Generic Halftime Ministry Model*



** written by Bill Wellons - Fellowship Bible Church, Little Rock, Arkansas*

D. Manage the Change Process

There is a vast cultural gap between the marketplace and the ministry world. But these varying approaches to "getting the job done" can complement each - if an atmosphere of understanding and acceptance is cultivated. Marketplace leaders who are mature Christians and who show up with a servant heart will add more to the church if they are free to bring the best attributes from their world, than if they must strip themselves of the vestiges of the marketplace before entering ministry.

This may require significant change in your church culture with regard to how your staff views and relates to non-staff ministry leaders. It will include educating staff and key leaders about the needs of people in Halftime so that they help pave the way for a smooth transition. In addition to cultural changes, Halftimers will need clear guidelines and processes to help them link into the infrastructure of the church when they begin their work.

You will want to discover ways to celebrate the successes of Halftimers, while adhering to the Lord's admonition to not be a 'respector of persons.' Avoid showing deference to those who have been successful but honor what the Lord is doing through them.

Here are a few of the major issues which define a Halftimer's world and stand in stark contrast with the culture of the ministry world:

Driven vs. Called

Most high-capacity people are hard driving, want to move fast, and are accustomed to a high degree of autonomy. They tend to be results oriented and can run over people if they are not careful. On the other hand, churches are often cautious, waiting for clear indications of God's leading.

Churches typically want people to "pay their dues" or "wait their turn" before being willing to plug them into serving opportunities.

Effectiveness Oriented vs. Cause Oriented

Halftimers lead in the marketplace using influence gained by having better ideas, more energy, unlimited creativity, or simply capital. The church team, however, typically waits before they will follow a person to determine if that individual has a mature worldview, is committed to the cause, and is compassionate about the people the church wants to reach.

Paid Staff vs. Volunteer Team

Marketplace leaders are accustomed to leading people who are highly motivated by financial rewards and corporate advancement. When Halftimers land in your church, they will find themselves leading volunteers, and even paid staff, who act more like volunteers because they are often paid less than market value.

Measuring Results/Output vs. Life Change

In the business world, it's easy to measure results, down to the last penny of profit that impacts the bottom line. However, after a year of leading ministries at your church, Halftimers may have a hard time measuring the impact of their investment of time and talent. Some church cultures are even opposed to measuring elements of ministry advancement. This lack of measurable results is compounded by the fact that the marketplace value for the time of Halftimers is extremely high, putting them under pressure to make sure they are really adding that same amount of value in ministry. There is a nagging sense that if they are not adding equivalent value, then they should instead go back to their first half careers and simply write big checks to the church.

Pressure to Perform vs. Counting on God to Produce the Fruit

Marketplace leaders are accustomed to working long hours with a sense of urgency, and they expect to find that same level of urgency - or a greater one - within the church, given that church work has eternal consequences. But most churches have a softer culture, perhaps a more balanced view of life, blending healthy amounts of family and Sabbath time, which can confuse marketplace leaders who may sense the lack of urgency. Sometimes there is a much-needed but missing sense of urgency in the ministry arena, and Halftimers can bring a challenging perspective to a church staff.

Business Language vs. Ministry Language

Marketplace leaders use their native tongue, business language (customer, market segmentation, marketing), which can come across as cold or unspiritual in a church culture. At the same time, ministry people often use a language of their own that is unclear or misunderstood by marketplace leaders.

Without well-informed communication from church leadership, these differences set both parties up for misunderstanding. Not every aspect of the Halftimers culture needs to change, and not every aspect of church culture should adapt to the Halftimer, but there are some important areas where both need to change. Human nature is naturally resistant to change. Let's explore this from the perspectives of both the Halftimer and the church leader.

Halftimer's Point of View

A major theme of someone in Halftime is a redefinition of who they are and how they choose to spend their second half. The typical Halftimer's personal identity is linked to career achievements, and titles and accolades have played major roles. But when a Halftimer takes a major step toward significance, simple questions like "What do you do?" become difficult to

answer or, at the very least, take a lot more time to respond to than a first-half reply.

Add to that confusion the challenge of having to prove oneself all over again and you have a recipe for fear, uncertainty, insecurity, and doubt. In the marketplace, a Halftimer most often walks into a room "like he owns the place." But that same person might walk into a meeting at your church and feel like a deer caught in headlights. Some of the most powerful, confident, and secure people in the world can turn inward and retreat during this time of transition. Those that are perfectly honest with you will admit they are scared to death. If you don't first support them and then engage them in ministry opportunities that challenge their skill sets early on, they might easily throw in the towel and go back to their first-half comfort zones. When in doubt, Halftimers will retreat to what they are good at. If you discourage instead of support them at this critical time, you may lose them for years, if not forever.

Senior Pastor's Point of View

In speaking with a number of senior pastors, some common themes emerge. Namely that it is hard to figure out what to do with Halftimers and, frankly, they're a bit threatening. Let's face it, high-capacity people aren't always the most patient and often can be a bit overpowering and insensitive. This can cause issues with current staff members and volunteers. Before you know it, you have some serious relational problems on your hands. On top of this, it's not easy for a senior pastor to give control of major initiatives or ministries to another person. A pastor's own insecurities can begin to surface - along with the realization that it's often easier to figure out what to do with someone's check than it is to utilize their time and talents.

Meeting in the Middle of the Journey

When the Halftimers and the senior pastors meet halfway along this jour-

ney, some wonderful things begin to happen. The Halftimer becomes a bit more sensitive to the culture of his or her church's ministry and volunteer staff. He or she drives to make things happen but doesn't run people over in the process. On the other hand, the senior pastor is there to support and encourage, and when it's time, get out of the way. Imagine the work that can be accomplished for the Kingdom when these two parties come together? Look out at your congregation next weekend and imagine the possibilities if just 10% more of those sitting there were plugged in and put to work for the Kingdom? Imagine the tragic loss if that same 10% stood up, became discouraged, and then turned away? The stakes are way too high for egos and the desire to protect the status quo to get in the way here.

Turning the Model Inside/Out

So let's assume you agree with the logic proposed in the last few pages - now what? To make this work for the Halftimers and the church, we must rethink the traditional gifts and serving model. In many churches, members assess their spiritual gifts and that information is stored in a database or file cabinet. When a ministry leader needs help, they have someone dig into the archives and match the need with someone with the right gifts. If that fails, they post the need in an "Opportunities to Serve" section of the bulletin or newsletter and wait for someone to call. Meanwhile, the Halftimers in the congregation wait for the phone to ring while they scan the "Opportunities to Serve." The typical result: no call and no obvious match in their scanning exercise.

Now, let's turn this model on its' side a bit. Suppose for a moment that we make a commitment to put every eager Halftimer to work, whether we have something obvious for them to do or not. To do this we must still get our arms around their gifts. However, we now spend more time creating rather than just matching. We create a "Connections Ministry" which helps people assess their gifts and helps them put them to use. If there is an

obvious known need, great! If not, we help the Halftimer create new ministries and serving opportunities. We reach out into the community to uncover local needs. We partner with missions agencies to identify international needs. The point is, we don't sleep until we put these incredibly valuable resources to work.

As we discussed earlier, humans naturally resist change. This change can be described in two major ways; the emotional response to change and the practical response to change. The illustration below describes these aspects of change from both a pastor's and a halftimer's point of view.

When both sides (Halftimers and the church) understand what the other person is going through, and recognize the stakes involved in getting this right, wonderful things begin to happen. From an emotional standpoint, we recommend that you begin with open discussion about this wide cultural gap between the marketplace and ministry. Talk about each of the issues listed above and make it legal to have these feelings and concerns. Describe your fears and doubts. Understand the other person's points of view. Set your insecurities aside. And finally, remind yourselves of the stakes involved in getting this right.

Create a Unifying Perspective

There is an emotional response to change and a practical response to change. The following illustration describes these aspects of change from a pastor's and a halftimer's point of view.

	EMOTIONAL RESPONSE	PRACTICAL RESPONSE
PASTOR	<ul style="list-style-type: none"> • This person is threatening • How will the staff react? • I need to know where their heart is • How do I keep them under control? • I feel personally responsible for their success • How will they represent our church (inside and out)? • What if this doesn't work? 	<ul style="list-style-type: none"> • Who will they report to? • What is the budget impact? • Where will they sit? • How much office support will the expect/need? • How much of my time or that of my staff will they expect/require to be effective? • How do I manage their performance?
HALFTIMER	<ul style="list-style-type: none"> • How do I make things happen without stepping on toes? • Will the staff and volunteers accept me? • How will I describe my role to others? • How do I break into the "inner circle?" • Should I get paid or volunteer all of my time? 	<ul style="list-style-type: none"> • Where will I sit and how much office support is reasonable to ask for? • How does budgeting and expense management get done? • Who do I report to (officially and unofficially?) • How does the church run from and organizational and financial standpoint?

But when both sides (Halftimers and church leaders) understand what the other is going through, and recognize the stakes involved in getting this right, wonderful things begin to happen. From an emotional standpoint, we recommend that you begin with open discussion about this wide cultural gap between the marketplace and ministry. Talk about each of the issues listed above, and make it legal to have these feelings and concerns. Describe your fears and doubts. Understand the other person's points of view. Set your insecurities aside. And finally, remind yourselves of the stakes involved in getting this right.

From a practical standpoint, both parties must do their homework before they begin to work in ministry together. It will be far healthier to address these issues head on, including:

- Cultural (how does this feel?)
- Organizational (where does this person fit into the church?)
- Infrastructure (how will the work get done?)
- Financial (how will this project be funded?)

While not all inclusive, the following checklist may help you get a lot of the groundwork organized and executed properly:

"To Do's" for the Pastor

- Use this concept paper as a foundation to train your entire staff in how to engage high-capacity marketplace leaders in your ministry.
- Create a formal role description for each Halftimer which outlines the major responsibilities and activities associated with the Halftimer's work.
- Determine if the Halftimer needs a full or partial salary or prefers a volunteer position.
- Clearly define reporting responsibilities and establish a formal mentor that will take responsibility for bringing the person onboard and ensuring they are successful.
- Determine the office services you can provide at the church and those that the Halftimer will need to be take care, including:
 - Office space
 - Administrative support
 - Computer use and e-mail
 - Phone
- Office supplies
- Establish a budget for the role (salary, benefits, travel, ministry support, etc.).
- Document for the Halftimer how to link the chosen ministry in with the church's database, promotional processes, and financial systems.

- Create and execute a communication plan which lets the appropriate staff (paid and unpaid) know about the new role and the person filling it.
- Establish goals for the first six months and communicate how performance will be managed.
- Determine the appropriate background materials and get them into the hands of the Halftimer.
- Establish a Day 1 agenda and schedule the official start date.
- Start the work together and establish a "check in" meeting schedule (consider every three months for the first six months).
- Introduce the Halftimer to the chosen mentor and wish them well as they begin this journey together.

"To Do's" for the Halftimer

- Create a list of expectations and compare them to the role description created by the pastor.
- Resolve any expectation mismatches before the official start date. Review reporting responsibilities and confirm who your formal mentor will be.
- Determine the office services that will be provided at the church and those that you will need to take care of, including:
 - Office space
 - Administrative support
 - Computer use and e-mail
 - Phone
 - Office supplies.
- Review and make sure you understand your budget (salary, benefits, travel, ministry support, etc.), as well as church policies and procedures.
- Review the goals that have been established by the pastor for your

first six months and compare them to your personal goals and objectives.

- Review the appropriate background materials.
- Meet your mentor and agree on meeting formats, frequency, etc.
- Begin your ministry work.

To ensure the overall success for both parties, it will be critical to keep communication lines open and active. Err on the side of over communication. Be honest with each other, making feedback direct, honest and two-way. When this is working well, there should be no surprises at performance appraisal time. Both parties are equally committed to making things work and share in both the triumphs and struggles.

The Halftimer becomes a bit more sensitive to the culture of his or her church's ministry and volunteer staff. He or she drives to make things happen but doesn't run people over in the process. On the other hand, the senior pastor is there to support and encourage, and when it's time, he gets out of the way. In the end, the pastor and the Halftimer share a common vision and passion for ministry, and big things will happen for the kingdom.

For comments, additions or resources contact:

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