

The Art of Leadership Network.

Carey Nieuwhof: Welcome to The Carey Nieuwhof Leadership Podcast, it's Carey here. And I am so thrilled that you joined us today. I hope our time together helps you thrive in life, and leadership today. Shawn Morgan. He has been on before, but we are going in a whole new direction talking about succession crisis, in America's churches, what makes pastoral succession successful. And we're going to share a whole bunch of pro tips, including some pro tips for incoming and outgoing leaders. So today's episode is brought to you by The Art of Pastoral Succession. It's actually a course that Shawn my guest today, and I put together, and we recorded this after recorded, this interview, that is after we filmed the course, we're going to give you a whole bunch of pro tips on that. And if you want more, you can go to the art of pastoralsuccession.com to learn more about the brand new course, that Sean and I put together.

Carey Nieuwhof: And it's brought to you by He Gets Ss, are you encouraging your church to have conversations about Jesus at their Super Bowl parties? Because if not, you want to head on over to, hegetsuspartners.com/fans to download resources to prepare your church for these conversations. And if you are, you want to check that out too. Anyway, I am thrilled to have Sean back. He is a nationally known coach who's developed a reputation for connecting ministry leaders, and being a catalyst of fresh Vision. He founded and curate cohorts at theascentleader.org and I got introduced to him oh I don't know, six-seven years ago by a mutual friend and I don't think anyone has made a bigger impact in the area of succession than Sean and I wanted to have them on and I want to do this course The Art of Pastoral Succession, why? Because it's going to be a massive crisis. I think succession is already a crisis, I keep hearing from leaders who younger leaders, who have inherited, kind of a mess from some of the leaders who are

Carey Nieuwhof: retiring older leaders who are hanging on too long or don't know really how to make that transition out of it. So we're going to give you a whole bunch of free ideas today in the podcast. And then if you want more make sure you check out Sean. And my brand-new course, Theartofpastoralsuccession.com. So leadership transition is pivotal for any church in any season, and it can lead to a vibrant future, or things can go down the drain pretty quickly, and you

can ruin your legacy. So we have been through a very successful transition. I think I would say and Jeff Brody, my successor would say so would others who are close to it be. But Sean has actually rescued people who have been not very good successions.

Carey Nieuwhof: And has helped facilitate and coach, some amazing succession.

Carey Nieuwhof: Who are some of the churches that Sean has worked with? Well, Saddleback Church and their succession for Rick Warren to, Andy Woods Seacoast Church, Central Church, Flatirons Community Church, and so many others. So that's why I did this course with Sean and I think it's going to help you now who's it for, that's the big question. Well, it's actually if you are thinking about a succession this year, yeah, check if you have been through a succession in the last five years. Yeah, believe it or not, it actually the principles will work to help smooth that transition because you're always in transition pretty much for the first five years. So checked, that one and then also, if you're in the middle of a transition, right now it's not too late. So check it out. It's called The Art of Pastoral Succession, you can get it at theartofpastoralsuccession.com and Sean is actually doing a cohort as well. So he's going to coach you through the first 60 days. So join before February 1st.

Carey Nieuwhof: To get in on the exclusive pastoral succession group inside The Art of Leadership Academy. And then today's episode is also brought to you by He Gets Us, it's a national campaign all about raising the respect for and relevancy of Jesus. So are you preparing your people for Super Bowl Sunday? Because HeGets Us will be running ads during the game, reaching the millions of people who are planning to tune in. So whether your church is hosting a viewing party or you know of people in your church will be having parties. He Gets Us wants to equip you. So head on over to, hegetsuspartners.com/fans and there you'll find free resources to prepare your church or your people for these conversations With curious viewers, check it out. At hegetsuspartners.com/fans and now my conversation with Sean Morgan.

Carey Nieuwhof: Sean. It's good to have you back on the podcast.

Sean Morgan: So good to be back.

Carey Nieuwhof: So you and I, um, just wrapped up doing a full course on pastoral succession. And I want to talk about pastoral succession. So let's start here. How big of an issue is pastoral succession? The church now, first of all, let's define what that is. Secondly how big of a an issue is it now. And then where's this going over the next decade?

Sean Morgan: Yeah. So pastoral succession, in my opinion is a huge issue, and it always has been regardless of how many we see happening out there. These are always big turning points in the local church. If you look in the history of any local church, when you see the change of a senior leader which we would call that secession transition, those are always turning points in the church.

The cool thing is we've done some research and we see that those turning points actually lead to a healthier Church which is very encouraging.

Carey Nieuwhof: So, that's explain that for a minute like what kind of research did you do?

Sean Morgan: So CDF Capital commission to study with Barna and Barna went out and did the research and it's actually a very complete study, we have access to it on our website and on the CDF Capital website. So it's available to anybody to the public but their findings early on where that as churches approached transition only about 33% of these churches would be considered healthy and growing, okay? And at the 3-year point after the transition,

75% of the churches were considered healthy and growing

Carey Nieuwhof: So it doubled the level of health and growth in a church. When the old leader went in the new leader. Stepped in.

Sean Morgan: Yep.

Carey Nieuwhof: Fascinating.

Sean Morgan: Yeah. Slightly has more than doubled. More than double more than double. Yeah. Which is like.

That's breathtaking. Right? Okay. Here that for for a church to go from 33% of the church's, 275 you have to pause and take note of that.

Carey Nieuwhof: Yeah yeah. So where is it now? And then what's going to happen in the next decade, over the next decade?

Sean Morgan: Yeah, so in approximately the next decade we have right now more than 50 percent of pastors that are over age 55. And of course, we can't predict when these leaders will decide to step down, but if we say it's roughly age, 65 some maybe longer some may be shorter in the law. Also be some unplanned transitions where somebody moves on to another church or whatever the case may be.

Um. What that means is about half the churches that we count in the U. S would be about three hundred and forty, maybe three hundred and twenty thousand churches will go through a succession or transition process.

Carey Nieuwhof: So a one hundred and sixty hundred and sixty thousand churches are going to go through a transition in the next decade. Yeah. And you're right. The average age of of a senior pastor is late fifties.

Sean Morgan: Absolutely.

Carey Nieuwhof: So the math math is is not good on that. Ah. Give us a little more. I mean, you know, we read your bio during the intro to the podcast, etc, etc. But you have been working hands on with Incoming and outgoing pastors for a decade. Yeah. Tell us about that. I don't. And I mean, that quite sincerely, I don't think there is anybody in America, maybe even globally, who is as hyper-focused on this issue as you are.

Sean Morgan: Yeah, I think what I saw about a decade ago was there was a fair amount of energy being put into succession planning.

Carey Nieuwhof: Yeah.

Sean Morgan: There were some books being written and all of them were great in actually when you read them in concert with one another, there's there's half a dozen books out there.

Some of them aren't just focused on the church but some of them are and they're great.

But what I felt overwhelmingly was this burden that there's a lot being put into the succession planning process. People are seeing mathematically than need to address.

succession.

Principle one principle two principle 3, right?

Sean Morgan: Yeah.

But what I was seeing was, there was a little bit of a feeling that after the Baton Pass had happened. Everybody sort of went home and goes for sure. We're glad that's over with

But personally, I just happened to be in a position where there were a lot of friends of mine in ministry that were roughly age, 35, to 40 or 45 in that area that were stepping in the leadership. And after the Baton Pass, if they were honest, they would say. This doesn't feel like a normal season of leadership where I've been prepared for ministry. This feels different. I'm losing some confidence that I actually don't know what I'm Doing but I'm scared to say that in this environment and then they're hitting some challenges and some pitfalls and maybe even hidden potholes that they say, oh, I didn't really notice that until I got here and I wish I would have saw that a little bit sooner. Didn't see it coming?

Carey Nieuwhof: Yes, yes, yeah, yeah.

Sean Morgan: So there were just a set of unusual challenges. And because I was relationally connected with these people, I just had an increasing burden to say, wow, there's so much at stake for the church. And these leaders are carrying an inordinate burden of leadership, the mantle of leadership. I wonder if there's anything I can do. And so the first thing wasn't to bring content to the conversation because I was new to the conversation. But it was like, I wonder if I can connect these people with each other and with leaders that have maybe gone before them ten or fifteen years and have lived out some of those transition seasons. And so I just started applying myself about ten years ago.

Journey.

Carey Nieuwhof: Yeah. And you have literally, do you know, roughly, how many leaders who are now in coming pastors? And obviously, you

work with people like me who are outgoing that right right? Right. But how many incoming pastors you've worked with over the last decade roughly ballpark?

Sean Morgan: I stopped counting around 140, so that's sort of like detailed involvement with about 140.

Carey Nieuwhof: And by that, I mean, we've sat in this room with some of those people and we're talking about just complete the circle right here, like, you're doing life on life six at a time, 10 at a time and you're giving them community with each other through these cohorts, you're also bringing them to mentors. I've had the privilege of working with a few of those groups. Yep, you brought them. Flown them here into Canada, we set my backyard just behind us.

You know, at the fire pit, cooked on the Big Green Egg, but you've also brought them to NT Wright to Richville Otis. Who are some of the other mentors that you've?

Sean Morgan: We've been. We've been so blessed the start was really Jud Wilhite

And yeah, he just at Central just had this incredible story. Jean Apple, was the leader that preceded him and judges has a great story there.

Both of them are incredible, transitions leaders, but Jud Wilhite, Nicky, Gumbel which his leadership at HTB has been incredible but his predecessor was Sandy Miller, of course. They've now had a handoff there.

Carey Nieuwhof: Yes, is recent, he's no the instability yet.

Sean Morgan: So he's now the outgoing Dave Stone.

We we've had so many Brady Boyd. A lot of people go. "Oh. Who's Brady point?" Well Brady Boyd is actually the Pastor that followed Ted Haggard. And a lot of people are very familiar with that. And so there are so many different situations. And so we've been blessed to be invited into the homes of these leaders and really get the story behind the story. And I think that's what brings these groups together is. Oh there's something there. But then, what you find out over time is

the most valuable thing that happens is the Peer-to-peer connection is the support that the peers bring month after month as we do these gatherings and the leaders that lead us under their homes are exceptional.

And there's no doubt about it, this essential ingredient, but what is so cool is to see the leaders, lifting each others arms up and putting wind into each other's sails from a peer to peer and I don't really know how that happens as I say, it just feels like God's ordained some of those things. And so we just keep at it. We just keep forming these groups and creating these environments where we have access to these leaders. The story behind the story. I always say, leaders will tell you a story in their home or a different version of a story in their home, then they will say anywhere else. And oftentimes, it's those details in those stories that are where the most learnings are

Carey Nieuwhof: Yeah and what I like about it is it's you mean, you've got polling data and all that stuff and that's good. But it is these aren't like we flew in for two hours met with NT Wright and flew home. These are like two or three day visits where you're over a couple of meals and the leaders are like oh you too and they get to know each other and I think it's incredible and that's why I was excited to jump in on this project with you. When we came up with the idea I'm like why don't we just do this together? Because I don't know anybody who's got the insights. And so, what I want to do is I want to really focus in this conversation on the dynamics because at the end of the day, you have your nice principles and everything like that, but there's just so many dynamics. So let's start with outgoing leaders. So for me, I led what became Connexus Church from 1995 to 2015, two decades.

When I turned fifty in 2015, I decided it was time to hand things off to a guy a decade younger than me, Jeff Brody. That overall has gone incredibly well. Ah. But it doesn't always go well, and it doesn't mean that we didn't have challenges along the way as well. So you know, based on what you know what you've studied what you've read. And in the hundreds of leads, as you've worked with, what are some of the challenges that outgoing leaders, people who have been in the and I'm not talking about a pastor, who is there for two months and left, I mean, somebody who's got five, ten fifteen, twenty, thirty, forty years of credibility with the congregation. What are some of the issues for outgoing pastors that we would struggle with, because if the average

pastor's fifty seven, there's a lot of them listening to this podcast as well as a lot of younger leaders going? What is that guy going to move on? So what? What are the issues with the outgoing pastors?

Sean Morgan: Yeah, it's so interesting because I didn't start out thinking I was going to learn a lot about outgoing Pastor because I was surrounded by the incoming pastors and Mariners Church in Southern California was being led by Kenton Beshore. And Kenton came to me and said, as I'm preparing myself for transition, would you help me understand what incoming leaders are dealing with that? Should have been handled by the outgoing leader. And it's a great Quest

Carey Nieuwhof: That's a great question.

Sean Morgan: That's when I realized like yeah, that perspective of two a year in two years and five years in from an incoming leader to be able to humbly and open handedly ask the question. "What do you wish could have been done different? Just pick one thing." Pick the most important thing and I realize there's some real valuable learning in here from that perspective.

So I learned two things, one that I was stewarding a lot of stories that could help people before transition, even though that wasn't my original intent. And to, I knew that leaders who were willing to learn like that early on and make changes, we're going to have the most successful transitions because they were willing to do things different for the sake of the church after they left. And so I think that's probably the key thing is. Number one is for an outgoing leader to understand and this is probably going to be harder and require more of you than you originally think it's not just about finding a person who can follow you and choosing a date when that is going to occur right?

A who in a when

Carey Nieuwhof: So it's going to be harder for the outgoing leader and require more than the outgoing leader assumes.

Sean Morgan: Yeah. Which means they probably need to start a little sooner. Just I think with the emotional understanding interviewing other people who have stepped out of leadership because

when we're immersed in leadership and I think that's probably one of the learnings is, we're human, and we make heroes out of our leaders.

And that doesn't happen day one or day, two or year one. But when you're there for a decade when you're there for two decades, you've slowly become a hero in some ways to the people in your organization and in your church and to flip a switch one day and hand the baton and the title in the office to somebody else, um, that's a big change. It's happened slowly over years and decades. But it's a big change, to transition out if you're not prepared for what that feels like.

If you're not prepared to maybe be looking forward to things during that season, if all you have is what's in the rearview mirror that moment, it can be very difficult.

Carey Nieuwhof: So, let's go through that. Like, it is an emotional journey.

I definitely went through an emotional journey. Both when I handed things over, but I stayed is teaching pastor with my wife's blessing.

Yeah, for four years, five years and like decelerated to halftime. Yeah, in year 5.

And then now no longer on the teaching team.

Come back, if invited, you know, but like I preached just four times in the last two years, so it's very occasional that's by choice but it was an emotional journey both times. So what for the outgoing leaders watching this. Yeah, what, what are the issues for outgoing leaders emotionally that they have to process?

Sean Morgan: I think it's this idea of obscurity a little bit back of that can almost be a little bit firm in the way that, but we have to be comfortable with the level of obscurity and I would even say for you in your situation.

It's one thing to be obscure if you have a church in this town and you're moving miles or hundreds or thousands of miles away to go live near your grandkids or to be a nobody, that's different. Yeah, but when you stay in the town, when you stay in the church, even as a Teaching Pastor, like you have to think in advance about some guardrails like how are you going to support Jeff? And not be a person that everybody else comes to for advice or to get the decision right? Yeah, right. And so I know you guys you guys implemented some

guardrails around that. Like you're not going to come to these meetings and if you get asked questions,

You. You have to be really careful in those situations because it can feel like honor like somebody really loves your opinion. Can I have your opinion on this, but actually a lot of those situations? If you're not prepared in advance, it can create a lack of clarity for people on who's actually making the decision. And how do you get things done in those new seasons? Right.

Carey Nieuwhof: Yeah. Little anecdote. Yeah. I think Jeff and I were trying to figure that out. And I think he invited me because, you know, once I'm not the lead pastor. I operate by invitation. I don't get to make those decisions. He said, well, why don't you come to staff meeting. And I sat in. I think it was either staff or leadership team. And you know, I knew it was not my role to say anything, right. So I sat there quietly for an hour and a half. And then afterwards we both said, yeah, that didn't go well at all.

Not that I said anything. I didn't say anything but it's like it is so not in my personality to remain silent. Yes. And then if you're sitting there people are reading your body language going. Is he agreeing with Jeff? Is he disagreeing with Jeff?

So we just decided I don't need to go to those meetings.

Yeah and I'd go to some Elders meetings I think but I don't think I've been doing elders meeting in three or four years.

Yeah.

So you know it's stuff like that it is very hard and a fun a fun moment. This was during covid in 2021. So I had been off the regular teaching rotation for about six months.

And the best advice I got on dealing with obscurity was from Gordon MacDonald. And he was coaching me at the time ordering of author of *Ordering Your Private World* so Gordon what can I learn from this and this was off Mike he goes Carey they forget you.

So go to church one Sunday and we were still having to do registration like check-in. Yeah. And it was still probably a mask mandate or whatever. So I show up at church and I pre registered to attend and the

volunteer standing there looked at me and said, what's your name? I'm like, okay. All right. I said Nieuwhof, they go down the list. They're like Martin? I'm like, no, that's my Dad, what's your name?

Carey and everything inside me. I thought it was funny on the one. Hand but there was a part of me that wanted to go won't you know I founded this church tonight. Now some of the other volunteers around them. Yeah cracking up.

Yeah and I think that person was pretty mortified to discover but you know what that's it.

That's life. Like I'm not the guy anymore.

I never really was the guy you're supposed to be pointing beyond yourself to something greater

But yeah, it's like they forget you quickly. And now if I show up on stage occasionally once or twice a year I have to be introduced has "Hey a lot of you don't know this guy,

but..." and you know, that's a weird emotional journey, Sean.

Sean Morgan: It is. I think it's a sign of health. But that doesn't mean it's easy, right? That doesn't mean it's easy. And so I guess what I would say is when I first started doing this work, I thought, really, the best thing for a church was for the outgoing lead pastor to leave. And I still think having a little gap in there is helpful sort of like a recalibration, um. And and there's certain reasons for that where I would highly recommend it or mildly recommend it. So we can talk about that later if you want.

But I used to feel pretty firmly, they should just leave. They should just unplug from the church and I do think there are some cases where, unfortunately, that's probably still the best case. But here's what I've seen over time is I have been encouraged that some of the best transitions I have seen in been apart of have actually been when the outgoing lead, Pastor stays.

Carey Nieuwhof: Hmm.

So I love saying that because it's true,

Carey Nieuwhof: It's not always a Trainwreck,

Sean Morgan: It's not always a train wreck but I have to say that they, it doesn't happen by accident. It's intentionality and focus. And ultimately, when the outgoing leader stays a part of that church community, they do so with a lot of intentionality, they're very clear around other people to say, hey, I'm not here for you to complain about the latest leadership decision because this person is my pastor.

And I'm 100% for them.

And they have to actively intervene and own that perspective because what I found over time is those people have such a pastoral heart for a church that in some way, during a transition is going through a grieving process. If who if you're an outgoing leader and people, you love maybe staff or members of your congregation are coming because they're struggling during this transition, their seeing some things that they love that are probably less mission and more method. But nonetheless things they love about their Church change. If you don't actively intervene and support the current leadership, they often take your silence

As affirmation and that can then sort of bubble up in other ways as affirmation or as as

Carey Nieuwhof: So sorry. I just want to make sure I'm clear. They see. So if I'm silent as the outgoing leader.

Sean Morgan: Yeah.

They see that as affirmation or as condemnation.

No affirmation,

Carey Nieuwhof: Okay.

So if I come and sort of mildly complain to you about something and you with with a deep, passionate, nice person gotta gotta sort of comfort me. But don't really say anything. I walk away going. Yeah. I I'm not happy about this. And neither is the outgoing lead Pastor who I just have the conversation with and that that can sort of fester verses for me to say, hey, something. And then for you to say, hey, I'm sorry. You feel that way, like validate what it is? You're feeling at the same point in time. I'm confident that the leaders of the church are doing the right

Carey Nieuwhof: To redirect that the reason I got it.

Sean Morgan: Yeah.

Carey Nieuwhof: That makes a lot of sense. Yeah. Um.

If you were to pre script, if you were to prescribe a train wreck. In other words, Carey if you want to make this a total disaster for Jeff Moore, Rick Warren. If you want to make this a total disaster for Andy Wood or, you know, Dave Stone, if you want to destroy Kyle Idleman's life, all of those situations, outgoing pastors. Yep. Destroying incoming pastors lives. What prescription would you give us

Sean Morgan: Insecurity

Carey Nieuwhof: Really? Yeah, just be really insecure.

Yeah, just be insecure. Be the outgoing leader who sell secretly wants to get the credit. And then suddenly the things you do the body language maybe even and the things you don't do it will undermine the current leaders. Like I know exceptional incoming leaders where the outgoing leader because of their own insecurities, say things like when somebody complains them as well. I'm just not really sure that we should be doing things that differently. Like we shut down that campus recently and I thought that was a great initiative.

So you can feel like, well you're sort of for them.

But actually, what you've done is, you've said you don't know. You can't really trust this person because they're young, they're immature, they're new in decision-making. What you have to do is actually set the bar higher for people and say, I trust that person fully and I'm in their corner. I'm sorry. You feel that way and you're right to feel that way because that's how you feel, and I want to affirm that, but I also want to challenge you to grow through this and support, where this church is going, because our mission is too important.

But actually, what you've done is, you've said you don't know. You can't really trust this person because they're young, they're immature, they're new in decision-making. What you have to do is actually set the bar higher for people and say, I trust that person fully and I'm in their corner. I'm sorry. You feel that way and you're right to feel that way because that's how you feel, and I want to affirm that, but I also want

to challenge you to grow through this and support, where this church is going, because our mission is too important.

And then go back to the church's roots and say, you know, we might be doing that a little bit different now, but the roots of what we're pursuing with our mission are the same as they were twenty years ago when I got here and started leading. And that's the healthy side of pointing people back? Right. It's not just pausing and giving a listening ear. It's not grumble being in some way when you secretly get the credit from a situation. So I think that's probably the number one thing is, when a leader ultimately is not comfortable with obscurity there's something insecure in them that still wants to get the spotlight or get the credit.

Well you had an interview on your Podcast Leaders in Living Room with Ashley Wooldridge and CCV? Right. Did you get that right? Yeah. Christ Church of the Valley. And is that Arizona?

Sean Morgan: It's yeah. North Phoenix. Pure. Don't think that's OK.

But there are a couple of mic drop moments for me. One is, why is the pastor of the product which I think is such a great question? Because I think that's a problem with a model. But even in a small Church, the pastor is the product. And certainly in larger churches, the pastor is the product but the other one that was even moreso is he said and why do so many outgoing pastors feel the need to stay because he said think about the corporate world, you never go into a Fortune, 500 Corporation and meet the new CEO and he or she tells you oh yeah the old CEO is down the hall working in marketing right now. I mean, they're gone. Yeah. Now it's weird because the church is who we are and it's what we do. And like, where else am I going to go? I didn't move, right, but it raises a really good question that we are kind of in a weird territory in the church, where leaders stay. Yeah. Any other, if you were to write a couple of just sort of rapid fire but a couple of rules for outgoing pastors as how not,

To ruin your successors future. Yeah. What's your advice to outgoing leader?

Yeah, I think there's some real practical things. So the first one is start early. Like we talked about.

It's just not natural, it's much easier just to leave. And if you're going to stick around, you really have to work on that leaving sulker stay insult. Yeah. But I also think there's Some practical things.

It's just not natural, it's much easier just to leave. And if you're going to stick around, you really have to work on that

Leave and sulk or stay and sulk

Sean Morgan: Yeah. But I also think there's Some practical things. I know some simple things, like, I know incoming leaders that have found nobody on staffs been given a cost-of-living adjustment or a raise in a decade.

And so, their entire staff is underpaid.

Carey Nieuwhof: So this is before you go.

Sean Morgan: Yeah. So that should have been dealt with before somebody left and they shouldn't have inherited underpaid staff and trying to right-size that budget

I know leaders multiple leaders, unfortunately, who have inherited facilities problems that should have been dealt with. For instance, HBC problems, heating, ventilating and air conditioning problems that were seven figures or more that they had to pay out of budget within six months of taking the lead role because nothing had been repaired and maintained, a roof again, three, four, five hundred thousand dollar roof replacement. So I think there's some real practical things that leaders can do to say. Okay. What do I need to do personally? What do we need to do? Just practically with our budget. Um. I think a personal level of financial readiness. Um we we. We've talked about this before in other ways, but the outgoing lead pastor needs to get outside counsel. Don't go it alone on the personal financial front. You know, five to ten years before you're ready to depart, have wise counsel guiding you from a first personal financial readiness perspective.

That's a big burden for the incoming leader to try to solve. And what it does, is it creates an issue? Where if there's any critical success factor for a transition, is the health of the relationship between the incoming and the outgoing that is the critical factor. In fact, in my notes

preparing for the course, I wrote down that it is one of the most critical factors and I had about half a dozen incoming leaders from churches across America review - Notes and pretty much every single one of them called that out and said Sean, it is not a factor. It is the factor. Do you as the outgoing leader unequivocally support the incoming.

Yes. And just the overall health of their relationship and so imagine a situation where the outgoing leader is financially dependent on the church and a job in the church.

That the incoming leader is sort of forced to say. Your predecessor is going to be in this role. Their salary is going to be frozen. It's going to come out of next year's budget. And the year after that. And the year, after that, it really handcuffs an incoming leader and strains potentially that relationship, which is the critical element in succession. So some things like that, really need to be resolved before succession before the actual transition so that the health of the incoming and outgoing lead pastors relationship can be Paramount because it is Paramount. Yeah.

Carey Nieuwhof: What would you say to the leader? Who says, okay. I hear what you're saying. I'm the outgoing leader, but I definitely have opinions on the direction of the church and maybe it's not going 100% where I would take it.

What is your advice to that outgoing leader?

So you're saying after the transaction of the traditional joining leader has developed that opinion. So the first thing I would say is, for the most part is, um, you've handed that off and part of making peace with the transition before it occurs is owning the fact that God is calling and ordaining a new leader. And every leader out there, whether you're a church planter, or you were a transition leader when you stepped into that church, um, you know, that leadership involves being criticized. It involves we've we've never seen seen a leader lead a group of people where everybody agreed all the time, right. The truth is, we all lead healthy marriages.

And so I think one you have to prepare for that. You have to To prepare understand very supportive.

And so I think one you have to prepare for that. You have to prepare understand very supportive.

If not 99 out of 100, have an encouraging word

However, I do know several healthy transitions where once a year, the outgoing leader in the incoming leader, have a private meeting where they sort of talk about areas of hurt or things that the outgoing leader disagrees with. And what they do is they bookend, the conversation of things I would disagree with my don't understand to this one meeting and what that allows the incoming leader to do is to know the The other 364 days a year.

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This person has my back and when I see them, they're going to encourage me, they're going to put wind in my sails, but I'm a, I'm a practical person. And I realize I'm leading differently than this person doesn't I want to honor them by listening to their perspective.

I don't, I'm not obliged to make changes because they recommend it. But I want to honor them and listen to what they think. And so when you book end a conversation like that, I'm not saying this is for every leader. But I do know multiple churches that have set up a structure like that. And what that allows you to do is lead throughout the year with confidence knowing this person has your back. And then it allows you to honor their opinion and sort of peel back the layers of the onion once a year and kind of go deep on a few things.

So that's really good. I mean, we're recording this months before it will air. Yeah. But you flew from Saddleback the handoff Sunday. Yeah. Between Rick Warren and Andy would. Yeah. And then flew to my place to do this project together. This course together and you're sharing with me at dinner the other night or whenever it was this really poignant moment.

where Rick Warren after 42 years of 82 years.

Leading Saddleback publicly in front of tens of thousands. Of people said to Andy, put his hand, his hand on Andy shoulder and said you're my Pastor.

What what does that take for an outgoing leader to do that?

Carey Nieuwhof: What what does that take for an outgoing leader to do that?

And then what does that feel like for guy like Andy Wood or a person who's in that role?

Yeah. Well, that's funny because one of the things you and I didn't talk about what Andy said after that and what Andy said he turned to the audience because that was actually from the state Rick and done it before at dinner. But he turned to the audience and he said can you imagine what that feels like to have Rick Warren? Turn to you and say, hey everybody, this is my pastor

Is in Andy immediately feels a weight of responsibility with that.

But having walked that entire Journey with Andy, I know that he's confident in the calling and so I think that's absolutely critical as and he feels the weight of that and will continue to feel the weight of this transition for years.

But having walked that entire journey with Andy, I know that he's confident in the calling and so I think that's absolutely critical as and he feels the weight of that and will continue to feel the weight of this transition for years.

Really, I think most transitions genuinely take at least five years if not five to seven. And so the clear calling that any feels to step into that role saying, this isn't my aspiration or my agenda, this is what God has called me to step into. I think that gives you the confidence to receive something like that and now, what did it take for Rick?

It's because Rick is making a statement to Andy. But more importantly, I think Rick is making a statement to the church, and he's making it very clear to the church that that transition of spiritual authority is now with Andy. And I'm a big fan of ceremony in. We talked about CEO transitions around old CEO, at least well in the military. So I just retired from twenty six years, most of it as a reservist in the air force. And we

do change of commands usually about every two to three years. So we get good at it. Because every Commander is changing every two to three years. Um. And there are two elements to military transitions. That always happen. One there is a ceremony.

The troops are in the audience and there is a flag that is passed from one leader to the next as a visual Baton Pass, sort of indication and this dates back for a long, long time in the military.

So ultimately the troops would know who's giving orders on the battlefield, right? But that ceremony sort of crystallizes what's happening and there's some real value to that. The other thing that always happens is the outgoing leader leaves. Hmm. So you see that in business and you see that in Military and I would say it's super important and it's easier. When the outgoing leader leaves what's different in the church world is we're both team and family. And so when you're stepping out of this leadership role, you're really stepping off the team, but for many, many leaders, you're still a part of the family.

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And I think that's really what allows somebody like Rick to say. You're now my Pastor, because Rick saying, I'm stepping off this team for the first time ever in the history of this church, this church has never seen a succession because Rick planted that church in January of 1980. And he's clearly saying I am now one of the family members of this church and I am under the Spiritual Authority. So it's actually a mark of Brilliance on Rick's part to say those words clearly and to do it in front of the church.

Carey Nieuwhof: Yeah because it would be easier to say Andy is my successor then Andy is my Pastor? Yeah I think there's a big difference

and that takes incredible humility. Having worshipped at Saddleback back in December. I did that interview with Rick in person about succession which will link to in the show notes, but you just realize the enormity. Of what God built? He built over forty two years. And ironically, Andy was probably born around the year that Saddleback was started.

Sean Morgan: Andy was born in nineteen eighty one.

Carey Nieuwhof: So after just after. Oh. So it's like you've been leading this longer than I've been alive. That's it. It's exceptional.

Sean Morgan: It was great at the dinner before the ceremony. Andy's parents were there and Stacey's parents were there and they basically said, yeah, like you weren't ever a twinkle in your parents' eye when this church was started. And so there was just this incredible moment of realizing, like, what God had already planned in advance to do here when this church started?

These two people weren't even born. And yet, here they are.

So ha man. There's so much more we can talk about outgoing later. I've got 28 questions. Maybe we'll come back to them. We cover a lot in the course as well. But so when you're like, Andy Wood taking over for Rick Warren or say, Rich, followed us from Peter Scazzero, or Kevin Queen who came in. After the founding pastor of Crosspoint, wasn't around Kyle Idleman, third, successor, after Dave Stone at Southeast or even Jeff Brody who took over for me at Conexus Yeah, you know the phrase and I think Jeff would say this publicly is like these feel like big shoes to fill, right? And I mean none, perhaps bigger than Andy over at Saddleback but you know whoever replaces Craig Groeschel or Andy Stanley one day very or so many Bishop Jake's absolutely name Furtick like name it. That's going to be super super challenging.

Is that an impossible set up? Like are you just setting yourself up to fail? I know some of those like, Kyle's been at it for a decade, Kevin for five years, Ritz, for probably six or seven. Now, yeah, as a lead Pastor, when we've had conversations I think with well we got to have Kyle on it. Some point, I've had one a long time ago. Yeah, I'm back. But the whole element like is that an impossible situation and what are the dynamics that play when they're big shoes to fill? Yeah.

Sean Morgan: No, it is not an impossible situation, the history, the 2,000-year history of the church is a story of transition for and if we believe God is still doing a work through us in His Church, then we have to believe in the health and growth of the movement of the local church. And it looks different in different forms in different parts of the world.

Whether it's it's two people in a house church or thousands of people in a giant auditorium or a stadium full, which we've seen on some big Sundays of churches, it is absolutely not impossible. I think it is absolutely the most challenging season of leadership and probably also the most rewarding season leadership. I think those things go together. So I absolutely think that leaders should be encouraged as they approach seasons of

I wonder we haven't talked about this. But just, you know, based on your several hundred people that you're working with, um, or any other stats you have, there's probably more success stories than failure stories. Are there in succession?

Absolutely. And I will say this. I think people always say, well, I see different successions out there and they don't seem to be going well. And what I would say is actually different. And I'm always a half full kind of person, seeing things and and seeing opportunity.

I would say there's no transition I know that's gone perfect. And so if you choose to focus on the worst part of that transition in the worst moment, then you could probably say, I don't know any transitions that are going great. But what's the expectation is it? Perfect. And I would say no, there's a lot that are going great and I would wholeheartedly agree. The vast majority of ones that I am a part of there are seasons of burden for a leader. To where many times they have to go. What did I get myself into? That's why the importance again of being called. If you can't rest on that. In your toughest moments. This is about you accomplishing something or a job or proving something to somebody. It's just not the right thing to say, yes to you. But if you're called,

God will be there in those moments and you will make it through those moments. And you will look back and see the fruit of people's lives and the fruit of a local church that really has an ordained path from your leadership.

So calling tends to be, I think calling is confirmed in community, but it tends to be a very individualistic subjective thing. I feel called to do this and and, but I imagine that in addition to calling I always think calling and gifting aftermath, you know, like I'm a feel called to be a professional athlete. I don't have the gifting or the skill set to be a pro athlete. I just don't right?. Yes I might be able to do a bike race. I might be able to run a marathon at some point, but I'm not going to make any professional team, right? Is there a skill set or are there certain personalities or characteristics? That

tend to create great outcomes for incoming leaders. In other words, would you say there is a set of two or three essential qualities, gifts, skills characteristics that successful incoming leaders have?

Sean Morgan: Yeah. Well I do think that you at that point I God can do anything.

Sure he can. And we have some stories of the Bible where people feel very ill-equipped and sort of the least of these from the least tribe in those types of things and it. And God really abides in those situations. So um, that being aside, I think before somebody steps into senior leadership of a church you should have on your resume. Quote "resume" or just your experience is times where you have been a point leader meaning you have led something that required a team underneath you to lead. So you just want one person getting stuff done. Who? You were assembling people underneath you. Who were going to lead others so? So, the Biblical term for that would probably be leader of a hundred.

So if you're a leader of tens, you can kind of be at the center of all that, like, the hub and spoke.

But for me to have a conversation with a leader, who's feeling called this direction, I would actually say, I would love to hear stories of where you've lead five to ten other people on a team, and they each all LED five to ten people, and that situation went well, That team was healthy.

And end?

Was it just a season of ministry, like leading a youth team or a campus Pastor, or those types of things?

So it went well, you met your performance objectives, you see Health on the team and the third ingredient, I would ask them to assess. If I have a history of being, a healthy point leader, would be people.

So it went well, you met your performance objectives, you see health on the team and the third ingredient, I would ask them to assess. If I have a history of being, a healthy point leader, would be people.

Wow, and if you have those ingredients again, God can do anything, but I would say the makeup for leadership seems to be present and if you're in your late 30s or 40s and you don't have any of those experiences, I would just pause in further, ask deeper questions about, are you wired to carry the mantle of leadership? Because, like, Jethro advised to Moses, it's a heavy mantle and you need healthy team members and capable team members underneath you

And if you don't have a history of that, it's likely you won't do it well in the future at that senior level. Sort of that idea that that I remember talking to a previous guest. I think it might have been Michael McCain for McCain foods, okay. I could get this wrong and, you know, he's got thirteen thousand employees. Four point. Eight billion dollar corporation. And and he's talking about, you know, the qualities he looks for in young leaders. And I'm like, what do you do when there's no track record? And he goes, I look over, like, did they run for student Council were. Were they the quarterback on the football team? Did they take any initiative in the community? So past performance is the best indicator of future performance. Yeah. That kind of idea. So what are you leading? Even if the volunteer team. Absolutely now, there's three. There's probably an infinite number of scenarios that incoming leaders can face, but in terms of trajectory momentum. Yeah. Ah. For a church. There's sort of three scenarios. I'm imagining in my mind declining church.

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Plateaued or stagnant church and a growing Church. What are the dynamics that an incoming leader faces in each of the three scenarios? So this you know, the outgoing Pastor stayed too long, you know, shuttle at five years ago, ten years ago, things are not good and those stories you hinted at earlier like death, that was not disclosed. We said we had 700 people but the reality is we have that was five years ago. Now, we have 450 people left. So I've run into so many Millennial leaders who are taking over going. I did not get the truth. Yeah, so declining Church. Yeah, stable Church growing Church. Whether unique Dynamics or characteristics that each?

Presents for an incoming leader.

Sean Morgan: Yeah, those are excellent questions in. So I think the first thing for listeners if you're stepping toward a transition this is a great thing for you to assess from the church. And really say, where do I see this church? And then engage with the leadership of the church and make sure they agree because if you think this church is in one sector and they think they're in another, you're going to have very dissimilar sides of seeing future need for change. So it's a great thing early on Now, we'll just take them in that order. Yeah, I actually think the easiest most often the easiest Church to step into leadership is a church with obvious decline. And the reason why is everybody knows.

they're in declines so they are more amenable to potential change. Yeah. Yeah. So that would be sort of the best part about that is people are more likely to agree. Now the worst part about that is what's causing the decline is likely still apart of the church. It's embedded in who they are, how they think and their culture

Carey Nieuwhof: wasn't just a outgoing leader.

Correct. Yeah. So some things are going to be easier in agreeing for the need for change. Maybe even the speed of change, but the roots of all those things embedded in who they are as a church, how they make decisions. How they I think those types of things are probably still going to need to be tackled. And those are the types of things that take years. So that would be the declining. The plateaued would probably be the most challenging because.

I think what I said earlier is the history of the church is a history of transition. And if you look back at the turning points of churches, and you say, when did we make strategic turning points? There will be a lot of things that churches will say, well, that was a turning point for us. But the one that always results in a turning point for better, or for worse is the change of a senior leadership. Every turn will look back at their history and say that's when Pastor so-and-so left and we, you know, appointed this person. So those are turning points of opportunity and in a plateau Church. The Challenge can be every succession transition is an opportunity, but if the church feels that the leadership changes that are pending or necessary for really a new life cycle of the church to begin.

If they feel they're unnecessary, they can sort of bolt themselves down to the status quo and go.

We got money in the bank.

The room looks full. At least we're not declining. Yep, yep.

The room looks full.

Carey Nieuwhof: At least we're not declining.

Sean Morgan: Yep, yep.

So that's where like a Simon Sinek, start with why, you really have to go back and say is there a do people understand the need for change? Don't just Implement change but help them understand why there is a need for change and that can be more challenging there and then the third would be be accelerating. And that can often be really, really amazing.

You don't just go from your average speed in second gear and shift into third gear, because as you press in the clutch in disengaged the

flywheel and the transmission, you lose momentum for a moment, and then you shift into third and then begin to let the clutch out and go into that third gear. So if that's a metaphor for second gear, third gear for a leadership transition, having momentum, accelerating out of second gear, pushing the car forward, then shifting into third is the best way to shift gears as you're climbing a hill. But it can also present challenges, because if everything is growing, that can be.

TobyMac has a song called something about if you want to steal the show, there's a line in there.

And what that is a metaphor for is your the main act, but somebody who was doing one of your opening sessions, like a less known band, they played such an amazing show.

You walk out there and you can't compete with those who have gone before you and you speak a lot travel and speak, you've probably followed some speakers where you. Oh yeah. What like this. Us first day of the first Standing Ovation at this conference ever.

And now I have to go after and that can present some challenges where the culture and the congregation that can kind of feel like

Well, our best days are behind us. Hmm. And that can be a challenge for a new leader. Well, if there are qualities like for a leader, an incoming leader younger leader heading into a declining church, plateaued church or growing Church. Single word adjective what? What is the quality or characteristic that you think is most needed in each situation? Patience patience? Mmm. Yeah, patience. I think. Leader, stepping into those situations. Often are younger than the average age of the congregation. There are stepping in almost every transitions leader is a first-time lead Pastor, right? Andy would be an example of somebody who's not. He planted a church and now he's transitioning into a church but he's been a lead Pastor before.

Carey Nieuwhof: Well, our best days are behind us. Hmm. And that can be a challenge for a new leader. Well, if there are qualities like for a leader, an incoming leader younger leader heading into a declining church, plateaued church or growing Church. Single word adjective what? What is the quality or characteristic that you think is most needed in each situation?

Sean Morgan: Patience

Carey Nieuwhof: patience?

Sean Morgan: Mmm. Yeah, patience. I think. Leader, stepping into those situations. Often are younger than the average age of the congregation. There are stepping in almost every transitions leader is a first-time lead Pastor, right? Andy Wood would be an example of somebody who's not. He planted a church and now he's transitioning into a church but he's been a lead Pastor before.

So not every pastor in transition as a first time. But about ninety five percent are. So there's a sense from these younger leaders of this is my season. Like I am so excited for how God's gonna use me and our family. You might be picking up and moving across the country planting yourself into to a new community in the sky's the limit. And the truth is, you're going to have to step into this next season and lead at the pace of the church where you're going. And it's often a much slower pace than what you have, because you've got this moment. You've got this the sea season of adrenaline and push. But we all know when you're leading if you're going so fast that nobody's following, you're not leading.

And I think patients is really required. And what do you do with that season of patience? Is you invest it relationally? You invest it relationally into your staff, into your, your Elder board.

And into key influencers, around the church or pop volunteers, your pop givers, and begin to really see the church in the ministry through their eyes. It's a Very diagnostic season of trying to understand the church through the perspective of people through the cohorts, you lead, you're seeing patterns now with incoming leaders.

And into key influencers, around the church or top volunteers, your top givers, and begin to really see the church in the ministry through their eyes. It's a very diagnostic season of trying to understand the church through the perspective of people.

Carey Nieuwhof: Through the cohorts, you lead, you're seeing patterns now with incoming leaders.

What is typically the hardest season for an incoming leader? Is it that initial six months or year is it happened two years in? When when does

the the, you know, what does it get the darkest? When does it get the hardest for many incoming leaders?

Yeah. On average year three is synonymous with Sam Chan's, terminology leadership pain. Hmm. If your transitions leader, you need to pick that book up, we can talk about that in. In a different conversation. But what tends to happen is when you get there, there's a lot of euphoria can be a beautiful season typically called the honeymoon season, right? And you're excited and the church is excited. But it turns out that the church has sort of naively excited, they're excited about their own thoughts and ideas of how you will lead.

The honeymoon last about a year. Hmm. And then it's year two when some of these changes begin and the first couple are typically observed by people but as future change, that's in throughout year to people realize Oh, that's different. I don't know if I like that. There's a little bit of a who Moved My Cheese, right? And we would hope that everybody was so spiritually mature. That they would just go. If this is what God's got in store for our church, we love the mission and who we're going to reach through these changes were on board, but the truth is, we're all human. There's a little bit of us in us and sometimes that creates fiction friction. And so about year three is when you see former elders.

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Get upset and leave the church former small group leaders, maybe former staff members and things like that and that season as any leader, I always say, hey it's not about you don't take this personally but the truth is everything's a little bit personal in life and everything's

a little bit personal and Leadership and it's really hard in year 3, not to take that personal and just to remain on-task and it's usually the end of year 3 or people start to see more fruit of the future Ministry in the present changes and the sting of the past changes that may be saw some decline in church, attendance decline in church giving or just some friends and family, leave the church, The sting of that starts to fade. So year 3 is typically known as the, the year of leadership pain in transition.

Carey Nieuwhof: What are some hidden land mines things that most incoming leaders? Outgoing leaders, even congregations

Wouldn't expect when it comes to succession.

Yeah. I think some of the hidden landmines are probably just going too fast. Initially like we talked about, you need to learn how to go slow. I think for incoming leaders they often go from what was their past Ministry doesn't even have to be senior leadership into this new role without any rest. And most of them get three to six months into their new role in realize that they really needed to invest relationally into their family. They really needed some quiet time. Some time of reflection. I'm not talking about a day or two. I'm talking about probably only a thirty day sabbatical would be the minimum of take some family vacation. Invest in your family. Take some time off. Maybe just with your spouse.

And take some time off, to be alone in be fully recharged. You don't want to start a race with a half charged battery. So a sabbatical before you take on the role, yeah, I would highly recommend if you're offering a lead Pastor a job at your church that you give that person a 30-day funded sabbatical before they start their first day and the truth is most people are moving, they're buying a house, their dealing with movers. They don't have electricity turned on, they don't have plumbing turned on. This is a season that just becomes naturally more stressful and so as much as you can do to care for that family, in transition, as much as you can do to take care of those things for them. And give them the time to get situated and build, really a firm foundation, the relationships of that family, the peacefulness of their spiritual walk versus the turmoil because when we're busy were reactionary and the last thing you want is day one, a reactionary leader taking over a church?

Yeah. Anything else you want to share with leaders before we wrap up?

Yeah. I think the last thing that I would say is don't do this alone.

We do cohorts at the ascent leader. It's one of the most important things that I think people do is to get them in pure relationship. But regardless of where you're at, or what you're capable of doing on a leadership development spectrum,

Find people who are for you. Find people who you can trust. Find people who understand you and leadership dynamics and create some peer relationships where you can be in conversation about leadership. Um it's not always your team. Your staff team? It's not always your board where you can have every conversation that you need. Sometimes that neutral ground of peer-to-peer connections maybe access to some mentorship and some coaching is the absolute best way that you can sort of stay in the long game. And actually, Warren Byrd just release some research that said, regular Peer-to-peer connection for leaders is the number one issue in sustainable leadership.

If people want to join one of your cohorts, what's the website that they can apply it?

If people want to join one of your cohorts, what's the website that they can apply it?

Sean Morgan: Yeah. It's just the ascent leader dot-org.

Okay, great. And then let's talk about the course that you and I put together, which is mostly you. I got to, I got to play, give some, you know, do a few sessions and chip in here and there what are some of the issues that you cover? Obviously this was just, you know, an hour broad strokes of some of the dynamics but you go into a board you got unit on salary negotiation, how did that go?

Yeah so it's so interesting that wasn't original part of the course but as we began to think and I think it even came out in a conversation where you and I were on together's phone call or Zoom call.

And I just started to reflect on certain issues that impact the success of a lead Pastor and there are certain things in church world

It two years, and yes and resent it, or have family members that resented. And the truth is a scripture actually says.

It two years, and yes and resent it, or have family members that resent it. And the truth is a scripture actually says.

And so what does that mean?

Well, the when we enter that conversation in the church, being worth your wage, there's a lot of opinions on the table about what that means for the size and complexity of a church

It differs a church of three hundred in middle America in a rural environment versus an urban versus maybe on the West Coast or East coast in an urban environment. And so the truth is, is that we need a lot of facts. And facts are the only way that we can engage with opinions that are maybe in incorrect. And it turns out that pastors just traditionally are not great at salary negotiations. And so I said, you know, one of the things that I think we can best do to serve. The church is to help these leaders step into a sustainable Ministry, and a big part of that is the financial income.

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In this pasture, this family planting themselves here and being able to have a long run that they can for themselves out into.

In this Pastor, this family planting themselves here and being able to have a long run that they can for themselves out into.

So we sort of go through the timeline of how do you know if your called, when you feel called how do you negotiate your salary? What are some early things that can help you understand your fit and the church and is that a fit? And then we sort of go into the steps of leadership. And we cover, I would say about 60 to 70 percent is for the

incoming lead. Pastor, another 20% is for the outgoing lead pastor, and then there's another maybe ten to fifteen percent, that is what we call bridge leaders, and it helps the Board, understand all the dynamics of what's going on in this season and key staff and volunteers that are invested in the leadership

Circle in the decision-making Circle, understand how they can play an important role both before during and after Transition.

So the course was designed for outgoing, incoming and also leaders at is and then also board members and key leaders. So it's available at theartofpastoralsuccession.com and through The Art of Leadership Academy. As always, Sean, this has been a great conversation, I really appreciate you opening up, what you've learned over the last decade and I think there are great days ahead for the church and for succession. I know I have learned so much from you. Thanks so much for being with us.

So good to be here. Thanks everybody for listening.

Carey Nieuwhof: Well, Sean is an absolute reservoir of wisdom. When it comes to succession and make sure you check out The Art of Pastoral Succession. Again, that's if you have been through a succession over the last five years, if you are heading into one or maybe you're that Senior Pastor going. Is it time? Check it out The Art of Pastoral Succession and

That's the hardest question you've asked me so far. I think, in fact, I bet it's the hardest question. You're going to ask you. So you might want to give yourself a cigar right now.

While thinking.

Yeah. You're welcome this this. This is this is hard. So let me give you the best answer I can.

Liberal democracy. Which is how our I'm using the word liberal, very broadly liberal democracy, which is how our constitution was written. How are you know, how our country was founded? Was the idea that the government is neutral when it comes to religion and religious beliefs. It does not impose religion and religious beliefs on people. It doesn't impose a worldview on people. It doesn't say, it doesn't hook

up to Catholicism or Chris were priced, you know, Lutheranism or whatever. And, therefore, it's big on freedom of Association, freedom of speech. So, that's next time on the podcast. Remember, too? We always have show notes, so you can.

Today's episode at carry new half.com episode, 547 also coming up on the podcast and he and Sandra Stanley. Carlos Whitaker, Craig Rochelle, John Mark, Omer Gretchen Rubin. John Lee, Dumas Irwin McManus Albert Tate and a whole lot more coming up. Thanks so much for listening. And hey, have you guys heard about my brand new newsletter, On The Rise, you can subscribe to it at, On The Rise newsletter.com, it's absolutely free and every Friday I send you a really curious.

Mix of some of the best stuff I found on the internet in the most interesting articles.

And, yeah, they're definitely on point, but some of them are just from completely different disciplines. For example, I'll share an article on how much money people need to make to feel rich. Why?

Well it's really interesting. And if you're a preacher, I mean, that is really good fuel. There's data on that. I'll send you some curious things that that are just fun. I'll also send you some really intriguing articles like the Cosmo profile on Sadie Robertson, Huff or Tim Keller on deconstruction. And it's just what I read. I'm sending it out to you. You now. And this is cultivating the best of what I see. So whether you're just interested in curious, it's it's great weekend reading or whether you want to do some deeper research on a subject or think of it as great sermon fodder or leadership fodder. You can subscribe to on the rise newsletter at on the rise newsletter dot Com. Thank you so much for listening. Hey. If you. I have enjoyed this episode. Please leave a rating and review wherever you're listening. And I hope our time together today has helped you identify and break a growth barrier you're facing.