



LEADER PLAYBOOK

VOLUME 1

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OUR MISSION:

WE EXIST TO
see lives redefined
BY BEING
FILLED
with life in Christ.

ROOFTOPS

"In 2007, my wife Alicia and I stopped at an intersection in the middle of Stone Oak. As we looked around, we saw a sea of rooftops spanning the hills. The sight was overwhelming. In an unforgettable moment, I felt God speak to my heart about planting a life-giving church in north San Antonio. Those rooftops represented thousands and thousands of people who needed Jesus - people who needed salvation and hope. Families who needed to experience God's love and grace.

So, on January 18, 2009, NorthRock Church launched its first service in Hardy Oak Elementary School - only a few miles from the site where God planted this dream in our hearts while looking at those rooftops."

-Pastor Jonathan Moore

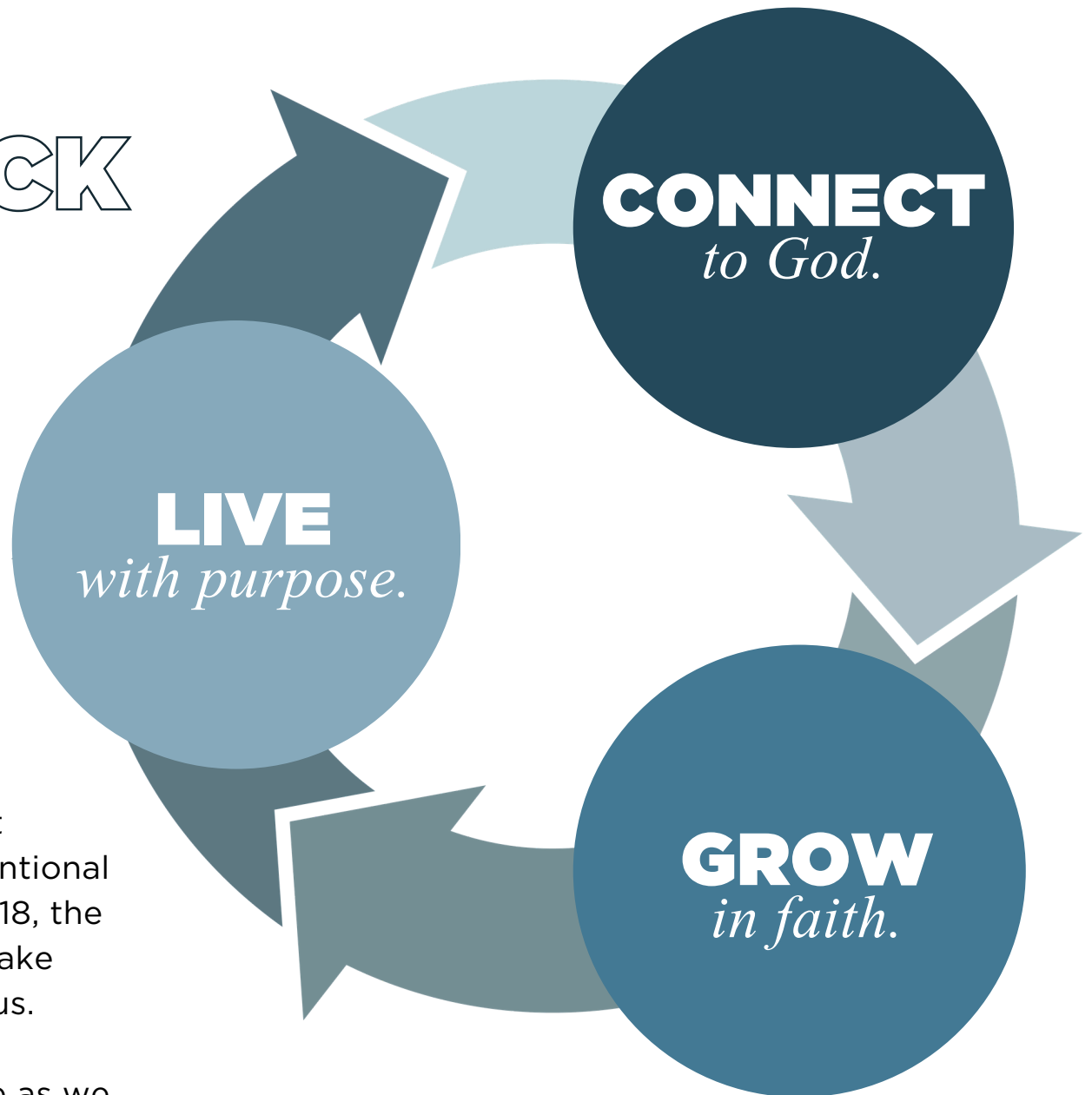
THE VISION:

To see a NorthRock Church location within 20 minutes of everyone in the San Antonio region.



THE NORTHROCK JOURNEY: *how we accomplish the mission*

From day one, we've believed that spiritual growth happens with intentional practice. Rooted in Ephesians 1:17-18, the *NorthRock Journey* helps people take meaningful next steps toward Jesus. These aren't one-time actions to complete, but rhythms to embrace as we grow, serve, and live a life redefined by Christ.



WHO WE ARE

Leadership Standards

Our core leadership values aren't just things we say, they're who we are.

These are non-negotiables for our staff and Rockstar leaders, and recommended for all our Rockstars.

DO IT FOR THE ONE.

People are at the heart of everything we do. Every decision, every moment, and every interaction is an opportunity to reach and care for one person. We don't see crowds; we see individuals. We slow down enough to notice, to care, and to respond. Because every number has a name, every name has a story, and every story matters to God.

SERVE WITH EXCELLENCE.

We bring our best as an act of worship to Jesus. We refine, improve, innovate, and elevate because excellence honors God and inspires people. It's not about perfection, it's about intention. We believe excellence is found in the details, and we give our best in every moment because people are worth it.

TAKE OWNERSHIP.

Leadership comes with responsibility, and great leaders embrace it. We don't shift responsibility to others, avoid difficult conversations, or wait for someone else to take the lead. We follow through, take initiative, and faithfully steward what has been entrusted to us.

GO THE EXTRA MILE.

We go above and beyond. We choose effort over ease. We're always looking for ways to serve better, reach further, and create meaningful moments for others. Sometimes it means coming early or staying late, and we're okay with that. We don't just do the minimum; we go the extra mile.

STAY FLEXIBLE.

Everything except our vision may change tomorrow and we need to be ready. We stay flexible because people matter more than our preferences. We hold plans loosely, pivot quickly, and trust each other as we follow where Jesus leads. We're willing to adjust, adapt, and stretch if it means reaching people more effectively.

BRING THE FUN.

We love what we get to do! We're fiercely committed to keeping our culture positive and focused as we advance the mission. We laugh loud, celebrate big, and create an environment people want to be part of. Fun isn't a distraction, it's fuel. It builds connection, strengthens teams, and brings energy to what God has called us to do.

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LEADERSHIP PROFILE

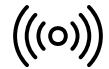
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Leadership is influence, and we believe great leaders are developed, not discovered. The NorthRock Leadership Profile identifies the characteristics we look for as we identify, develop, and empower leaders. No one embodies these perfectly, but each reflects the kind of leader we are committed to becoming.



CLEARLY PURSUING CHRIST

Demonstrates a growing relationship with Jesus through personal devotion and a commitment to spiritual disciplines.



INFLUENTIAL

People are naturally drawn to them because of their character, passion, and ability to inspire others to engage in what God is doing through NorthRock.



COMMUNICATOR

Clearly and consistently communicates vision, expectations, and values in a way that brings clarity, alignment, and action.



CULTURALLY ALIGNED

Embraces NorthRock's mission, vision, and values, and consistently models the culture we are building.



TEAM BUILDER

Able to rally people around a vision, inviting them to serve, and helping them grow into their God-given purpose.



PROBLEM SOLVER

Sees challenges as opportunities to make things better. They identify issues, take ownership, and develop thoughtful solutions that move the mission forward.



SELF AWARE

Knows their strengths, weaknesses, and blind spots. Welcomes feedback, remains teachable, and recognizes how their actions and words affect those around them.

LEADERSHIP
LEADERSHIP
LEADERSHIP

LEADERSHIP LANGUAGE

what NorthRock sounds like.

It's not just what you say, it's how you say it. Here at NorthRock, we're intentional about the language we use. There are some things we say a whole lot, and others you'll never hear us utter. Pay careful attention to the language you're using to avoid cultural faux pas.

Until Jesus runs this town!

Our mission won't be complete until every last person in this city has connected to Jesus. This city is full of people who need God, who need a light to shine in their darkness; full of people God loves! Only when Jesus runs this town will we stop adding services, opening campuses, and providing opportunities for the lost to come home.

Can you believe we get to do this?

How incredible is it that we get to be part of a church where life change is the norm?! It's something bigger than ourselves. Every week we hear stories of lives being redefined, marriages saved, hope for the future and we understand it's a privilege to be a part of NorthRock and someone's eternity.

Inspect what you expect.

We follow up to make sure our team and/or leaders are executing to the level of our expectations. We cannot simply delegate and empower and never inspect the outcome. We must create a culture of feedback and coaching within our teams.

What gets celebrated gets repeated.

Celebration creates culture. What we honor publicly becomes what people pursue consistently. We intentionally celebrate the behaviors, attitudes, and wins that move the mission forward because what gets celebrated gets repeated.

The why behind the what.

It's all about vision! So we always lead with vision and continually speak vision to our teams. If people understand the why, it's easier to follow through with directives and plans.

Church is a chance.

We believe that the Church is a place for people to experience the grace and mercy of our Savior, Jesus Christ! No matter the reason they came, church is a chance for Jesus to change their lives.

Come and see.

Jesus led with an invitation, and so can we. As leaders, we have the privilege of introducing others to what God is doing in our church and what He wants to do in their lives. Be a bringer - bring someone with you and then let God do His thing.

Honor up, honor down, honor all around.

Honor isn't just a value. It's a practice. We honor those we follow, those we lead, and everyone in between. It starts at the top: refer to our Lead Pastors as "Pastor Jonathan" and "Pastor Alicia." From there, we let honor flow through every word and every action toward each other and toward our Rockstars.

We share the credit and take the blame.

Great leaders celebrate the contributions of others and are quick to recognize their team for every win. When things go wrong, we take ownership and responsibility. We lead with humility, protect our team, and create an environment where people can grow and succeed.

Talent will take you to the top, but character will keep you there.

Talent may open doors, but character sustains influence. What matters most is not what you do, but who you are. We place a higher value on godly character than talent, gifting, or performance.

Pray first.

Prayer is our first response, not our last resort. We believe in the power of prayer because we serve a God who hears us. Before we make decisions, address challenges, or take action, we seek God first.

Stay coachable.

We never outgrow the need to learn. We are open to feedback, we receive it, and we apply it. Instead of reacting defensively, we pause, listen, and look for what we can learn. We believe growth often comes through challenge and correction, so we don't resist coaching; we welcome it.

Needed and known.

Everyone wants to be needed and known. The leader may not be able to know everyone, but everyone must be known by someone - this is what we call "span of care." For every 7 Rockstars there must be a leader caring for them. This includes providing community, praying for them and knowing details about their life.

It starts with me.

To lead others well, I must first lead myself well. I take responsibility for my spiritual, physical, relational, financial, and emotional health. My habits and how I show up each day directly impact those I lead. When I am healthy and grounded, I lead from strength, clarity, and consistency. Leadership doesn't start with others. It starts with me.

Speak with unity.

We speak positively about our leaders and the vision we've committed to. We don't create confusion or division in side conversations; instead, we have honest conversations with the right people (our leaders) at the right time. We say the last 10%, the difficult, clarifying, or uncomfortable things that build trust and strengthen alignment.

Systems serve the mission.

We build and follow healthy systems because they work. They've been tested, refined, and are part of what makes us effective. Our mission doesn't change, but our methods can. Our systems serve the mission, not the other way around.

Don't do life alone.

We are created for relationships. Who you surround yourself with matters, because growth, support, and discipleship happen best in community, not isolation. We prioritize small groups because they create space for real connection, where people are supported, needed, and known.

Every number has a name.

Numbers matter at NorthRock. We care about every single person who calls NorthRock home and visits one of our locations on any given weekend. Why? Because every number has a name, every name has a story, and every story matters to God - so it matters to us.

Build your bench.

Great leaders don't just get the job done, they develop others to do it with them. A healthy team is never dependent on one person because leaders are constantly identifying potential, creating opportunities, and empowering others to grow. Ask yourself: Who am I investing in? Who am I bringing along? If no one can step in behind you, you're doing the work. If you're developing others to lead, you're building the bench.

CARRY
THE
CULTURE

AS A TEAM

we are unified in our language

INSTEAD		WE SAY....
Your church	→	Our church
My team	→	Our team
Volunteer	→	Rockstar
Connect groups, life groups	→	Small groups
I have to	→	I get to
Sorry, I know serving is hard	→	You're making a difference
Main campus	→	Broadcast campus
Working	→	Serving
Overflow seating	→	Additional seating
Childcare, Sunday School	→	KidzRock
They want it this way	→	We want it this way
I don't know	→	Let me find out
Are you new here?	→	How long have you been coming?

LEADERSHIP STRUCTURE *how we develop*



One of the greatest responsibilities of a leader is developing other leaders. At NorthRock Church, we strive to be *leaders who develop leaders who develop leaders*. We use leadership structures and team roles to build development into every level. Every person can grow their leadership within this structure and continue to take next steps in their discipleship journey, though not everyone will serve at each level. Every leadership layer serves, develops, and supports the leaders beneath it.

ROLES

Every role carries a unique responsibility in how we lead and move the mission forward.
Clear roles create clarity, alignment, empowerment, and healthy teams.

WHY? →

LEAD PASTORS	EXECUTIVE/ LEAD TEAM	DIRECTOR/ CAMPUS PASTOR	COORDINATOR	TEAM LEADER	CAPTAIN	ROCKSTAR
LEADING THE CHURCH	LEADING THE ORGANIZATION	LEADING CENTRAL MINISTRY/ CAMPUS	LEADING MINISTRY DEPARTMENT	LEADING MINISTRY AREA	LEADING OTHERS	LEADING SELF & SERVING OTHERS
Set the vision and guard the mission.	Provide vision, strategic direction, and organizational alignment.	Sets vision, systems, strategy, and the ministry structure for campuses.	Creates alignment, evaluate systems, and ensure consistent execution at the campus level.	Executes ministry strategy and build healthy teams.	Leads and cares for their designated team of Rockstars	Executes the play and make it happen
<i>Asks: Where are we going?</i>	<i>Asks: How will the organization get there?</i>	<i>Asks: How should this ministry function?</i>	<i>Asks: How do we implement it consistently on this campus?</i>	<i>Asks: How do we lead our leaders to accomplish it well?</i>	<i>Asks: How do we care for and coach our Rockstars each week?</i>	<i>Asks: How do I faithfully execute my role today?</i>

← HOW?

RESPONSIBILITIES

COORDINATOR

LEADING MINISTRY DEPARTMENT

ON THE WEEKEND:

- Lead the weekend for department at designated campus
 - Serve minimum of three full weekends per month
 - Evaluate systems and execution
 - Coach and support Team Leaders
 - Input department metrics
 - Connect with guests and leaders
-

DURING THE WEEK:

- Implement department strategy
 - Monitor ministry health and metrics
 - Solve campus ministry issues
 - Communicate with Team Leaders
 - Manage and oversee schedules and systems
 - Prepare for upcoming weekends/events
-

ONGOING DEVELOPMENT:

- Attend monthly leadership meeting for campus (Facilitate Team Leader meeting portion)
- Attend monthly department meeting
- Monthly 1-on-1 with Campus Pastor
- Recruit and onboard leaders
- Encourage and coach Team Leaders
- Carry vision and culture forward

TEAM LEADER

LEADING MINISTRY AREA

ON THE WEEKEND:

- Lead your ministry area
 - Inspect and coach your team by observing each Captain's leadership during at least one service per month
 - Lead through your Captains to ensure team is executing with excellence
 - Troubleshoot and correct issues
 - Connect with guests and leaders
-

DURING THE WEEK:

- Communicate with and care for Captains
 - Review and report wins, opportunities, and needs
 - Manage Connections and rosters
 - Oversee team health and schedules
 - Prepare your team for the weekend/events
-

ONGOING DEVELOPMENT:

- Attend monthly leadership meeting for campus (Every other month facilitate Captain meeting portion)
- Recruit and onboard leaders and Rockstars
- Identify potential leaders
- Encourage and coach Captains
- Build community with your team

CAPTAIN

LEADING OTHERS

ON THE WEEKEND:

- Lead your service's team every other weekend (A/B Schedule)
 - Assign positions and responsibilities
 - Train new Rockstars
 - Ensure team readiness
 - Solve problems in the moment
 - Input department metrics
 - Connect with guests and leaders
-

DURING THE WEEK:

- Manage/Review schedules and fill gaps
 - Follow up with new Rockstars
 - Communicate wins, opportunities, and needs
 - Prepare your service area
 - Celebrate and care for Rockstars
-

ONGOING DEVELOPMENT:

- Attend leadership meeting for campus (Every other month)
- Encourage and coach your Rockstars
- Recruit new Rockstars
- Identify potential leaders

ROCKSTAR

LEADING SELF & SERVING OTHERS

ON THE WEEKEND:

- Arrive prepared and on time
 - Serve alongside your team at least every other weekend (A/B Schedule)
 - Serve with excellence
 - Execute your role
 - Create an incredible and welcoming experience
 - Stay engaged until your assignment is complete
-

DURING THE WEEK:

- Respond to serve requests in a timely manner
 - Communicate schedule changes
 - Prepare for your scheduled serve opportunity
 - Live out NorthRock culture and values
-

ONGOING DEVELOPMENT:

- Attend huddles and trainings
- Receive coaching and feedback
- Continue growing spiritually
- Invite others to serve
- Take your next step: Baptism, small groups, giving, or leadership

RESULTS

How you know you're winning.

Results aren't about checking boxes or building our own success. They're about faithfully stewarding the people, opportunities, and ministry God has entrusted to us. Healthy leaders create healthy environments where people encounter Jesus, leaders are developed, and the mission moves forward. As leaders, we don't measure activity, we measure impact.

COORDINATOR: DEVELOPS TEAM LEADERS

Key Results

- Consistent ministry execution at the campus level.
- Healthy Team Leaders who are supported and developed.
- Weekend environments that are executed with NorthRock excellence.
- Ministry standards are consistently lived out across every team.

TEAM LEADER: DEVELOPS CAPTAINS

Key Results

- Captains are cared for, developed, and equipped to lead.
- Teams are healthy, engaged, and prepared.
- Rockstars feel needed and known.
- Problems are addressed early through coaching and communication.
- Leaders are identified and prepared for future opportunities.

CAPTAIN: DEVELOPS ROCKSTARS

Key Results

- Every Rockstar feels needed and known.
- Rockstars are confident in their role and serving successfully.
- New Rockstars are welcomed, trained, and connected to the team.
- The team is prepared and ready to serve each weekend.

RELATIONSHIPS

Leadership at NorthRock is not measured only by responsibility or influence, but by the health of the relationships that sustain it. As leaders grow in responsibility, they must also grow in their relationship with God, their family, the church, and others. These relationships form the foundation of healthy, lasting leadership.

Below are indicators of healthy, growing relationships in each area:

RELATIONSHIP WITH GOD

- Growing in a personal, consistent relationship with God
- Giving God the first of your time in Word, worship, and prayer
- Openly sharing what God is doing in and through your life

RELATIONSHIP WITH YOUR FAMILY

- Honoring your family and caring for their needs
- Praying together and building spiritual unity
- Spending intentional, quality time together

RELATIONSHIP WITH THE CHURCH

- Actively engaging with your church family
- Consistently attending services, events, and Small Groups
- Faithfully tithing and living generously
- Serving on the Rockstar Team

RELATIONSHIP WITH OTHERS

- Building life-giving relationships with those around you
- Being intentional about inviting others to church and connecting them to God
- Representing Christ and NorthRock well in every circle, including online

OUR CALLING

As NorthRock leaders, we have been called and equipped to carry the vision of this House.

We don't simply show up; we step up. We don't just attend church; we get to be the Church. We lead with grit and gratitude, understanding that every conversation and act of service helps build His House. We are leaders who develop leaders who develop leaders, multiplying our influence and ensuring the mission continues long after us. We go the extra mile, embrace the mission with ownership, pray first, stay flexible, and remain faithful in every season. Each day, we choose to become the leaders God designed us to be.

This is more than leadership.

This is a calling.

And we are all in.

LEADER RESOURCES





*I THANK CHRIST JESUS OUR LORD,
WHO HAS GIVEN ME THE STRENGTH
TO DO HIS WORK. HE CONSIDERED
ME TRUSTWORTHY AND APPOINTED
ME TO SERVE HIM...
1 TIMOTHY 1:12*



CAN YOU
BELIEVE

we get to do this?!