

# ROBERT DUNCAN

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*Leadership that empowers people to be the best they can be and lead meaningful lives*

**COACHING | CHURCH HEALTH | EMPOWERING LEADERSHIP | INNOVATION | LEADERSHIP & MISSION DEVELOPMENT**

## SKILLS SUMMARY

- Actively to making a difference in people's lives through 24 years of ministry as a Salvation Army Officer in NSW, QLD and Taiwan
- Highly experienced team leader and motivator at local church and head office levels with strong management skills, able to adapt to changing environments, working with both staff and volunteer teams to achieve high level mission impact.
- 9 years of executive leadership experience at North NSW, South Queensland and Taiwan national head office as Director of Mission & Resource and COO of Social Enterprises including membership of Property, Finance, Personnel, Mission Foundation and Social Enterprise Boards.
- Leadership of multidisciplinary team to resource and support frontline churches
- Management of Family Store (Op Shop) network with over 30 stores including mission effectiveness, budgeting, team development, WHS monitoring, new store development and refurbishment,
- Reporting and advising on mission effectiveness including church health, compliance, budgets and new mission opportunities.
- Advocate for front line ministries with corporate support services to ensure mission effectiveness
- Facilitate and coach local church leadership in all aspects of ministry, developing mission action plans, accountability and pastoral care of ordained ministers
- Implementing new organisational strategies across frontline services
- 18 years of local church and mission leadership The Salvation Army as the senior minister, leading all aspects of congregational life, community ministries and business activities. This included building relationships with local members and clients through mission engagement and strong networks with diversified internal mission expressions and with business, government and NFPs
- Strong, dynamic communicator with extensive experience in preaching, discipleship, leadership development, public speaking, training and facilitating groups, one to one and group coaching
- High capacity in understanding personal and community needs and developing strategies and action plans that overcome barriers and achieving desired outcomes including community needs analysis. Programs have included homelessness, youth and children, community services and social justice.
- 3 years of cross-cultural leadership experience whilst living and working in South East Asia further developing awareness and sensitivity when building and maintaining relationships with diverse cultural groups.
- Extensive experience negotiating and monitoring property leases, commercial and Work for the dole contracts.
- Develop creative ideas, realise potential in situations and people and lateral thinking for problem solving.

## PROFESSIONAL EXPERIENCE

### The Salvation Army, Eastern Australia and Taiwan 1993 - 2017

*Ordained minister and commissioned officer leading local churches, inner city mission and staff at denominational head office*

#### 2016 to 2017

##### **AREA OFFICER, SOUTHWEST QLD,**

*Pastoral and Missional oversight representing the Divisional Commander (Bishop) for 15 Churches & Mission Centres, 14 Family Stores (Op Shops) and liaise 18 mission expressions, West End to Roma*

- **DEVELOP SUSTAINABLE MISSION STRATEGY FOR ROMA** A revitalisation project to establish a sustainable ministry that meets community needs and presents the Gospel
- **DEVELOP STRATEGIC HUB NETWORK OF ALL SALVATION ARMY EXPRESSIONS** All leaders & managers of Salvation Army expressions meet regularly to work collaboratively to develop new & stronger mission opportunities.
- **OPEN 6 NEW STORES & RELOCATIONS ACROSS THE AREA.** A key campaign to achieve financial sustainability in low socio economic areas.

##### **CORPS OFFICER TOOWOOMBA (Duel appointment)**

*Pastoral leadership of the local congregation and management of church councils, staff team, all business, property and community ministries. All Media and Public Relations including managing Red Shield Appeal*

- **TRANSITION CONGREGATION FROM A PROGRAM TO A DISCIPLESHIP FOCUS** Youth & Children's ministries increased by 50%, Women's ministries transitioned to be externally focused, New Community Services Case Worker Employed
- **RESTRUCTURE CHURCH LEADERSHIP TEAM AND COUNCILS**
- **NEW STRATEGY FOR PROPERTY MANAGEMENT** Installation of ducted air conditioning and solar power to church. Sale and relocation of church op shop building, planned maintenance for all buildings including WHS and Fire Safety compliance
- **STRATEGY TO TURNAROUND FINANCIAL VIABILITY OF AGING CONGREGATION** Stabilise declining giving. Develop new strategic plan for development of a network of 4 stores across the Toowoomba area 2<sup>nd</sup> store opened in November 2016 doubling store turnover.

#### 2014 to 2015

##### **DIRECTOR OF MISSION & RESOURCE, SOUTH QLD,**

*40 Churches & 33 Family Stores (Op Shops) across South Queensland.*

Mission development of local churches through resourcing, coaching, support, church health – NCLS & NCD, mission action planning, and training. Liaise with corporate services to ensure collaboration and effective implementation of proposals from frontline expressions. Strategic planning for church planting, amalgamations, mission support funding and personnel placement. Oversight of op shop network.

- **IMPLEMENT MISSION SUPPORT TEAM** Gather church mission support departments including Youth & Children including child safety, Women, Worship and Creative Arts, Indigenous, Multicultural ministries and Mission training school into one team to ensure collaborative support for enhancing mission at local churches
- **DEVELOP A COACHING CULTURE ACROSS THE REGION** Firstly, train mission support team to adopt a coaching approach to model it to church leaders. Ensure each church budget has allowance for church leaders to be coached. Introduce church leaders to coaching leading to 10% of

congregational leaders doing a fully funded cert IV accredited Christian leadership coaching course.

- **DRIVE A DISCIPLE MAKING CULTURE ACROSS SOUTH QLD** focus on training local congregations in disciple making through regional intensives, local congregational training days, accountability through mission reviews and emphasis at all combined events through all departments
- **IMPLEMENT *MINISTRY GRID* ONLINE LEADERSHIP, DISCIPLESHIP & MINISTRY TRAINING.** A package of 4000 video training sessions covering a diverse range of ministry disciplines for both clergy and lay leaders arranged in learning pathways supported by individual coaching and clusters.
- **IMPLEMENT *SHIFT M2M* DISCIPLESHIP MULTIPLICATION TRAINING.** Provide church leaders with the tools to move from making individual disciples to creating the right structures and environment to multiply disciples through every aspect of ministry.
- **INTRODUCE 3DM AS A MODEL FOR CHURCH AND CONGREGATIONAL MULTIPLICATION.** Sponsor a group to attend introduction to 3dm concepts and then into learning communities. Commence pilot project in South Brisbane called Communities of Hope
- **OPEN 5 NEW OP SHOPS ACROSS THE REGION.** Increase market presence producing funds for further mission development. Increase revenue by 30%

## 2010 to 2013

### **DIRECTOR MISSION— PROGRAM DEVELOPMENT, TAIWAN,**

*Introduce sustainable mission structures, systems, programs and ongoing education to support the growth of TSA Taiwan.*

- **DESIGN AND IMPLEMENT TRAINING FOR ORDINATION OF TAIWANESE OFFICERS** Develop training model to satisfy International Salvation Army requirements of Theological, Missional and Spiritual formation. Write and teach mission formation curriculum. First group of students commenced in 2013
- **DEVELOP IN SERVICE TRAINING FOR CLERGY AND LAY LEADERS.** Through national retreats, translation of key texts for study, face to face local training and an individual development plan
- **DEVELOP NEW SOCIAL ENTERPRISE FOR FINANCIAL SUSTAINABILITY.** Implement new corporate structure to allow a registered foundation to own a fundraising businesses. Develop a new coffee roasting business with sales through community group fundraising and online
- **IMPLEMENT NEW FINANCIAL ACCOUNTING, BUDGET AND STATISTICS SYSTEMS** Research available software in multilingual and multicurrency formats whilst remaining simple for local church use and implement through developing chart of accounts and training for head office and local church leaders to comply with international project audit and Taiwan government reporting.
- **REVIEW AND UPGRADE IT SYSTEMS AT HEAD OFFICE** Upgrade all It equipment and software to comply with International Salvation Army standards and increase capacity for growth
- **DEVELOP NEW CORPORATE WEBSITE** Raise awareness for The Salvation Army in Taiwan, its social justice campaigns and facilitate online donations.
- **UPGRADES TO PROPERTY INFRA STRUCTURE** Renovate Head Office to increase capacity for more personnel. Renovate homeless shelter to meet government compliance. Purchase new property for Boys Home Purchase and lease properties for housing Officers and new programs.

## 2008 to 2010

### **DIRECTOR OF MISSION & RESOURCE, NORTH NSW**

*18 Churches & 20 Family Stores (Op Shops) across North NSW.*

Mission development of local churches through resourcing, coaching, support, church health, mission action planning, and training. Liaise with corporate services and social program director to ensure effective implementation of proposals from frontline expressions. Strategic planning for church planting, church viability, mission support funding and personnel. Oversight of op shop network.

- **IMPLEMENT NATURAL CHURCH DEVELOPMENT** Facilitate local church surveys and support with follow-up coaching across the region 50% of churches participated doing repeat surveys improving minimum factor. Facilitate regional workshops around common minimum factors
- **FACILITATE ANNUAL CHURCH HEALTH CONFERENCE** Engage Dr Paul Borden, Growing Healthy Churches, USA training all clergy on key factors of healthy churches.
- **INTRODUCE COACH TRAINING WORKSHOPS FOR CLERGY** A 2 stage, 2 day workshops introducing coaching concepts and practicing skills for coaching local leaders
- **RELOCATE OR REFURBISH 6 STORES ACROSS THE AREA.** Achieve financial viability for local churches in small communities: Site identification, lease negotiation, fitout design, purchase shop fittings and supervise fitout empowering local volunteers, recruit & train staff.

### **CORPS OFFICER ARMIDALE (Duel appointment)**

*Pastoral leadership of the local congregation and management of church councils, staff team, all business, property and community ministries. All Media and Public Relations including managing Red Shield Appeal*

- **LEAD THE CONGREGATION THROUGH HEALING AND FORGIVENESS** as a result of NCD minimum factor of loving relationships based on bitterness and resentment over generations in the church
- **RESTART CHILDREN'S MINISTRIES**
- **START COMMUNITY KITCHEN SERVING FREE MEALS**

## 2005 to 2007

### **CORPS OFFICER CASINO**

- **NEW HOLISTIC WELFARE SUPPORT PROGRAM**
- **RECOVERY CHURCH FORMAT**
- **NCD**
- **REGIONAL NCLS FACILITATOR**
- **INCREASE STORE TURNOVER FROM \$70K TO \$350K.** This enabled new programs to be developed
- **MISSION SUPPORT IN MOZAMBIQUE, INDIA, PHILIPPINES**

## **PREVIOUS PROFESSIONAL EXPERIENCE**

**The Salvation Army, Eastern Australia and Taiwan 1991-Present time**

2004 **CORPS OFFICER, LISMORE, NSW**

- NCD

2000 to 2003 **DIRECTOR – URBAN HEART MISSION INNER CITY PILOT PROJECT, NEWCASTLE, NSW**

- Mission Intern program
- Meals for 140 homeless people 3 days per week, drop In centre & Street Outreach reducing crime rate 30% in CBD
- Partnerships with Employment Plus, Youth Hostel, Homeless Shelter, AOD Rehab Centre

- 1999 to 2001    **CORPS OFFICER, HAMILTON, NSW**
- Develop church revitalisation project
  - NCD
- 1995 to 1998    **CHURCH PLANTER, NARELLAN, NSW,**
- Pioneer a new church in growth suburb of Sydney starting with just my own family growing to an average attendance of 130. Plant daughter congregation to new target group raising new team
  - NCD
- 1993 to 1994    **CORPS OFFICER, LEETON, NSW**
- Launch new youth and children's programs
  - Transition congregation to all age worship format
  - Congregation grew from 20 average attendance to 60
  - Relocate Church to new premises in new developing part of town
  - Relocate and develop store achieving local financial sustainability
  - Run Domestic Violence Shelter
  - Pastoral Care Committee - Base Hospital
- 1991 to 1992    **SALVATION ARMY OFFICER TRAINING - Residential component**
- 1984 to 1991    **MANAGING DIRECTOR, ROBLEA DESIGN**  
*Jewellery Design and Manufacturing*  
Retail & wholesale contract custom designer and manufacturer
- 1982 to 1984    **DOVES JEWELLERS, ST MARYS – Retail custom designer and manufacturer**
- 1979 to 1982    **RIDDINGTON & BROGAN, STRAND ARCADE, SYDNEY – Jewellery manufacturing apprenticeship**

### **CORE COMPETENCIES**

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| ▪ Team leadership, management and development    | ▪ Conducting presentations to diverse audiences  | ▪ Entrepreneurship & Innovation                    |
| ▪ Empowering Others through Coaching/Mentoring   | ▪ Group training & facilitation                  | ▪ Developing Discipleship Pathways                 |
| ▪ Conflict resolution                            | ▪ Developing & Implementing Mission Action Plans | ▪ Lateral thinking & problem solving & negotiation |
| ▪ Recruiting, induction & performance management | ▪ Strategic planning & alignment                 | ▪ Monitoring and reviewing operational performance |
|  | ▪ Church Consulting                              |  |

## **CERTIFICATIONS, EDUCATION AND TRAINING**

**Diploma Christian Leadership Coaching**, Christian Coaching Institute, Current

**Cert IV Leadership Coaching**, Eastside Training Community, 2015

**Zonal Training for International Budgeting**, Singapore, 2012

**Called & Commissioned** –International conference for training Officers, London, 2012

**Mandarin Language Classes**, TLI, Taipei 2010-11

**Transition Training** – Mission in another Culture, 2010

**Effective Skills in Coaching**, Novo Coaching 2009

**Focused Leadership**, Church Resource Ministries, 2009

**International Emergency Services**, The Salvation Army, 2008

**Nation Church Life Survey** – Results Workshop Facilitation Training, 2007

**Growing Healthy Churches** – Dr Paul Borden 2006-10

**Natural Church Development Stage 2 Coach Training**, 2006

**Frontline Management**, 2006

- Manage Quality Customer Service
- Facilitate Continuous Improvement
- Facilitate and Capitalise on change and innovation
- Manage Effective Workplace Relationships
- Ensure Team Effectiveness

**Global Leadership Summit**, Willow Creek Association, 2005 - 16

**Forge Mission Internship** – Michael Front & Alan Hirsch, 2000

**Church Leadership Coaching** – Church Resource Ministries – Steve Addison 1998

**Christian Mentoring** – John Mallison, 1997

**Natural Church Development** – Colin Noyes, 1997

**Church Planting Intensive**, Church Resource Ministries – Bob Logan, 1994

**Diploma of Salvation Army Ministry**, School for Officer Training, 1993

**Building a Church for the Unchurch**, Willow Creek Association, 1992

**Small Business management**, Business Management Institute, 1988

**Jewellery Manufacturing Trade Certificate**, Sydney Technical College, 1982

**Higher School Certificate**, NSW 1978

## **PERSONAL INFORMATION**

**CURRENT QLD LICENCE GOLD C CLASS EXP DATE 10.4.2018**

**INTERESTS INCLUDE TRAVEL, MUSIC, MOVIES, ART & HISTORY, MOTOR SPORT, CRICKET, NFL, SOCIAL JUSTICE,**

